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Leonard N. Stern
School of Business
The Undergraduate College

ANNOUNCEMENT FOR THE 105TH AND 106TH SESSIONS

NEW YORK UNIVERSITY
WASHINGTON SQUARE, NEW YORK, NEW YORK 10003

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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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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 140 foreign countries.

The University includes 14 schools and colleges at six major centers in Manhattan. In addition, the University operates branch campus programs in Westchester County at Manhattanville College and in Rockland County at St. Thomas Aquinas College. Certain University 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 100 and 6,500. While some introductory classes in some programs have large numbers of students, many classes are small. More than 2,500 courses are offered, leading to more than 25 different degrees.

FOUNDING DATES
1832 College of Arts and Science
1835 School of Law
1841 School of Medicine
1865 College of Dentistry
1886 Graduate School of Arts and Science
1890 The Steinhardt School of Education
1900 Leonard N. Stern School of Business
1934 School of Continuing and Professional Studies
1938 Robert F. Wagner Graduate School of Public Service
1948 Post-Graduate Medical School
1960 School of Social Work
1965 Tisch School of the Arts
1972 Gallatin School of Individualized Study
1963 Mount Sinai School of Medicine (affiliated July 1, 1999)
The Schools and Colleges of the University

The College of Arts and Science offers the Bachelor of Arts degree in a wide range of programs in the humanities, science, social sciences, and foreign languages and literatures and, in some departments, the Bachelor of Science degree. Joint programs of study currently involve NYU’s Robert F. Wagner Graduate School of Public Service, Graduate School of Arts and Science, Steinhardt School of Education, School of Social Work, School of Medicine, and College of Dentistry, as well as Stevens Institute of Technology.

The School of Law is one of the oldest law schools in the United States. It offers a comprehensive first professional program leading to the degree of Juris Doctor and a graduate curriculum leading to the degrees of Master of Laws, Master of Comparative Jurisprudence, and Doctor of Juridical Science.

The School of Medicine and Postgraduate Medical School offer the Doctor of Medicine and Doctor of Philosophy degrees and courses for accreditation designed to meet the needs of physicians in practice. Medical students and residents gain clinical experience through the NYU Hospitals Center, which includes the 726-bed Tisch Hospital and the 174-bed Rusk Institute of Rehabilitation Medicine. The school also maintains affiliations with select institutions for a variety of joint academic and clinical programs. Most clinical teaching takes place at the 1,232-bed Bellevue Hospital, where the School of Medicine supervises care. Other affiliated hospitals include the Hospital for Joint Diseases, NYU Downtown Hospital, and the New York Department of Veterans Affairs Medical Center.

The school’s Skirball Institute of Biomolecular Medicine is one of the world’s leading medical research centers, with research emphasizing the biomolecular roots of disease. Specific areas of focus include developmental genetics, molecular pathogenesis, neurobiology, and structural biology.

The College of Dentistry is the third oldest and the largest private dental school in the United States. It offers a predoctoral program leading to the Doctor of Dental Surgery degree, as well as advanced education programs in the dental specialties and an allied health program in dental hygiene. The patient care clinics, laboratories, and other teaching facilities that comprise the College of Dentistry are housed within several buildings, including the Arnold and Marie Schwartz Hall of Dental Sciences and the K. B. Weissman Clinical Science Building. The center is located on First Avenue, from East 24th Street to East 25th Street, in the midst of one of the nation’s most renowned health sciences complexes, which extends from East 1-4th Street to East 5-4th Street.

The Graduate School of Arts and Science offers the degrees of Master of Arts, Master of Science, Master of Fine Arts, and Doctor of Philosophy in most areas of the humanities, social sciences, and natural sciences. Several certificate programs are also offered. The NYU in Paris and NYU in Madrid M.A. programs are based in centers in Paris and Madrid. Dual degree programs of study currently involve the School of Law, the School of Medicine, the Leonard N. Stern School of Business, and the Robert F. Wagner Graduate School of Public Service. Courses are offered in the late afternoon and evening as well as during the day.

The Steinhardt School of Education offers a broad range of innovative undergraduate preprofessional and professional programs and advanced graduate study in education, health, communications, and the arts professions. Undergraduate programs lead to the Bachelor of Science or Bachelor of Music degree and combine a solid foundation in the liberal arts with specialized course work and fieldwork, clinical practice, or internships in a wide variety of settings throughout New York City. Graduate students may enroll in master’s, advanced certificate, and doctoral programs in a wide variety of disciplines. Courses are given weekdays, evenings, weekends, and summers to full-time, part-time, and special students. Study abroad is available for undergraduates during the academic year and for graduate students during the summer. Applied research opportunities abound for all students.

The Leonard N. Stern School of Business is located in a three-building complex that comprises Tisch and Shirkin Halls and the state-of-the-art Henry Kaufman Management Center, which houses the graduate programs. The Washington Square complex is adjacent to the University’s renowned Elmer Holmes Bobst Library. The Stern School offers B.S., M.B.A., and Ph.D. degrees. Students may specialize in accounting; economics; finance; information systems; international business; management; marketing; operations management; statistics; and actuarial science. Joint graduate-level programs are offered with the School of Law and the Graduate School of Arts and Science. Enrollment in the graduate program may be full or part time.

The Undergraduate College of the Stern School of Business administers the undergraduate business program. This program offers an innovative curriculum that integrates liberal arts studies with business studies.

Through this course of study, students are exposed in a distinctive manner to the international dimensions of business; develop strong interpersonal and team-building skills; gain a sense of professional responsibility; and undertake cross-disciplinary course work while retaining a strong individualized component through elective course work. The undergraduate curriculum is a full-time course of study.

The School of Continuing and Professional Studies (SCPS) has for 70 years provided courses and professional credentials designed to meet the cultural and career needs of today’s adult population. SCPS offers approximately 2,000 noncredit classes each semester in the creative arts; business and marketing; entertainment, technology, and digital arts; international studies; real estate and construction; hospitality; philanthropy; and more. SCPS also offers credit-bearing programs, including associate’s and bachelor’s degree programs geared to the needs of adults returning to college and 12 Master of Science degree programs for professionals. Students value the school’s flexible scheduling; convenient class locations; and online offerings through The Virtual College™, the school’s distance learning component.

The Robert F. Wagner Graduate School of Public Service offers curricula covering domestic and international issues including nonprofit management, financial management, public policy analysis, urban public policy studies, urban planning, and health policy and management. Master’s and doctoral degree programs are offered. The Advanced Professional Certificate Program and the Master of Science in Management Program offer career development opportunities for experienced professionals. Joint degree programs are available with the College of Arts and Science, the School of Law, the Steinhardt School of Education, the School of Medicine, and the School of Social Work.

Courses for full-time and part-time students are offered in the late afternoon and evening and on Saturdays.

The School of Social Work offers Bachelor of Science, Master of Social Work, and Doctor of Philosophy degrees. The bachelor’s program prepares students for beginning social work practice immediately on graduation and for admission to graduate programs with advanced standing. The master’s program prepares stu-
dents for the core mission of social work and provides an advanced concentration in clinical social work. The doctoral program offers a concentration in clinical social work. It prepares graduates to assume leadership positions as researchers, advanced practitioners, and educators. The School also offers an Advanced Certificate in Clinical Social Work, a Post-Master’s Certificate Program in the Treatment of Alcohol- and Drug-Abusing Clients, and an Advanced Professional Certificate in Palliative and End of Life Care.

**The Tisch School of the Arts**, founded in 1965, provides undergraduate and graduate training in aspects of the performing and visual arts. Departments and programs offering professional training are acting, dance, design, drama, performance studies, film and television, cinema studies, photography and imaging, dramatic writing, musical theatre writing, recorded music, and interactive telecommunications. Degrees offered are the B.A., B.F.A., M.F.A., M.P.S., M.A. (moving image archiving and preservation), and, through the Graduate School of Arts and Science, the M.A. (performance studies or cinema studies) and Ph.D.

**The Gallatin School of Individualized Study** offers Bachelor of Arts and Master of Arts degrees in individualized programs of study. Gallatin provides an innovative and student-centered liberal arts education in which students create and hone their own plans of study under the mentorship of faculty advisers. The Gallatin model encourages students to integrate their studies in traditional disciplines and professions by combining Gallatin course work with independent studies, internships, and courses at other schools within NYU.

Gallatin’s interdisciplinary courses focus on significant texts from around the world and engage students with major historical and philosophical traditions. Programs in the arts, writing, and community learning offer students opportunities to utilize New York City as their extended classroom and to explore the relationship between theory and practice as they develop their capacity for critical thinking, effective communication, and creative work.

**The Mount Sinai School of Medicine** offers the M.D. and Ph.D. degrees in addition to a combined M.D.-Ph.D. program in a rigorous intellectual environment focused on collaboration between faculty and students. The school is committed to training students to be not only outstanding clinicians and scientists but compassionately individuals who also serve science and society. The school, founded in 1963, became affiliated with New York University on July 1, 1999.

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**New York University Libraries**

The striking, 12-story Elmer Holmes Bobst Library, designed by Philip Johnson and Richard Foster, is the flagship of an eight-library, 4.6 million-volume system that provides students and faculty members with access to the world’s scholarship and serves as a center for the University community’s intellectual life. The Bobst Library houses more than 3.3 million volumes, 29 thousand journal subscriptions, and over 5 million microforms and provides access to thousands of electronic resources both on-site and to the NYU community around the world via the Internet. The library is visited by more than 6,400 users per day, and circulates almost one million books annually.

Bobst Library offers three specialized reference centers, 28 miles of open stacks shelving, and approximately 2,000 seats for student study. The stacks are open until midnight and a 24-hour study area is located on the A and B levels. The Avery Fisher Center for Music and Media, one of the world’s largest academic media centers, has over 100 audio and video viewing carrels and 5 media-enhanced classrooms; students and researchers use more than 51,000 audio and video recordings per year. The Studio for Digital Projects and Research 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. Bobst Library is also home to significant special collections such as the Fales Collection of English and American Literature, one of the best collections of English and American fiction in the United States. Fales contains the unique Downtown Collection, archives documenting the downtown New York literary and arts scene from the 1970s to the present, focusing on the developments of postmodern writing and dance, performance art, outsider art, and the downtown music scene. Bobst Library houses the Tamiment Library, one of the finest collections in the world for scholarly research in labor history, socialism, anarchism, communism, and American radicalism. Tamiment includes the Robert F. Wagner Labor Archives, which holds the Jewish Labor Committee Archives and the historical records of more than 130 New York City labor organizations.

The library provides instructional sessions and term paper clinics for students. Virtual library services continue to expand, and the library offers e-mail reference and electronic reserves. Subject specialist librarians work directly with students, at the reference centers, through instructional sessions, and by appointment to assist with specific research needs.

Beyond Bobst, the library of the renowned Courant Institute of Mathematical Sciences focuses on research-level material in mathematics, computer science, and related fields, and the Stephen Chan Library of Fine Arts at the Institute of Fine Arts 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 is the most comprehensive facility of its kind, designed to meet the information needs of the entire real estate community.

Complementing the collections of the Division of Libraries are the Frederick L. Ehrman Medical Library of NYU’s School of Medicine and the Dental Center’s Waldman Memorial Library. The Law Library serves the programs of the School of Law and is strong in a variety of areas, including legal history, biography, jurisprudence, and copyright, taxation, criminal, labor, business, and international law as well as such legal specialties as urban affairs, poverty law, and consumerism.

The extraordinary growth of the University’s academic programs in recent years, along with the rapid expansion of electronic information resources, has provided an impetus for new development in NYU’s libraries and they continue to enhance their services for NYU students and faculty and to strengthen research collections.

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

**The New York University Art Collection**, founded in 1958, consists of more than 5,000 works in a wide range of media. The collection is comprised primarily of late-19th-century and 20th-century works; its particular strengths are American painting from the 1940s to the present and 20th-
diate 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 greatest city in the world form a regular part of the educational scene for students of medicine, dentistry, education, social work, law, business and public administration, and the creative and performing arts.

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

University apartment buildings provide housing for nearly 2,000 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 age, citizenship status, color, disability, marital or parental status, national origin, race, religion, sex, sexual orientation, or veteran status.

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 Dr. Sharon Weinberg, Vice Provost for Faculty Affairs, New York University, Elmer Holmes Bobst Library, 70 Washington Square South, New York, NY 10012-1091; telephone 212-998-2370. 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; 215-662-5600. Individual undergraduate, graduate, and professional programs and schools are accredited by the appropriate specialized accrediting agencies.
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As the 19th century drew to a close, business was growing in complexity, and the need for more sophisticated and scientific approaches to it was evident. Yet, there was little opportunity to study business at America’s universities.

In 1899, representatives of the New York State Society of Certified Public Accountants and New York University came together to fill the void. They planned a new school to educate individuals preparing for the requirements of the first Certified Public Accounting Law, passed by New York State to recognize accounting as a profession.

In 1900, the School of Commerce, Accounts, and Finance was established—one of the first schools of business in the United States. Charles Waldo Haskins was its first dean.

By the end of the school’s first decade, significant demand had arisen for graduate courses. These were offered at the School of Commerce’s satellite division near Wall Street. In 1916, the Graduate School of Business Administration was established.

The School of Commerce took the lead in formulating objective scholarly standards of academic excellence. In doing so, it became a charter member of the American Assembly of Collegiate Schools of Business (AACSB), which is officially recognized as the sole professional accrediting agency for undergraduate and graduate degree programs of business. In addition, the Undergraduate College was the first school to award the Bachelor of Science degree that included a solid grounding in the liberal arts and sciences.

In the mid-1980s, the college and the graduate school received a major benefaction from an alumnus, Leonard N. Stern, chairman and chief executive officer of the Hartz Group, Inc. In recognition of Mr. Stern’s generosity, the New York University Board of Trustees combined the college and the graduate school under the name of the Leonard N. Stern School of Business.

As we entered the 21st century, advances in information technology and the forces of globalization radically altered the landscape of business. To prepare its graduates to effectively compete in the business world of tomorrow, the Undergraduate College committed itself to delivering the highest quality business education combining the critical thinking and humanistic focus of a liberal arts education with state-of-the-art training in business administration. To this end the faculty approved an innovative four-year curriculum with an emphasis on the following:

- The integration of liberal arts and business administration
- Exposure to the international dimensions of business
- Communication and interpersonal skills
- Professional responsibility and ethics
- Cross-disciplinary course work
- Differentiation through free electives
- International Study Project—A distinctive feature of the program is that all students who remain in good standing and demonstrate commitment to the community at large through service initiatives will be given the opportunity to travel abroad in their junior year and participate in a curriculum-based team project to learn about international business firsthand.
Other features of the Undergraduate College are as follows:

- **Premier School** The Stern School is universally recognized in major national surveys as one of the top-tier undergraduate collegiate schools of business in the United States. A recent *U.S. News and World Report* ranking has listed the Undergraduate College as fifth in the nation.
- **Location** The Stern School is located in New York City, the financial, business, and cultural capital of the world. There is no better place to study business and liberal arts than where it all is happening. Given its proximity to Wall Street, midtown Manhattan, and SoHo, Stern students enjoy unparalleled opportunities for corporate internships and part-time employment, a good way to accumulate practical experience that is valued by employers. The Undergraduate College is situated in historic Greenwich Village, a vibrant community in which to live and work. Access to the fine arts and other cultural attractions of the highest order are just minutes away.
- **Faculty** A world-class faculty teaches both at the college and at the Stern School’s Graduate Division. In the latest issues of *U.S. News and World Report* and *Business Week*, the Stern School’s academic departments all rank in the top five nationally, with finance and international business in the top three.
- **Placement** Stern’s placement record is consistently outstanding. Virtually 100 percent of graduating classes secure employment or are accepted to leading graduate schools. In addition to a truly outstanding education, NYU offers one of the finest career services offices in the nation.

- **Accreditation** The Undergraduate College is accredited by the American Assembly of Collegiate Schools of Business (AACSB). The college is also accredited separately by AACSB for its accounting programs of study.

- **Small School** As a small school within a great urban international university, Stern’s Undergraduate College offers the best of both worlds. Each year, the college accepts approximately 500 new students. The size of the student body provides many opportunities to develop intellectual and social ties with fellow students, the faculty, and the administration of the Stern School of Business.

- **Student Body** The college’s outstanding student body plays an important role in the life of this school. The Student Council and 19 professional clubs and organizations, which embrace all major departments and related areas of interest, provide a rich array of lectures and speakers from prominent business firms who come to the campus to apprise students of career opportunities in their respective organizations.

- **Facilities** The Stern School’s Henry Kaufman Management Center features the latest technology and classroom design. Tisch Hall, which is the home of the Undergraduate College, provides a mix of classrooms that accommodates various modes of instruction. Half of the rooms feature tiered seating, which enables students to have a perfect line of vision to all the members of the class as well as to the instructor. This arrangement encourages active involvement by the students in the learning process. Another group of rooms has movable seats to facilitate group discussions.

- **Location** The Stern School is located in New York City, the financial, business, and cultural capital of the world. There is no better place to study business than New York City, the financial, business, and cultural capital of the world.

**Stern Scholars Program**

The Stern Scholars Program provides unique educational experiences utilizing the facilities of New York University; the matchless cultural, artistic, and business resources of the New York metropolitan area; and international travel.

Recent scholar visits have included London, Paris, Rome, Florence, and Puerto Rico. On these international trips, scholars visit foreign corporations, comparative educational institutions, and cultural sites and are accompanied by members of the faculty, the undergraduate deans, and their staff. Stern Scholars also participate in community service projects.

The Stern Scholars Executive Lecture Series affords students the opportunity to hear from and discuss current issues with outstanding business leaders, many of whom are alumni of the Stern School. Some of the companies featured in recent years include ADP; American Express; Arthur Andersen; Bear Stearns; W. R. Berkley Corp.; Burlington Coat Factory; Ethan Allen; Federal Reserve Bank of New York; John Hancock Mutual Life Insurance Co.; The Hartz Group; Tommy Hilfiger; Lazard Frères; Lehman Brothers; Liberty Travel; MCA TV; Merrill Lynch; Mobil Corporation; J. P. Morgan; New York Jets; New York Life Insurance Co.; Sun Chemical Corp.; Swarovski Jewelry U.S., Ltd.; and Time Warner.

**Centers and Institutes**

**BERKELEY CENTER FOR ENTREPRENEURIAL STUDIES**

Acting Director: Russell S. Winer

The Berkeley Center for Entrepreneurial Studies is dedicated to conducting and supporting entrepreneurship research and education. The center underwrites research grants for faculty members and doctoral students, conducts conferences for scholars and practitioners, engages in specialized executive education, and produces a variety of publications that contribute to understanding the entrepreneurial process and the public policy and education issues associated with encouraging new enterprise development, innovation, and economic growth.

The center was established in 1984 to promote and encourage the entrepreneurial abilities of all Stern students. The center’s educational programs are designed to encourage the desire among Stern students to create economic enter-
prise through new ventures, either in start-up or established businesses. The managerial qualities such ventures require—the courage to innovate and the drive to succeed—and the knowledge and skills that are needed to move an idea to a commercial reality are increasingly in demand in companies that are seeking to adapt to the fast-paced and often unpredictable climate of the business world.

Stern's Entrepreneurship and Innovation Program offers a broad menu of courses for the Stern student who wishes to develop an understanding of the entrepreneurial process and the knowledge and skills that are required to be a successful entrepreneur, an entrepreneurial manager, or an investor in entrepreneurial ventures. In addition to the curricular program, the Berkley Center offers an extensive array of extracurricular activities that provide students with additional exposure to entrepreneurial challenges and the opportunity to interact with entrepreneurs, service providers (including venture capitalists, accountants, lawyers, and bankers), and faculty. Examples of special programs include Entrepreneurial Finance Talks, Business Plan Development Workshops, the New Venture Mentoring Program, the Maximum Exposure Business Plan Competition, and various conferences and symposia dedicated to the study and practice of entrepreneurship.

CENTER FOR JAPAN-U.S. BUSINESS AND ECONOMIC STUDIES
Director: Ryuzo Sato
The center is one of the first university-based organizations in the world to promote greater cooperative efforts between Japan and the United States through research, education, publications, and conferences. The center has assisted the Undergraduate College with the International Study Program (ISP) in Japan. A board of advisers, made up of prominent academic, government, and business experts from Japan, provides guidance and generates financial support for center activities. Many prominent Japanese and American academicians are affiliated with the center as research associates.

CENTER FOR DIGITAL ECONOMY RESEARCH
Director: Norman H. White
The Center for Digital Economy Research promotes research on information technologies and their effective management in organizations. Efforts focus on management policy and planning for systems, approaches to systems analysis and design, implementa-

Salomon Center Research and Its Financing
A founding grant in 1971 from the partners of Salomon Brothers provides a permanent endowment for the center's essential operations. Dr. Henry Kaufman contributed additional funds (1981 and 1989) to establish a center directorship in honor of Sidney Homer and an academic chair in honor of Charles Simon, both of whom were partners at Salomon Brothers. The center solicits operating funds from banks, securities firms, exchanges, and insurance and investment companies, as well as from nonfinancial companies in the United States and abroad. These corporate sponsors are called center associates.

Research Support
The center provides research support in four principal ways: grants to faculty members to help fund in the early stages of promising research that is of relevance to the center's mandate; grants to doctoral students working on issues related to financial institutions and markets; funding of symposia on financial institutions and markets held under the auspices of the center or jointly with academic departments or other institutions; and funding to maintain databases and report on important facts emerging from these databases, such as those related to defaulted and distressed debt markets.

Conferences
The center conducts several conferences each year, at which academics, business executives, and government officials exchange ideas. Recent and upcoming conferences include the Five-Star Research Conference in Finance; Derivatives 2003: Reports from the Frontiers; The Credit Market: Recent Advances in Research; and Financial Econometrics: In Celebration of Robert Engle’s Work and Nobel Prize.

Sponsoring Center Associates
Business firms and financial institutions provide annual support of center activities and participate in formulating center plans by becoming corporate associates of the center.

L. GLUCKSMAN INSTITUTE FOR RESEARCH IN SECURITIES MARKETS
Director: William L. Silber
The institute, endowed by a grant from Lewis Glucksman, offers faculty and student grants to support research on equities, bonds, futures, options, and other financial instruments and on the markets where they are traded. Five
Glucksman Fellows are designated yearly from among first-year, full-time M.B.A. students. In their second year, these fellows receive cash stipends and are paired with full-time faculty members on research projects in securities markets. Participating faculty members receive unrestricted grants as well. The program exposes some top M.B.A. students to the rigors of formal academic research in the practical areas of financial economics. The institute coordinates this specific program, as well as its other activities, with the center.

VINCENT C. ROSS INSTITUTE OF ACCOUNTING RESEARCH
Director: Baruch Lev
In 1971, Vincent C. Ross established and endowed this institute. He wished to create an environment in which research would flourish and financial executives, professional accountants, government officials, and academicians would advance accounting principles and practices. Over the years, the Vincent C. Ross Institute has organized and funded many activities for developing and exchanging ideas about accounting and related disciplines including the following:

- Maintaining a research library for Stern School faculty and Ph.D. students interested in accounting, finance, economics, management, and decision making. The library also houses a unique collection of historical corporate annual reports.
- Disseminating research results through conferences, journals, the working paper series, and the Internet.
- Editing and publishing the Journal of Accounting, Auditing, and Finance (JAAF).
- Organizing the annual JAAF/KPMG Peat Marwick Conference sponsored by KPMG Peat Marwick.

The conference brings together young academics with leaders in the research area on the major topic "The Economics of Financial Statements." The conference in August 1999 covered theoretical and applied aspects of equity valuation (Olsion) models, the conference in August 2000 was devoted to several aspects of managing earnings expectations, and the conference in January 2002, under the leadership of Professor Stephen Ryan, was on the topic " Conservatism in Earnings Quality."
- Organizing and sponsoring programs and events to facilitate the exchange of information and ideas between the business and academic communities, including distinguished lectures, executive education programs, and professional conferences and roundtables.
- Actively cooperating with other institutions, including the NYU Center for Law and Business, the NYU School of Law, and outside organizations such as the Brookings Institution, the Big Four accounting firms, and regulatory bodies such as the Independence Standards Board, to develop research, programs, and events.

In the fall of 1996, the institute sponsored a major research initiative known as the Intangibles Research Project under the direction of Professor Baruch Lev. The Intangibles Research Project sponsors research and disseminates information on the valuation and disclosure of corporate intangible assets. Intangible assets include human development and intellectual capital (which have never been recorded on corporate balance sheets), as well as purchased goodwill and other intangible assets that have traditionally appeared on the corporate balance sheets.

A recent report by Baruch Lev for the Brookings Institution, entitled "Intangibles: Management, Measurement, and Reporting," may be found at www.stern.nyu.edu/ross/ProjectInt.

STERN GLOBAL BUSINESS INSTITUTE
Director: Ingo Walter
Vice Director: Bernard Young
The Stern Global Business Institute (GBI) was established in 2005 to consolidate an array of long-standing academic activities and create a coherent platform for their future development. Stern was one of the first institutions to emphasize the international dimensions of business over three decades earlier, spanning first-rate applied research, an extensive list of undergraduate and M.B.A. course offerings, and a doctoral program to develop the next generation of professorial faculty. The school launched an academic international business initiative long before international and global business dimensions were formally built into the curricula of any of the major business schools. This 30-year “first mover” history is now capitalized in the franchise value of the school. Each of the international activities has been firmly rooted in the academic key disciplines, so that both faculty and students combined discipline-based rigor with ample opportunities to focus on the international dimensions. Throughout this period, the Stern School was
consistently rated among the top five institutions focusing on international business worldwide.

The Stern Global Business Institute is charged with taking this evolution to the next level, leveraging the school’s growing research strength in core disciplines into the global arena and providing consistent academic oversight and support for the school’s extensive activities in global business education.

**Primary Objectives**
The Stern Global Business Institute addresses the substance and uniqueness of the international aspects of the various disciplines represented in the Stern School. It has three primary objectives:

- To provide incremental resources that will leverage the research and educational capabilities of the school in the global dimensions of management. This includes financial resources that will facilitate top-rated frontier research by members of the faculty and doctoral candidates.
- To amplify externally the international and global activities under way at the Stern School in a way that will cement its reputation as one of the world’s premier centers for the study of global business.
- To form an effective advisory and advocacy capacity in course offerings and recruiting and staffing activities of the various academic departments that constitute the core strength of the school.

The Stern Global Business Institute is a self-standing academic center whose mandate is to pursue the three aforementioned objectives in ways that include external fund-raising, including (1) Solicitation of an adequate endowment through a naming grant as part of the ongoing capital campaign; (2) creating an environment of scholarly interest and excitement in the global dimensions of business that complements scholarly efforts at the departmental level; and (3) facilitating various international educational activities at the school, including course offerings and recruiting and staffing activities of the various academic departments.

**Discretionary Resources for Research**
As an academic institution, the Stern School has as one of its key missions the pursuit of premier conceptual and applied research. Good teaching at the forefront requires that those who teach also actively engage in research that commands the attention of peers as well as practitioners and public policymakers. This performance-oriented research capability is the basis for faculty staffing and advancement, the support of an active doctoral program to train the next generation of faculty, and the maintenance of a vibrant and interactive community of scholars focusing on issues that matter.

The Stern School presupposes active faculty engagement in research and, to this end, makes substantial resources available. Superimposed on this, discretionary research support involving faculty release time from teaching duties, summer support, research assistance, data acquisition, and coverage of other expenses can be extraordinarily productive. One of the key mandates of the Global Business Institute is to make such research support available to members of the faculty and doctoral programs. It does this by linking the institute to faculty members and doctoral students conducting original research on the international and global dimensions of their respective disciplines through fellowships.

**Seminars, Conferences, and Related Activities**
An important role of the institute is to maintain an active collegial climate in which ideas are exchanged and joint work is fostered among members of the faculty and advanced students. As part of this effort, the institute sponsors a regular seminar series with internal and external speakers, as well as periodic conferences and workshops open to external participants (including joint events with other Stern and NYU units). The public events are intended to exchange views with peers at other institutions, with practitioners, and with public policymakers. An additional objective is to showcase Stern faculty research pertinent to global business conducted in affiliation with the institute.

**Supporting Educational Programs**
There is a great deal of demand among students for undergraduate and M.B.A. courses focusing on international and global issues. The Stern undergraduate program is unique in the international exposure of its students. The M.B.A. level encompasses a large number of students who have an international business concentration alongside concentrations in various functional fields, together with the long-standing International Management Program of student exchanges and a new M.B.A. international residency program.

The school’s executive programs have long had international residencies, and there is significant international content in various public and proprietary nondegree programs.

A key mandate of the institute is to promote and facilitate the Stern School’s educational activities that have international dimensions and help make them more effective and efficient. A large percentage of students, including non-U.S. students, select Stern for its international business franchise. Moreover, international business is one of the criteria used by the media in evaluating undergraduate and M.B.A. programs.
College Administration

Office of the Dean
40 West Fourth Street
Tisch Hall, Suite 800
212-998-4020
Web site:
www.stern.nyu.edu

Sally Blount-Lyon, B.S.E., M.S., Ph.D., Abraham L. Gitlow Professor of Management and Organizations; Dean of the Undergraduate College; Vice Dean of the Leonard N. Stern School of Business

Mattie Kennedy, B.A., Executive Assistant to the Dean of the Undergraduate College

Shana Carroll, B.A., Manager of Public Affairs

Carmen D. Johnson, B.A., M.A., Associate Director of International and Summer Programs

Lea S. Arnold, B.A., M.Ed., Director of Advising and Student Services

Jennifer S. Baron, B.A., Ed.M., Associate Director of Advising and Student Services

Lea S. Arnold

Jennifer S. Baron

Jonathon C. White, B.A., M.B.A., Associate Director of Advising and Academic Programs

Tiffany R. Boselli, B.S., M.A., Academic Adviser

Melissa Iglio, B.A., Academic Adviser

Danielle E. Mitchell, B.S., M.A., Academic Adviser
# Calendar
## Academic Year and Summer 2004-2006

*(All dates are inclusive)*

### 2004

<table>
<thead>
<tr>
<th>Event</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004 Summer Session I</td>
<td>Monday-Friday</td>
</tr>
<tr>
<td>Memorial Day: holiday</td>
<td>Monday</td>
</tr>
<tr>
<td>2004 Summer Session II</td>
<td>Monday-Friday</td>
</tr>
<tr>
<td>Independence Day: holiday</td>
<td>Monday</td>
</tr>
<tr>
<td>Labor Day: holiday</td>
<td>Monday</td>
</tr>
<tr>
<td>Fall semester begins</td>
<td>Tuesday</td>
</tr>
<tr>
<td>Last day for withdrawing from a course without a “W”</td>
<td>Monday</td>
</tr>
<tr>
<td>Last day for filing or revoking pass/fail option</td>
<td>Monday</td>
</tr>
<tr>
<td>Last day for withdrawing from a course</td>
<td>Monday</td>
</tr>
<tr>
<td>Thanksgiving recess</td>
<td>Thursday-Saturday</td>
</tr>
<tr>
<td>Last day of classes; legislative day</td>
<td>Tuesday</td>
</tr>
<tr>
<td>Reading day</td>
<td>Wednesday</td>
</tr>
<tr>
<td>Fall semester final examinations</td>
<td>Thursday-Thursday</td>
</tr>
<tr>
<td>Winter recess</td>
<td>Friday-Saturday</td>
</tr>
</tbody>
</table>

*All Thursday classes will meet on Tuesday, December 14. Therefore, Tuesday classes do not meet on this day.*

### 2005

<table>
<thead>
<tr>
<th>Event</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Martin Luther King, Jr. Day: holiday</td>
<td>Monday</td>
</tr>
<tr>
<td>Spring semester begins</td>
<td>Tuesday</td>
</tr>
<tr>
<td>Last day for withdrawing from a course without a “W”</td>
<td>Monday</td>
</tr>
<tr>
<td>Presidents’ Day: holiday</td>
<td>Monday</td>
</tr>
<tr>
<td>Last day for filing or revoking pass/fail option</td>
<td>Tuesday</td>
</tr>
<tr>
<td>Spring recess</td>
<td>Monday-Saturday</td>
</tr>
<tr>
<td>Last day for withdrawing from a course</td>
<td>Monday</td>
</tr>
<tr>
<td>Last day of classes</td>
<td>Monday</td>
</tr>
<tr>
<td>Reading day</td>
<td>Tuesday</td>
</tr>
<tr>
<td>Spring semester final examinations</td>
<td>Wednesday-Wednesday</td>
</tr>
<tr>
<td>Commencement: conferring of degrees</td>
<td>Thursday</td>
</tr>
<tr>
<td>2005 Summer Session I</td>
<td>Monday-Friday</td>
</tr>
<tr>
<td>Memorial Day: holiday</td>
<td>Monday</td>
</tr>
<tr>
<td>2005 Summer Session II</td>
<td>Monday-Friday</td>
</tr>
<tr>
<td>Independence Day: holiday</td>
<td>Monday</td>
</tr>
<tr>
<td>Labor Day: holiday</td>
<td>Monday</td>
</tr>
<tr>
<td>Fall semester begins</td>
<td>Tuesday</td>
</tr>
<tr>
<td>Last day for withdrawing from a course without a “W”</td>
<td>Monday</td>
</tr>
<tr>
<td>Last day for filing or revoking pass/fail option</td>
<td>Monday</td>
</tr>
<tr>
<td>Last day for withdrawing from a course</td>
<td>Monday</td>
</tr>
<tr>
<td>Thanksgiving recess</td>
<td>Thursday-Saturday</td>
</tr>
<tr>
<td>Last day of classes; legislative day</td>
<td>Tuesday</td>
</tr>
<tr>
<td>Reading days</td>
<td>Wednesday-Thursday</td>
</tr>
</tbody>
</table>
Fall semester final examinations  
Friday-Friday  
December 16-23

Winter recess  
Saturday-Saturday  
December 24-January 14

*aAll Thursday classes will meet on Tuesday, December 13. Therefore, Tuesday classes do not meet on this day.

Martin Luther King, Jr. Day: holiday  
Monday  
January 16

Spring semester begins  
Tuesday  
January 17

Last day for withdrawing from a course without a “W”  
Monday  
February 6

Presidents’ Day: holiday  
Monday  
February 20

Last day for filing or revoking pass/fail option  
Tuesday  
February 21

Spring recess  
Monday-Saturday  
March 13-18

Last day for withdrawing from a course  
Monday  
March 27

Last day of classes  
Monday  
May 1

Reading day  
Tuesday  
May 2

Spring semester final examinations  
Wednesday-Wednesday  
May 3-10

Commencement: conferring of degrees  
Thursday  
May 11

2006 Summer Session I  
Monday-Friday  
May 15-June 23

Memorial Day: holiday  
Monday  
May 29

2006 Summer Session II  
Monday-Friday  
June 26-August 4

Independence Day: holiday  
Tuesday-Friday  
July 4

Labor Day: holiday  
Monday  
September 4

Additional Important Calendar Dates:
1. For refund schedule, see under “Refund Period Schedule” in the Tuition, Fees, and Financial Aid section of this bulletin.
2. For registration and drop/add schedules, consult the Office of Advising and Student Services, Tisch Hall, Suite 800, 40 West Fourth Street; 212-998-4020.
Leonard N. Stern
School of Business

Bachelor of Science
Degree Program
Bachelor of Science
Degree Program

The Stern School of Business provides a B.S. program that finely balances depth and breadth, relevance, and rigor. The Stern undergraduate is educated to lead and prepared to perform.

Since its founding, Stern has stressed liberal arts as the educational cornerstone for business professionals. That emphasis continues today. Critical and analytical thinking, oral and written communication, a broad view of history and culture, an understanding of ethics and law, and an appreciation for the arts are ever more important in today’s global business environment.

The Stern experience fully integrates the liberal arts and a business education. Stern students take courses at the NYU College of Arts and Science throughout their four years, including the foundation courses of the innovative Morse Academic Plan (MAP). Rather than simply imparting to students some given body of information, the MAP seeks instead to introduce students to the modes of humanistic and scientific inquiry. Especially given the pace at which human knowledge is now expanding and the pace at which technology is changing, no fixed curriculum could hope to provide an adequate preparation for students today. Such courses as Conversations of the West, World Cultures, a Natural Science course, and Expository Writing provide further breadth in exposure to ideas.

A Liberal Education

COMMUNICATIONS AND TEAMWORK
Effective managers must know how to communicate both with their associates and with their public. The Stern student receives extensive training in writing, oral presentation, and teamwork. Students write papers and participate in case discussions from their very first week in the program. All student efforts, whether term papers, case analyses, presentations, or speeches, are evaluated for both managerial content and communication effectiveness.

The Stern communications faculty work with students, both individually and in groups, throughout their four years to develop each student’s talents. In Organizational Communication, students develop their potential in standard modes of business discourse and presentation. Team projects provide students with the opportunity to practice what they learn. The Creativity Workshop sharpens skills in conceptualizing and communicating outside the box. The Professional Skills Workshop further enhances students’ ability to work effectively in the professional world.

GLOBAL PYRAMID
The Stern experience is designed to broaden each student’s view of the world. All students take the international business sequence of World Cultures and Global Business Environment culminating in the International Study Project, an extensive study of a country or region that requires the student to observe and analyze foreign business practices firsthand. Students are strongly encouraged to consider spending one term studying abroad, either at one of the 16 International Business Exchange (IBEX) Program business schools that maintain exchange programs with Stern or through one of the many options offered through New York University.

MEETING RESPONSIBILITIES
Effective professionals must see business in the context of ethics, society, culture, and law. The Stern experience develops this perspective beginning with Business and Its Publics, an expository writing and critical thinking course that brings business leaders, writers, artists, politicians, and others onto campus to share their views with students. This is followed by the courses World Cultures, Legal Aspects of Business, and Professional Responsibility and Leadership. Together, these core courses integrate market-based thinking with ethical, legal, and humanistic concerns.

PROFESSIONAL TRAINING
The Stern student is trained to work effectively upon graduation. The eight majors in the school—accounting, actuarial science, economics, finance, information systems, management, marketing, and statistics—as well as the optional comajor in international business, provide the student with a range and depth of skills that ensure his or her professional competence and market value. These are further developed in the uniquely broad range of internships and student professional development opportunities found in the New York City economy, and coordinated through the University’s Office of Career Services. This extraordinary level of training and experience is reflected in the fact that virtually all Stern graduates are placed.

UNPARALLELED OPTIONS
Through its connections to the College of Arts and Science, the Tisch School of the Arts, and other schools of NYU, and through the interest and expertise of its 200 outstanding faculty, the Stern School offers each student an unparalleled opportunity to develop his or her potential as a business professional.
The Bachelor of Science Degree Program in business consists of a minimum of 128 points. The program is a carefully integrated combination of general education and business studies. General education studies include traditional liberal arts courses as well as MAP courses offered by the University’s College of Arts and Science. The general education requirements and electives provide a broad foundation for business studies courses. Business studies are courses that are related to a specific professional career. These courses are offered by the Undergraduate College of the Leonard N. Stern School of Business. Business studies consist of requirements common to all Stern students and department core requirements in the student’s chosen major.

Additional free elective course work in liberal arts or business studies completes a student’s degree requirements. General education and business studies consist of both requirements and electives. Requirements are specific courses that students must take. Students have a choice in the selection of electives and may take courses that suit their individual interests.

The curriculum is a full-time course of studies. Students usually earn 16-18 points in each of the fall and spring semesters and complete their degree requirements in four calendar years, unless accelerated.

**GENERAL EDUCATION REQUIREMENTS**

Required general education courses for all majors are as follows:

- V31.0001 Economic Principles I
- V31.0002 Economic Principles II
- V40.0100 Writing the Essay
- C40.0001 The Advanced College Essay: Business and Its Publics
- C40.0010 Professional Skills Workshop
- C40.0011 Creativity Workshop
- C65.0001 Organizational Communication
- V65.0017 Algebra and Calculus with Applications to Business and Economics
- Choose one course from Natural Science I (V55.02XX) or any course from biology, chemistry, physics, and earth science provided prerequisites have been met.
- Choose one Conversations of the West course (V55.04XX).
- Choose one World Cultures course (V55.05XX).
- C20.0001 Computer-Based Systems for Management Support
- C22.0103 Statistics for Business Control and Regression and Forecasting Models

**ELECTIVES**

Stern students are required to take between 17 and 32 points of elective credit, depending on their major. The elective requirement allows students to consider fulfilling a minor at the College of Arts and Science, a second major at Stern, or simply courses for personal enrichment. Most Stern programs require that students complete a minimum of 18 points of liberal arts taken either from the College of Arts and Science (“V” courses) or in the Steinhardt School of Education Department of Speech and Interpersonal Communication (“E21” courses). Students may take their remaining elective courses at the Stern School of Business, the College of Arts and Science, the Steinhardt School of Education, or the Tisch School of the Arts. However, no more than 16 total points of credit may be taken at Steinhardt (“E” courses) or Tisch (“H” courses) combined. See the Approved Elective Courses form for departmental restrictions. This form can be obtained in the Office of Advising and Students Services.

* Students are encouraged to consult the curriculum record that corresponds to their primary major to determine their specific elective credit requirement.

**BUSINESS STUDIES REQUIREMENTS**

The required business studies courses for most majors are as follows:

- C10.0001 Principles of Financial Accounting
- C10.0002 Principles of Managerial Accounting
- C50.0001 Management and Organizational Analysis
- C10.0006 Legal Aspects of Business
- C40.0012 Professional Responsibility and Leadership
- C45.0011 Global Business Environment
- C45.0100 International Study Project
- C55.0001 Introduction to Marketing
- C15.0002 Foundations of Financial Markets
- C60.0001 Competitive Advantage from Operations
- Choose one of the following:
  - C40.0250 Business Policy
  - C40.0251 New Venture Product Development
  - C40.0252 Management Consulting Project

**Department Core**

Students complete a major department core consisting of 12–23 points of course work.

**MAJORS AND COMAJORS**

The Undergraduate College of the Stern School of Business offers eight majors and one comajor. Majors, together with requirements and courses, are described within individual sections of this bulletin. Students should consult their adviser at the Office of Academic Advising and Student Services to determine exact course sequence and selection of electives. Prelaw students should consult with the prelaw adviser.

**SELECTION OF MAJOR OR DOUBLE MAJOR**

Students are encouraged to declare a major by the end of their sophomore year. When considering a double major, students should be aware that the degree requirements may exceed 128 points, possibly affecting financial aid. Those who have questions about specific majors or double major possibilities or who require help in making this decision should see their adviser at the Office of Academic Advising and Student Services or the respective undergraduate program coordinator.

Students make a formal declaration of a major by completing a Selection of Major form. The form is available at the Office of Academic Advising and Student Services.

**MINORS IN THE LIBERAL ARTS**

Stern School of Business students may declare a minor in departments or programs offered through the College of Arts and Science (CAS). They may declare a minor in any department except economics.

In order to declare a minor, students must file a Selection of Minor form at the Office of Academic Advising and Student Services. Each department or program at CAS has specific requirements for fulfilling the...
minor. It is therefore required that students consult with a faculty member in the department through which they would like to minor.

**COURSE SEQUENCE**

Freshmen (students with fewer than 32 points) may only register for liberal arts “V” courses except for C20.0001, Computer-Based Systems for Management Support, C40.0001, Business and Its Publics, and C10.0001, Financial Accounting, in their second semester.

Sophomores (students with 32-63 points) may register for any economics, information systems, or statistics and actuarial science courses for which they have prerequisites, as well as the following “C” courses:

C10.0001
Principles of Financial Accounting

C10.0002
Managerial Accounting

C15.0002
Foundations of Financial Markets

C22.0103
Statistics for Business Control and Regression and Forecasting Models

C50.0001
Management and Organizational Analysis

C55.0001
Introduction to Marketing

C65.0001
Organizational Communication

Juniors (students with 64 to 95 points) may register for any “C” course for which they have the prerequisites.

Students are not permitted to take lower-level courses after they have taken more advanced course work in the same department. For example, a student cannot take V63.0009, Precalculus Mathematics, after having taken V63.0017, Algebra and Calculus with Applications to Business and Economics.

**COURSE RESTRICTIONS**

With the exception of CPA accounting and finance majors, students may take no more than 18 points of advanced course work in any Stern department excluding introductory courses. CPA accounting majors may take no more than the requirements for the department core. Finance majors may take no more than 15 points of advanced finance course work. For liberal arts course work, the limit is 20 points of course work in any one area. Students are limited to 16 points of applied art course work. Course work at Tisch School of the Arts and the Steinhardt School of Education is considered applied art course work.

Representative Program

<table>
<thead>
<tr>
<th>Freshman Year</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>V40.0100 Writing the Essay</td>
<td>4</td>
</tr>
<tr>
<td>V40.0115 and C40.0001 The Advanced College Essay: Business and Its Publics</td>
<td>4</td>
</tr>
<tr>
<td>V31.0001 Economic Principles I</td>
<td>4</td>
</tr>
<tr>
<td>V31.0002 Economic Principles II</td>
<td>4</td>
</tr>
<tr>
<td>V63.0017 Algebra and Calculus with Applications to Business and Economics</td>
<td>4</td>
</tr>
<tr>
<td>C20.0001 Computer-Based Systems for Management Support</td>
<td>4</td>
</tr>
<tr>
<td>Natural Science Requirement</td>
<td>4</td>
</tr>
<tr>
<td>Conversations of the West</td>
<td>4</td>
</tr>
<tr>
<td>C40.0010 Professional Skills Workshop</td>
<td>0</td>
</tr>
<tr>
<td>C40.0009 Freshmen Seminar</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>32</strong></td>
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<table>
<thead>
<tr>
<th>Sophomore Year</th>
<th>Points</th>
</tr>
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<tbody>
<tr>
<td>C10.0001 Principles of Financial Accounting</td>
<td>4</td>
</tr>
<tr>
<td>C10.0002 Principles of Managerial Accounting</td>
<td>2</td>
</tr>
<tr>
<td>C15.0002 Foundation of Financial Markets</td>
<td>4</td>
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<tr>
<td>C22.0103 Statistics for Business Control and Regression and Forecasting Models</td>
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<td>C10.0006 Legal Aspects of Business</td>
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Economic Principles I
V31.0001 4 points.
Introduction to the American economy, elements of supply and demand, and basic macroeconomic principles. Includes national income and employment; money, banking, and inflation; business fluctuations; monetary and fiscal policy; the balance of payments; and comparative economic systems.

Economic Principles II
V31.0002 4 points.
Basic microeconomic principles: applications of supply and demand analysis, theory of the firm under perfect and imperfect competition, theory and policy issues in income distribution, economic growth, and problems in international trade.

Writing the Essay
V40.0100 4 points.
Required of all freshmen and of all transfer students who have not completed an equivalent course at another college. Exemptions are allowed only for students completing the sequence at the American Language Institute or in the Higher Education Opportunities Program (V40.0003, 0004 and V40.0009 or V40.0005, 0006, respectively). This is a required course in expository writing for College of Arts and Science, Stern, and Steinhardt School of Education students; it is the foundational writing course. It provides instruction and practice in critical reading, creative thinking, and clear writing. It provides additional instruction in analyzing and interpreting written texts, the use of written texts as evidence, the development of ideas, and the writing of both exploratory and argumentative essays. The course stresses exploration, inquiry, reflection, analysis, revision, and collaborative learning.

International Writing Workshop: Introduction
V40.0005 4 points.
The first in a sequence of three courses required for and limited to qualified students for whom English is a second language. Such students may fulfill their expository requirement by taking these three courses and passing the Proficiency Examination. Students failing the examination must pass V40.0013. Permission to register for this course is based on tests given at the American Language Institute. (See Applicants with International Credentials, page 72, for a complete description.) The first of three terms concentrating on expository prose. Provides practical instruction in the roles of writer and audience. Introduces the concept of point of view in the generation of effective writing and the role of formal and informal writing in shaping thought. Stresses revision and exploration of appropriate conventions in English grammar and style. Uses discussion and debate to promote fluency in thinking, speaking, and writing clearly.

International Writing Workshop I
V40.0004 4 points.
Prerequisite: V40.0003. The second in a sequence of three courses required for and limited to qualified students for whom English is a second language. The second of three terms concentrating on expository prose. Through readings and class activities, the student develops the ability to read critically, analyze texts, articulate responses, and generate valid arguments. Writing assignments lead to final papers in which students analyze the positions of several authors on a single subject and write a critical response. Incorporates instruction in revision, grammar, and editing.

International Writing Workshop II: Business and Its Publics
V40.0009 and C40.0001 4 points.
All students registering for V40.0009 must also register for C40.0001, Business and Its Publics. The last in a sequence of three courses required for and limited to qualified students for whom English is a second language. This intensive writing course seeks to further develop the writing skills students worked on in International Writing Workshop I, but seeks to do this by focusing students’ attention on important business issues of our time. (Refer to V40.0115 course description.) The Writing Proficiency Examination is given at the end of this course; those failing this examination must pass V40.0013, Writing Tutorial.

Writing Proficiency Examination
Students must receive credit for both V40.0100, Writing the Essay, and V40.0115, Advanced College Essay: Business and Its Publics (or for qualified international students, V40.0005, International Writing Workshop Introduction; V40.0004, International Writing Workshop I; and V40.0009, International Writing Workshop II). In addition, all students must demonstrate proficiency in expository writing, which is satisfied through achieving a minimum grade of C in V40.0100, Writing the Essay.
Internal transfer students from other NYU divisions should have satisfied the proficiency requirement through achieving a minimum grade of C in a corresponding writing course completed through their previous division.

Otherwise, external transfer students who receive credit toward both semesters of expository writing must complete a proficiency examination, administered by the Expository Writing Center in the months of May, August, and December. In order to graduate, the student must receive a passing score on the examination. Any student who fails the test must instead register for V40.0013, Writing Tutorial (4 points), for graduation. 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 lessons in the practice of writing. For more information, contact the Expository Writing Center, 269 Mercer Street, 212-998-8860.

Business Proficiency Examinations
All transfer credits received in each of the following subjects are designated as elective only, pending completion of a multiple-choice proficiency examination in the subject: marketing, finance, and statistics. If the student obtains a passing score, the credit is redistributed to fulfill the appropriate requirement in the degree program (C55.0001, Introduction to Marketing; C15.0002, Foundations of Financial Markets; or C22.0001, Statistics for Business Control). 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 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 exams are administered by the Office of Undergraduate Advising and Student Services.

Writing Tutorial
V40.0013 4 points.
Offered on a pass/fail basis only. Required of all students who fail the Writing Proficiency Examination. Students who fail this course must repeat it. Open to other interested students as space permits. Writing Tutorial offers intensive individual work in the practice of expository writing.

Professional Skills Workshop
C40.0010 Noncredit.
A required interactive workshop designed to sensitize students to professional business conduct. Class sessions focus on business etiquette.

BACHELOR OF SCIENCE DEGREE PROGRAM
including appearance, dress and grooming, conversational skills, business entertaining, and international travel.

Creativity Workshop
C40.0011 Noncredit.
This required course for all undergraduate students provides the structure and processes for developing creative techniques. The course is taught with lectures, readings, films, and class participation. It focuses on applications of creativity to business and lifestyle issues. Active role playing and individual and team activity are integral components of this course.

Organizational Communication
C65.0001 4 points. Fall and spring.
Prerequisite: sophomore standing.
Students learn how to increase their communication effectiveness for business and professional goals. During the semester, students focus on the strategic implications of communication in modern organizations. A variety of assignments are given to stress the following communication competencies:

- Written, spoken, and nonverbal communication basics for business
- Communication strategies for a variety of business tasks
- Informal and formal interview situations
- Informative, persuasive, and collaborative presentations
- Communication techniques for required junior- and senior-year projects

Students regularly receive personal feedback about their writing and their oral presentations from instructors and staff.

MATHEMATICS (4 POINTS)
In most majors, students are required to take V63.0017, Algebra and Calculus with Applications to Business and Economics, its equivalent, or higher-level courses. However, actuarial science majors are required to take V63.0121, Calculus I, if and only if V63.0017 is taken before V63.0121. Fall and spring.

Prerequisites: V63.0009, Precalculus Mathematics, or three years of high school mathematics. Students may be required to sit for a proficiency exam to assess their readiness for this course. A student will receive credit for both V63.0017 and V63.0121, Calculus I, if and only if V63.0017 is taken before V63.0121.

Algebra and Calculus with Applications to Business and Economics
V63.0017 4 points.
Prerequisite: V63.0009, Precalculus Mathematics, or three years of high school mathematics. Students may be required to sit for a proficiency exam to assess their readiness for this course. A student will receive credit for both V63.0017 and V63.0121, Calculus I, if and only if V63.0017 is taken before V63.0121. Fall and spring.


Calculus I
V63.0121 4 points.
Prerequisite: V63.0009, Precalculus Mathematics, or by placement test. Fall and spring.

Derivatives, antiderivatives, and integrals of functions of one real variable. Applications, including graphing, maximizing, and minimizing functions. Areas and volumes.

NATURAL SCIENCE (4 POINTS)
Students choose one course from the following Morse Academic Plan (MAP) area or any course from biology, chemistry, physics, or earth science provided prerequisites have been met.

Natural Science I
V55.02XX 4 points. Fall and spring.
Scientific knowledge has its basis in our natural curiosity about the world around us and our place in it. These courses approach the physical sciences with the intent of asking and trying to answer interesting questions, dealing with topics ranging from the origin of our universe and planet to how human activity affects our environment. The physical sciences are the foundation of the natural sciences. The laws of physics and chemistry play important roles in biology, the earth and environmental sciences, astrophysics, and cosmology. Mathematics is introduced in each course with frequent applications to the subject matter. Predictions that can be made only with the use of mathematics are clearly delineated, showing the powerful role that mathematics has played in our understanding of the universe. Wherever possible, these courses try to relate science to societal problems and develop a historical perspective.

Conversations of the West
V55.04XX 4 points. Fall and spring.

Through the study of contrasting and complementary works in the humanities from different periods, this course provides a historical, literary, and philosophical context for the study of the liberal arts. Students may choose from four tracks: Antiquity and the Middle Ages, Antiquity and the Renaissance, Antiquity and the Enlightenment, and Antiquity and the 19th Century. In each case, the classes share a concern with some of the ancient civilizations that have shaped the development of cultures in the West. Typically, the classes have the following readings in common: the books of Genesis and Exodus from the Hebrew Scriptures, the Gospel According to Luke and Acts of the Apostles from the Christian New Testament, a Platonic dialogue and a Sophoclean or Euripidean tragedy, Vergil’s Aeneid, and Augustine’s Confessions. In the second half of the course, the themes and ideas emerging from these texts are followed as they are maintained, developed, or rejected by later thinkers.

BACHELOR OF SCIENCE DEGREE PROGRAMS

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<tr>
<th>Program</th>
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<td>Actuarial Science</td>
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<td>Economics</td>
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1 Registered by the New York State Education Department, Office of Higher Education and the Professions, Cultural Education Center, Room 5B28, Albany, NY 12220; telephone: 518-474-3851.
2 Higher Education General Information Survey.
Interdisciplinary Business Requirements

Business Policy
C40.0250 4 points. Fall and spring.
Prerequisites: C15.0002, C50.0001, C55.0001, and senior standing.

Why are some firms more successful than others? This is the fundamental question of strategy. This course analyzes the sources of competitive success among firms and develops the knowledge and skills necessary to be an effective strategy analyst, be it as a manager, a management consultant, or an investment banker. Students tackle the complexity of analyzing the business enterprise in this era of globalization and changing firm boundaries and of assessing strategy under increasing uncertainty. Students not only develop strategic thinking by learning and applying the concepts, models, and tools of strategic analysis, but also build communication and teamwork skills. Heavy use is made of case analysis. The course assumes familiarity with the major functions and disciplines of business, including accounting, economics, finance, management, manufacturing, marketing, and quantitative analysis.

New Venture Product Development
C40.0231 4 points. Fall and spring.
Prerequisites: C15.0002, C50.0001, C55.0001, and senior standing.

This course focuses on the creation or start-up of a new company or nonprofit organization. Particular emphasis is placed on the actual developing of new products or services; testing at several stages of the new product development process; gaining initial customers; gaining distribution; obtaining financial support; and managing the new organization. This is a hands-on course that encourages students to actually develop some new product ideas and prototypes; conduct various types of market research; and write initial business plans. Talks are given by guest speakers who have started new firms or developed new products.

Management Consulting Project
C40.0252 4 points. Fall and spring.
Prerequisites: C15.0002, C50.0001, C55.0001, and senior standing.

In companies both large and small, knowledge and information are critical components of competitive advantage. Consultants provide companies facing rapidly changing environments with an important means of developing, acquiring, and processing much needed know-how. Increasingly, then, consultants are a vital strategic weapon that companies rely on to improve their competitiveness in a world characterized by the technological changes, strategic consolidations, and growing interdependencies. Management consultants provide wide-ranging advice to managers at all levels and across most functions, including strategic planning, marketing, technology, organization, finance, and human resources. Although many consultants work as independent entrepreneurs, the most prominent corporate advisers work in either large consulting firms such as McKinsey, Booz-Allen, and Anderson Consulting, or as internal staff consultants inside public companies like AT&T and General Motors. Some of these public companies have even created rapidly growing consulting groups of their own—witness the rapid growth of the IBM Consulting Group and the consulting arms of the major accounting firms. The purpose of this capstone course is to introduce students to the art, practice, and problems of management consulting. It is designed to help students build three sets of skills: (1) conceptual skills—how to frame problems and diagnose complex situations; (2) analytical skills—how to apply appropriate functional knowledge; and (3) technical skills—how to develop and execute project proposals with clients. Throughout the course, a wide selection of readings, cases, team projects, and speakers are drawn on to shed light on the complex roles that consultants play in enhancing the effectiveness of the clients. In particular, knowledge from fields of strategy, organization, and change are relied on to frame problem discussions, analyze practical problems, and organize reports.

Computer-Based Systems for Management Support
C20.0001 4 points. Fall and spring.
Prerequisites: V63.0017 or V63.0121, and sophomore standing.

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 a computer, these statistical methods are used to analyze data.

Statistics for Business Control
C22.0001 4 points. Fall and spring.
Prerequisites: V63.0017 or V63.0121, and sophomore standing.

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: (1) hands-on experience on personal computers and (2) 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.

Regression and Forecasting Models
C22.0003 2 points. Spring only.
Prerequisite: C22.0001 or equivalent.

Required of transfer students who have passed the statistics proficiency exam. An introduction to statistical models and their applications to decision making. Topics include the simple linear regression model, inference in regression analysis, sensitivity analysis, multiple regression analysis, introduction to time series analysis and exponential smoothing.

Note: Students may choose to take the single course C22.0103, Statistics for Business Control and Regression and Forecasting Models, or the two courses C22.0001, Statistics for Business Control, and C22.0003, Regression and Forecasting Models.
The purpose of the Markets, Ethics, and Law (MEL) Program is to ensure that every Stern student graduates with a strong understanding of his or her responsibilities as a business professional and with a keen appreciation for the role of ethics and law in creating and maintaining efficient markets and best business practices. The focus of the Markets, Ethics, and Law Program is necessarily interdisciplinary: It challenges students to look beyond their functional expertise and understand how their work affects the broader issues of a firm’s performance, culture, and capital structure, as well as market creation, function, and regulation.

Course work for the Markets, Ethics, and Law Program draws on ideas from many academic disciplines including accounting, economics, finance, law, marketing, and philosophy. Course cases and problems require students to integrate theory from these fields to arrive at balanced and well-considered judgments about complex business situations.

All courses and events for the program are designed to leverage Stern’s New York City location through both the outstanding adjunct professors who teach in the program as well as through the broad range of guest speakers who visit individual classes.

For more information, contact Professor Bruce Buchanan Director, Markets, Ethics, and Law Program Tisch Hall 40 West Fourth Street, Suite 304 New York, NY 10012-1106 Telephone: 212-998-0530 Fax: 212-995-4230 E-mail: bbuchana@stern.nyu.edu

Courses

The Advanced College Essay: Business and Its Publics
V40.0115 and C40.0001 4 points.
All students registering for V40.0115 must also register for C40.0001, Business and Its Publics. Prerequisite: Writing the Essay (V40.0100). Exemptions are allowed only for students completing the sequence at the American Language Institute or in the Higher Education Opportunities Program (V40.0003,0004 and V40.0009 or V40.0005,0006, respectively). This course is for freshmen only.
This is a required course for students at Stern who have not completed an equivalent course at another college. The course follows Writing the Essay (V40.0100). It 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. It stresses analysis, argument, reflection, revision, and collaborative learning. The course is tailored for students at Stern, so readings and essay writing focus on issues that are pertinent to business.

Professional Responsibility and Leadership
C40.0012 2 points.
Prerequisite: senior standing.
This required course is designed to help students consider the purpose and function of business in society and the ways in which a business profession is incorporated into a successful human life. Cases in the course cover a wide range of business and leadership situations, both domestic and international, and specific readings survey domestic and international business ethics as well as current ideas in leadership.
Accounting is a constantly evolving profession that demands understanding of all aspects of business. In addition, the accountant must be able to work with people and must be aware of the human, social, legal, and environmental factors vital to an organization’s operation. The field of accounting consists of several areas: public accounting, corporate accounting, managerial accounting, and tax accounting. Accountants work with top management to develop, monitor, and review a firm’s information and financial system. Very often they are specialists in the area of taxes, financial systems, budgeting, investment, and assurance practice.

Programs of Study

CAREER PREPARATION
Two programs of study are available in the field of accounting: a General Accounting Program and a Certified Public Accounting Program. The programs focus on concepts and theories so that undergraduates will be prepared to adapt to changing techniques and practices in the field. A limited number of internships are available to accounting majors. Additional information about internships may be obtained from the Office of Career Services, 719 Broadway.

Upon graduation, an accounting major is prepared for a job in business, government, or a nonprofit organization or to proceed to graduate studies.

GENERAL ACCOUNTING CORE (12 POINTS)
C10.0003 Financial Statement Analysis
C10.0021 Financial Reporting and Analysis

Plus two accounting or tax electives.

Business law courses (courses C10.0006 and C10.0008) may not be used to meet the requirements for the general accounting major.

Students majoring in general accounting should consult with an adviser in the Office of Undergraduate Advising and Student Services by the end of their sophomore year to ensure that course distribution requirements are being met and to declare formally the general accounting major. The Department of Accounting undergraduate program coordinator is always available to advise on general accounting course selection or other matters general accounting students may wish to discuss.

CERTIFIED PUBLIC ACCOUNTING CORE (23 POINTS)
C10.0003 Financial Statement Analysis
C10.0008 Law for Accountants and Other Professionals
C10.0010 Advanced Managerial Accounting
C10.0021 Financial Reporting and Analysis
C10.0022 Accounting for Mergers, Acquisitions, and Related Matters
C10.0041 Auditing
C10.0063 Taxation of Individuals and Business Income
C15.XXXX Any advanced finance course

CPA Requirements
All certified public accounting majors must take a minimum of 60 points of general education courses. Economics courses are considered to be both general education and professional courses and as such are acceptable for this purpose.

Accounting majors 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 Program is so registered. Interested students should write to the State Education Department, Albany, NY 12230, requesting Handbook 14.

Students majoring in CPA accounting should consult with an adviser in the Office of Undergraduate Advising and Student Services by the end of their sophomore year to ensure that course distribution requirements are being met and to declare formally the CPA accounting major. The Department of Accounting undergraduate program coordinator is always available to advise on CPA accounting course selection or other matters CPA accounting students may wish to discuss.

David Backus, Acting Chairperson
Henry Kaufman Management Center, Room 10-96
44 West Fourth Street
New York, NY 10012-1126
212-998-0019

Alex Dontoh, Deputy Chairperson and Undergraduate Program Coordinator
Henry Kaufman Management Center, Room 10-91
212-998-0064
Courses

FUNDAMENTAL COURSES

Principles of Financial Accounting
C10.0001  4 points. Fall and spring.
Prerequisite: one semester of course work at NYU.
Develops students’ abilities to understand business transactions and financial statements and to determine the most appropriate financial measures for those events. Investigates the underlying rationale for accounting practices and assesses their effectiveness in providing useful information for decision making. Emphasis is placed on accounting practices that purport to portray corporate financial position, operating results, cash flows, manager performance, and financial strength.

Principles of Managerial Accounting
C10.0002  2 points. Fall and spring.
Prerequisites: C10.0001 and sophomore standing.
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. Highlights the attention-directing, decision-support, and decision-influencing roles of management accounting. Helps students become proficient in structuring business decisions systematically and identifying the information relevant to a decision. Trains students to think systematically about improving existing systems to further a firm’s competitive advantage.

ADVANCED COURSES
(for juniors and seniors only)

Financial Statement Analysis
C10.0003  3 points. Fall and spring.
Prerequisites: C10.0001, C10.0002, and junior standing.
This course is the first part of a two-course sequence that is ideal for students who wish to pursue careers in investment banking, investment management, consulting, as well as public accounting. In addition to being a required course for accounting majors, it is a highly recommended course for majors in finance, economics, marketing, and information systems.
This 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. At the end of the course, students are able to 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.

Legal Aspects of Business
C10.0006  4 points. Fall and spring.
Prerequisite: junior standing.
Every professional business person must be aware of how legal systems work and affect business decisions. Furthermore, the interaction between law and business is multidimensional, involving international, ethical, and technological considerations. In this course, students examine how key areas of business law, including contracts, torts, and business organizations, influence the structure of business relationships. Students actively participate in legal studies designed to enhance business skills such as analytical thinking, written communication, oral presentation, conflict resolution, and teamwork problem solving.

Law for Accountants and Other Professionals
C10.0008  2 points. Fall and spring.
Prerequisites: C10.0006 and junior standing.
Business professionals, such as accountants, need a specialized understanding of substantive areas of business law in relationship to their profession. This course provides an overview of the laws pertaining to professional legal liability, real and personal property, commercial transactions, and employment. Students actively participate in legal studies designed to enhance business skills such as analytical thinking, written communication, oral presentation, conflict resolution, and teamwork problem solving.

Advanced Managerial Accounting
C10.0010  3 points. Fall and spring.
Prerequisites: C10.0002 and junior standing.
Focus is on decision making in single- and multiperiod environments where there are uncertainties and complex combinations of costs. Includes examples involving service and financial institutions. Highlights current practices in performance management and evaluation.

Financial Reporting and Analysis
C10.0021  3 points. Fall and spring.
Prerequisite: C10.0003.
This course is part of a sequence that is ideal for students who wish to pursue careers in investment banking, investment management, consulting, as well as public accounting. In addition to being a required course for accounting majors, it is a highly recommended course for majors in finance, economics, marketing, and information systems.
This course complements C10.0003, Financial Statement Analysis, by providing a more extensive analysis of financial statements and the financial reporting rules underlying them. The course uses tools learned in Financial Statement Analysis, such as ratio and accounting analysis, to discuss financial reporting principles, emphasizing the link between the reporting principles and the 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.

Accounting for Mergers, Acquisitions, and Related Matters
C10.0022  3 points. Fall and spring.
Prerequisites: C10.0003 and junior standing.
This course is recommended for both accounting and finance majors. 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.

Auditing
C10.0041  3 points. Fall and spring.
Prerequisite: C10.0021.
An intensive study of fundamental concepts and principles underlying the examination of the financial statement by the independent public accountant. 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. Examines current literature, including the publications of the AICPA Auditing Standards Board.
International Accounting and Financial Statement Analysis
C10.0045 3 points. Fall and spring.
Prerequisites: C10.0001, C10.0002, and junior standing.
International business and the integration of capital markets around the globe have spurred a growing interest among financial managers and investors in the fortunes of international business enterprises. For the most part, financial information about these entities are contained in published financial statements. The problem is that readers removed from the local scene must often read and interpret financial accounts that have been prepared in an environmental context that is different from their own. This invariably leads to problems of understanding and interpretation. The objective of this course is to introduce 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.

Entertainment Law
C10.0048 1.5 points. Fall.
Prerequisite: C55.0001.
This survey course introduces the student to some of the legal issues involved in conducting the business of the entertainment industry, which is intellectual property. It begins with the underlying legal concepts related to the protection of intellectual property: copyright, trademark, right of privacy, defamation, and the tension between the right of publicity and the First Amendment. It continues with a sample survey of specific areas of the industry, which may include film, television and cable, music (recording and music publishing), publishing (print and electronic), sports law, new media and the Internet, live stage (Broadway, off-Broadway, and touring). Actual cases are read and discussed, and select provisions of contracts are read and analyzed. Guest speakers from the industry discuss topics in a particular area of their expertise.

Taxation of Individual and Business Income
C10.0063 3 points. Fall and spring.
Prerequisites: C10.0001 and junior standing.
The purpose of this course is to develop, on a sound conceptual base, a basic understanding of federal income taxation to provide tools for a practical application to business and non-business situations. Topics include capital asset and property transactions, business and personal deductions, depreciation, depletion, accounting methods and periods, retirement plans, tax credits, and the alternative minimum tax system. While the emphasis is on taxation of the business income of individuals, the course also provides an introduction to the taxation of corporations and partnerships. During the fall semester, the 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.

Taxation of Mergers, Acquisitions, and Related Matters
C10.0064 3 points. Spring.
Prerequisites: C10.0001 and junior standing.
A 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 emphasis, however, is on the tax aspects of mergers and acquisitions on a practical rather than theoretical side of the field. 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
Fall and spring.
Prerequisite: permission of the undergraduate program coordinator.
Today’s economist is a trained and educated professional whose career may range between academia, with its teaching and research, and private or public administration, with its research, direction, and advising. As a social scientist, the economist seeks to understand, among other things, economic fluctuations, the determinants of growth and decline, and international trade and exchange relations. In both national and international service, the economist’s function is to analyze economic and social interrelations in order to better recommend and promote institutional objectives. The field offers extensive career possibilities.

The economics faculty is involved in active research, using New York University’s excellent computer facilities and libraries. Many faculty members are also associated with research institutes. The C. V. Starr Center for Applied Economics, directed by Professor Jonathan Eaton, bridges the gap between academic research and decision making in business and government.

It analyzes issues of important economic and social consequence and disseminates the results of its research to the business community through a series of conferences, monographs, seminars, and research papers.

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Students should be aware that the place to view the latest information in departmental programs, classroom assignments, and course schedules is on our Web page at www.econ.nyu.edu. Students are encouraged to visit this Web site.

Program of Study

CAREER PREPARATION
The undergraduate program in economics prepares students in three ways. First, it provides a thorough foundation for those who wish to continue advanced study in the field of economics. Second, the curriculum prepares students for the business world by providing them with both analytic skills and an understanding of underlying business trends. Finally, the economics program provides an excellent background for those interested in law, politics, international affairs, journalism, and other areas. Students may take either the policy concentration or the theory concentration under the economics major.

ALTERNATE CONCENTRATIONS IN ECONOMICS MAJOR
In order to allow students to select an approach to the study of economics that is more suitable to their personal aptitudes and interests, a major in economics can be taken in either of two concentrations as described below. For further information, visit the department’s Web site at www.econ.nyu.edu.

Policy Concentration
The policy concentration is intended for the student who is primarily interested in the application of economic principles to understanding current events, economic institutions, and the formation of government policy. This concentration is particularly well-suited for students planning 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. This is the concentration that most business school students prefer.

Policy Core (16 Points)
C31.0010 Intermediate Microeconomics
C31.0012 Intermediate Macroeconomics
Plus two 200- or 300-level courses in economics, although at least one course should be at the 300 level.
Courses

In the course descriptions that follow, course titles may be preceded by the designation P, E, or T. P represents courses for the policy concentration; T, for the theory concentration. The designation E indicates that the course may be given in either concentration in alternate semesters or in alternate years. No designation indicates that a course may be taken for either concentration. With permission of the director of undergraduate studies (DUGS), students in one concentration may take courses in the other concentration; the major constraint is that such students must have the required prerequisites to enter the courses. For courses labeled E, students may not take the same course in different concentrations.

Economics course numbers fall into four major groups. Core courses are numbered below 0100. Courses numbered 0100 to 0199 require no prerequisites. Elective courses numbered 0200 to 0299 require the first-year core courses as prerequisites. Elective courses numbered 0300 and above require the second-year core courses as prerequisites.

First-year Core Courses

P Economic Principles I
V31.0001 4 points.
Prerequisite: Precalculus or equivalent.
This course focuses on the economy as a whole (the "macroeconomy"). It begins with the meaning and measurement of important macroeconomic data (on unemployment, inflation, and production), then turns to the behavior of the overall economy. Topics include long-run economic growth and the standard of living; the causes and consequences of economic booms and recessions; the banking system and the Federal Reserve; the stock and bond markets; international exchange rates and the impact of global economic events; and the role of government policy.

P Economic Principles II
V31.0002 4 points.
Prerequisite: Precalculus or equivalent.
This course focuses on individual economic decision makers—households, business firms, and government agencies—and how they are linked together.

Changing Concentrations

Transferring between concentrations after students have completed any of the intermediate theory courses is very difficult, more so in going from the policy to the theory concentration. Students who are unsure about what concentration to take should seek departmental advice before beginning their major.

Honors Program

The department offers an honors program in economics for qualified students. A 3.5 overall grade point average (GPA) and a 3.5 GPA in economics courses are required. Students are required to complete C31.0400, Honors Thesis. Students who complete a superior thesis are recommended for graduation with honors in economics.

Interested students are encouraged to consult the undergraduate program coordinator for information concerning eligibility, details of the program, and application for admission. Honors students are expected to complete an econometrics course: C31.0266, Econometrics (theory concentration); C31.0380, Topics in Econometrics (policy concentration); C22.0017, Regression and Multivariate Data Analysis; or an approved alternative. Honors students are expected to complete C31.0410, Honors Tutorial, or an approved alternative.

Theory Concentration

The 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 concentration relies on a higher level of abstraction and focuses on techniques of economic analysis rather than on the understanding of specific economic problems or institutions. It is particularly well-suited for students who intend to pursue a Ph.D. degree in economics, or those pursuing careers or higher degrees in highly quantitative fields such as finance. Students are required to complete three semesters of calculus through V63.0123. Students are urged to talk to department advisers concerning additional mathematics courses that would be useful.

Students following the theory track should not take V31.0001, V31.0002, or C22.0103. Instead, they should take V31.0005, V31.0006, and C31.0020.

Theory Core (16 Points)

C31.0011
Microeconomic Theory and Analysis
C31.0013
Macroeconomic Theory and Analysis
C31.0266
Introduction to Econometrics or equivalent course
Plus one 300-level course from the theory concentration.

Special care must be taken to be sure that no course is taken without the proper prerequisites.

Special note: Because economics is taught at both the Stern Business School and at the College of Arts and Science (CAS), special conditions apply; students should note the following circumstances in particular:

1. Students may fulfill their free elective requirements in business or liberal arts by taking up to three courses (12 points) in economics.

2. Stern students contemplating a major in economics should discuss their intentions with their adviser by the end of their freshman year and at the very latest by the end of their sophomore year. Students should also meet with the economics department adviser. The reason for this is that the course sequence is highly structured with courses each year feeding into courses in subsequent years as prerequisites.

3. The CAS requirement for an economics major is ten courses, which includes the two principles courses and statistics that are required of all Stern students. Of the remaining seven courses, Stern students are required to take the four courses listed in the economics core indicated above. The remaining three courses can be met by Stern students in the following manner:

- Comajor with international business.
- Double major in another Stern department, especially finance.
- If the student is a major in economics only, see the departmental adviser for advice on course selection.

4. Because there is significant overlap in content between certain courses in economics and in some other Stern departments—most notably finance, international business, and statistics—a student is not allowed to take two similar courses and have them both count toward the major(s). These courses are indicated in the bulletin’s course listings.
T Intermediate Microeconomics: Business Cycles and Stabilization Policy
C31.0012 4 points. Fall, spring and summer. Identical with V31.0012. Prerequisite: V31.0001 or equivalent. Study of aggregate economic analysis with special attention paid to the determination of the level of income, employment, and inflation. Critically examines both the theories and the policies associated with them.

T Macroeconomic Theory and Analysis
C31.0013 4 points. Identical with V31.0013. Prerequisites: C31.0005, C31.0006, and V63.0121, or equivalent. Study of aggregate economic analysis with special attention to the determination of the level of income, employment, and inflation. Critically examines both the theories and the policies associated with them. This course involves more formal analysis than that used in C31.0012.

T Analytical Statistics
V31.0020 4 points. Prerequisite: V63.0121. Restriction: Not open to any student who has taken V31.0018. Introduction to statistical reasoning. This is a more analytically oriented course than V31.0018 and prepares the student for Introduction to Econometrics, V31.0266. Topics covered include descriptive statistics, calculation of moments, probability theory, an introduction to distribution theory, and an introduction to inference. Laboratory sessions enable the student to run a wide variety of computer experiments and to simulate all distributions that are discussed as well as to experiment with a wide variety of statistical procedures.

T Introduction to Econometrics
C31.0266 4 points. Identical with V31.0277 and V99.0310. Prerequisites: V31.0005 and C22.0103. 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. 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. Focus is on single-equation models.

ELECTIVE COURSES: 200 LEVEL

P Economic History of the United States
C31.0205 4 points. Identical with V31.0203. Prerequisites: V31.0001 and V31.0002, or C31.0005, or equivalent. This course is recommended for all majors. Analytic survey of the structure of the U.S. economy. 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.

P Ethics and Economics
C31.0207 4 points. Identical with V31.0207. Prerequisite: V31.0002 or C31.0005. 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.

P Urban Economics
C31.0227 4 points. Identical with V31.0227 and V99.0310. Prerequisite: V31.0002 or C31.0005. The city as an economic organization. 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.

P Money and Banking
V31.0231 4 points. Prerequisite: V31.0001 or C31.0005. Money supply; banking as an industry; banks as suppliers of money; the Federal Reserve System and monetary control; monetary theory; and contemporary monetary policy issues.

P Poverty and Income Distribution
C31.0233 4 points. Identical with V31.0233. Prerequisite: V31.0002 or C31.0005. Defines poverty and welfare. Analyzes who the poor are, why some people are rich and others poor, equality of opportunity, income and status, inequality, trends in the degree of
inequality, government’s role in income distribution, and international comparisons of inequality.

P Gender and Choices
C31.0252 4 points.
Identical with V31.0252 and V97.0252. Prerequisite: V31.0002 or C31.0005.
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.

P Economics of the Law
C31.0255 4 points.
Identical with V31.0255. Prerequisite: V31.0002 or C31.0005.
Introduction to economic analysis of a variety of legal issues. Explores the relationship of legal institutions and laws to economic efficiency and social costs and benefits. Covered are the economics of property rights, externalities and environmental control, administrative processes, crime, contracts and liability, public utility and antitrust regulations, and individual rights and discrimination.

ELECTIVE COURSES:

300 LEVEL

T Strategic Decision Theory
C31.0310 4 points.
Identical with V31.0310. Prerequisite: C31.0011.
Introduction to noncooperative game theory. 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.

P Industrial Organization
C31.0316 4 points.
Identical with V31.0316. Prerequisite: C31.0010 or C31.0011.
Analysis of the structure, conduct, and performance of firms and industries. Involves the development of a theoretical basis for evaluating performance. 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. Overall survey of contemporary antitrust law and economics.

T Market Structure and Performance
C31.0317 4 points.
Identical with V31.0317. Prerequisite: C31.0011.
This course is designed to familiarize students with a modern approach to industrial organization economics. This 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. Also examined is the scope of effective public policies designed to improve market performance. Mathematical-based models are used throughout the course to develop the relevant concepts and test the pertinent theories of firm behavior.

P Economic Development
C31.0323 4 points.
Identical with V31.0323. Prerequisite: C31.0012 or C31.0013, and C45.0011.
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 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 receive emphasis. The course ends with international issues: trading patterns, capital flows, and global financial crises are studied from the viewpoint of developing countries.

P Topics in the Global Economy
C31.0324 4 points.
Identical with V31.0324. Prerequisites: C31.0012 or C31.0013, and C45.0011.
This course covers special topics in the context of a global economy: 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.

E Economics of Energy and the Environment
C31.0326 4 points.
Identical with V31.0326. Prerequisite: C31.0010 or C31.0011.
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 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.

T International Trade
C31.0335 4 points.
Identical with V31.0335. Prerequisite: C31.0011.
This course examines theories of international trade, as well as related empirical evidence. Topics include the relationship between trade and economic growth, the theory of customs unions, international factor movements, trade between unequal partners, and trade under imperfect competition.

T International Finance
C31.0336 4 points.
Identical with V31.0336. Prerequisite: C31.0013.
Financial and macroeconomic issues in international economics, the balance of payments, gold and other assets in international portfolios, exchange rate determination, problems of simultaneous achievement of internal and external policy goals, and interdependence of countries’ macroeconomic policies.

T Economics of Forward, Futures, and Options Markets
C31.0337 4 points.
Identical with V31.0337. Prerequisite: C31.0011. Restriction: cannot be taken for credit in addition to C15.0043.
Provides an understanding of the operation and economic role of contracts in forward, futures, and options markets in an economic environment of increased price uncertainty. Includes government regulation of these markets, the role of the hedger and the speculator, and theories of price movements relevant to the markets.

P Ownership and Corporate Control in Advanced and Transition Economies
C31.0340 4 points.
Identical with V31.0340. Prerequisites: C31.0010 or C31.0011, and C22.0103, or equivalent.
This course discusses the conceptual foundations and empirical evidence concerning the effects of private ownership on corporate performance. The corporate control mechanisms in the United States, Germany, Japan, and
the emerging market economies of Eastern Europe and the former Soviet Union are reviewed. 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.

T Political Economy
C31.0345 4 points.
Identical with V31.0345. Prerequisite C31.0011.
This course introduces the emerging field of formal political economy. The variety of ways in which economists and political scientists think about political science and the interplay of political science and economics are analyzed. The first part of the course focuses on the formal modeling of political behavior and political institutions. In this part, the theory of social choice (how groups of rational individuals make decisions) and collective action (how groups of rational individuals take action) are analyzed. The second part of the course discusses the connection between politics and economics and investigates the effect of political variables on the determination of economic outcomes. Some questions that are answered include: How can special groups of individuals enhance their well-being by political action? What is lobbying? What is the effect of contributions on political outcomes?

P Labor Economics
C31.0351 4 points.
Identical with V31.0351. Prerequisite C31.0010 or C31.0011.
Analyzes the functioning of the labor market in both theoretical and statistical terms. 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 examined, including those of job search and matching. The role of public policy in the functioning of labor markets is highlighted throughout.

P Public Economics
C31.0353 4 points.
Identical with V31.0353. Prerequisite C31.0010 or C31.0011.
This course, in alternate years, stresses policy implications and the development of the theory. Analysis of government economic policies and behavior. Normative and positive economics; the fundamental welfare theorems. 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. On what should taxes be levied (optimal taxation)?

P Experimental Economics
C31.0360 4 points.
Identical with V31.0360. Limited to 20 students. Prerequisite C31.0010 or C31.0011.
Experimental economics is predicated on the belief that economics, like other sciences, can be a laboratory science where economic theories are tested, rejected, and revised. This course reviews the methodology of conducting such laboratory experiments and investigates the use of experiments in a wide variety of fields. These include competitive markets, auctions, public goods theory, labor economics, game theory, and individual choice theory. The course 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.

T Advanced Micro Theory
C31.0365 4 points.
Identical with V31.0365. Prerequisite C31.0011. For advanced undergraduates who have taken the necessary preparatory courses in economics and mathematics.
This course is designed to introduce students to some of the main model-building techniques that have been developed by microeconomics. Three basic topics are covered. The first topic is the static theory of consumer behavior both in a certain world and in an uncertain world. The second topic is the theory of general equilibrium. The third topic is the theory of dynamic optimization. In addition to the coverage of the economics, the advanced mathematical techniques that are needed to understand the material are reviewed.

P Topics in Applied Economics
C31.0370 4 points.
Explores economic issues of economic policy using the tools learned in the intermediate micro- and macroeconomic courses. Focuses on a particular issue each term.

T Topics in Economic Theory
C31.0375 4 points.
Explores issues in economic theory using the tools learned in macro- and microeconomics. Focuses on a particular issue each term.

P Topics in Econometrics
C31.0380 4 points.
Identical with V31.0380. Prerequisites: C31.0010, C31.0012, and C22.0103.
Examines a number of important areas of econometrics. The 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 AND INDEPENDENT STUDY

E Independent Study
Prerequisites: C31.0010, C31.0012 or C31.0365 and permission of the director of undergraduate studies. No more than a total of 8 points may be taken of independent study.
The student engages in intensive independent study of an important economic topic under the direction of a departmental faculty member. The results of the study are embodied in a report of a type required by the instructor.

E Honors Thesis
C31.0400 4 points.
Identical with V31.0400. Prerequisites: C31.0010 or C31.0011; C31.0012 or C31.0013, and permission of the director of undergraduate studies.
Normally, the thesis is written in the senior year, but students are advised to choose their topic and faculty adviser by the beginning of the senior year at the latest. For description, see Honors Program, above.

E Honors Tutorial
C31.0410 4 points.
Identical with V31.0410. Open only to honors students.
The objective of the course is to train students to write on economic topics and perform economic analysis efficiently and quickly as well as to develop rhetorical skills. Once a week, two students each present a paper on an assigned topic that has been distributed previously to the other students. The students not presenting that week critique the paper and the presentation as does the instructor. Each paper is to be revised and submitted to the instructor with a cover sheet that indicates how the student dealt with each of the criticisms.
The Leonard N. Stern School of Business has established a leading-edge initiative that focuses on the entertainment, media, and technology (EMT) industries. The initiative allows students to examine business in these critical industries, including film, television, cable, music, publishing, as well as various forms of new media. The goal of the initiative is to train students for challenging and rewarding careers in this group of dynamic and growing businesses.

Program of Study

Students taking EMT courses gain a framework for understanding the strategy and operating principles that drive the individual components or sectors of the entertainment industry. While the primary emphasis of the initiative is on the business activities that support content creation and the media used to deliver content, students also study the technology employed to create and deliver content.

Stern’s EMT initiative is unique within a business school. With a focus on both the business and content aspects of the entertainment industries, the initiative offers students a range of different courses that cover key aspects of the EMT industries. In addition to a structured curriculum, the initiative relies on industry speakers to augment the classroom experience.

Top executives from entertainment companies are frequent visitors to classes. They provide firsthand insights into content development, deal making, and the impact of technology and globalization on the diverse sectors of the EMT industries.

At various times the EMT courses analyze the leading companies in the industry, including Disney/ABC, Sony, News Corporation, Time-Warner, Universal, Bertelsmann, Viacom, and NBC. Students select from among the various EMT courses to develop an in-depth understanding of the industries and the skills necessary to be successful. Students can also take courses in other schools at NYU. Selected courses at the world-renowned Tisch School of the Arts are available to Stern students. In addition, there is an active student organization, STEBA (Stern Tisch Entertainment Business Association), which plans numerous activities. More information about STEBA can be obtained from their Web site at www.stern.nyu.edu/~steba.

The EMT courses offered at Stern are listed in the next column and described in the Marketing section, except for C20.0038, Electronic Commerce, which is described in the Information Systems section.

C10.0048
Entertainment Law
C20.0038
Electronic Commerce
C55.0003
Advertising Management
C55.0020
Film and Television Distribution and Finance
C55.0021
Entertainment Finance
C55.0040
Entertainment Marketing
C55.0044
Television Management: Network, Cable, and Satellite
C55.0046
Globalization of the Entertainment Industry
C55.0047
Sports Marketing
C55.0049
The Business of Producing
The Department of Finance curriculum provides a working understanding of the financial decision-making process and offers insight into how financial markets function. It provides part of the necessary education for students seeking financial positions in business, in financial institutions, or in government or nonprofit institutions.

Courses in finance are divided into two broad categories. One category focuses on microfinance issues—corporation finance and investments. The other category focuses on macrofinance issues—financial markets and the international financial system. All finance courses apply economic analysis, accounting, and quantitative methods to the financial problems encountered.

The Department of Finance faculty is the largest and one of the most distinguished finance faculty groups in the world. Members of our faculty are leaders in research and in textbook publication in their fields. We hold as our mission the great tradition started by the founders of New York University: to have a department that is recognized both nationally and internationally as a leader in scholarship and to transmit that scholarship in a professional way to students and those in industry with whom we work.

**Program of Study**

**CAREER PREPARATION**

Every type of private or public business organization needs people who have training in finance. This is obviously true for a large industrial corporation, a major bank, or an insurance company. But it turns out to be equally true for the owner of a small business with 25 employees, for a city manager with 250 employees, or for the business director of the Metropolitan Opera.

Students graduating from the Stern Undergraduate College with a major in finance accept positions with banks, investment banking houses, government agencies, consulting firms, insurance firms, and large and small corporations. First careers range from credit analysis to securities analysis to product profitability analysis to apprentice floor traders on exchanges. In addition to being well-grounded in finance, our students must be prepared to work with multinational managers, marketing professionals, accountants, and others who depend on finance professionals to supply the funding currently needed and the analysis necessary to make profitable future decisions.

Being a part of a world-class university in the heart of New York City means that Stern students have opportunities not available to students at other universities. As part of their career preparation, all finance students are encouraged to take advantage of the many lectures and informal talks by leading business executives arranged by student clubs and by the Dean’s Office. In addition, many juniors and seniors will want to take advantage of the part-time jobs and internships offered by major financial institutions and others to Stern students.

**FINANCE MAJOR REQUIREMENTS**

Students who decide to major in finance must take four courses in finance in addition to the required core course, Foundations of Financial Markets (C15.0002). These four courses include an integrated sequence of two required courses to ensure all finance majors have a common set of professional tools, plus two elective courses:

- C15.0007 Financial Management
- C15.0008 Corporate Financial Topics

Plus two electives from among the courses listed in the Advanced Courses section below.
A student may elect to take a fifth course in finance. But no more than five finance courses should be taken as part of a student’s program of study. It is important to remember that a Stern student is seeking a B.S. degree in business administration, not a trade-school diploma in finance. The Stern School and prospective employers both believe it is beneficial for every Stern graduate to have broad exposure to the analytical styles of business management in all its dimensions.

In all our finance courses, the objectives are to provide (1) an in-depth analytical and professional understanding of selected issues, (2) an awareness that finance is a support activity that always involves cross-discipline communication, and increasingly involves multinational considerations, and (3) an understanding that the Stern School has very high expectations for its finance students concerning their personal and professional standards for integrity and business, legal, and ethical behavior.

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

### Courses

#### CORE COURSE

**Foundations of Financial Markets**  
C15.0002  | 4 points. Fall, spring, and summer.  
Prerequisites: C22.0103, V31.0002 or V31.0004, and sophomore standing.  
Corequisite: C10.0001.  
A rigorous course developing the basic concepts and tools of modern finance. Basic concepts of return and risk are explored in detail with a view to understanding how financial markets work and how different kinds of financial instruments are valued. These instruments, including equities, fixed income securities, options, and other derivative securities become vehicles for exploring various financial markets and the utilization of these markets by managers in different kinds of financial institutions to enhance return and manage risk. The course includes a segment on the use and application of computer-based quantitative technology for financial modeling purposes.

#### INTEGRATED SEQUENCE  
(for juniors and seniors only)

**Financial Management**  
C15.0007  | 3 points. Fall, spring, and summer.  
Required course for finance majors.  
Prerequisite: C15.0002.  
Introduces the student to selected problems and issues in financial management. Topics include capital budgeting—strategy and techniques associated with the analysis and selection of capital projects, financial forecasting and financial planning, and corporate finance topics such as the cost of capital and issues associated with raising capital. Problem sets and case studies are integral parts of this course.

**Corporate Financial Topics**  
C15.0008  | 3 points. Fall, spring, and summer.  
Required course for finance majors.  
Prerequisites: C15.0002 and C15.0007.  
The focus of this course is on major financial policy decisions of the corporate firm. Topics include corporate strategy in various economic settings, capital structure theory and policy, dividend theory and policy, and advanced capital budgeting analysis. These analytical tools and theories are applied to topical issues in corporate finance ranging from mergers and acquisitions decisions to corporate bankruptcy to managerial control and compensation strategies. Case studies are an integral part of this course.

#### ADVANCED COURSES

**Risk Management in Financial Institutions**  
C15.0022  | 3 points.  
Prerequisites: C15.0002, C15.0007, and senior standing.  
Examines the problems encountered in a wide range of activities of financial institutions, including asset liability management, liquidity management, and market risk and credit risk management. Uses quantitative models such as “value at risk” to illustrate the types of models necessary to manage modern financial institutions. Emphasizes factors relevant to strategic planning for financial institutions, including technological change, developments in the regulatory environment, international sources of competition, developments in monetary and Federal Reserve policy, as well as entry by new types of institutions into existing financial markets.

**Behavioral Finance**  
C15.0029  | 3 points. Fall and spring.  
Prerequisites: C15.0002 and C15.0007.  
Uses human psychology and market frictions to shed light on asset returns, corporate finance patterns, and various Wall Street institutional practices. Starts with motivating evidence of return predictability in stock, bond, foreign exchange, and other markets. Proceeds to themes including the role of arbitrageurs in financial markets,
the psychological and judgmental biases of average investors, and the financing patterns (such as capital structure and dividend policies) of firms who raise capital in inefficient securities markets and/or are led by irrational managers.

International Financial Management
C45.0030 3 points. Fall, spring, and summer.
Prerequisites: C15.0002 and C45.0011. Examines the operation of international currency exchange and capital markets and applies financial management principles to the financial decisions of multinational corporations. Addresses such topics as exchange rate forecasting, hedging of exchange and political risk, and financial and capital budgeting by multinational corporations. Employs readings and case studies.

Real Estate and Capital Markets
C15.0038 3 points. Fall and spring.
Prerequisite: C15.0002. Introduces students to real estate securitization from both an equity and debt perspective. Analyzes alternative types of equity securitization vehicles including real state investment trusts (REITs), commingled real estate funds (CREFs), real estate limited partnerships (RELPs), master limited partnerships (MLPs), and real estate swaps. Introduces students to mortgage-backed securities (MBS) as an example of real estate debt securitization. Explores mortgages with respect to differences in their cash flows, prepayment, and default probabilities. Discusses the dynamics of mortgage prepayments and pricing the embedded call option in a mortgage, followed by real world applications. Explores such mortgage derivatives as mortgage pass throughs, interest-only and principal-only strips, floaters and inverse floaters, and various types of collateralized mortgage obligations such as planned amortization classes.

Real Estate Finance
C15.0039 3 points. Fall and spring.
Prerequisite: C15.0002. Coerequisite: C15.0007. Covers 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.

Investment Principles
C15.0041 3 points. Fall and spring.
Prerequisites: C15.0002 and C15.0007. The first part of this course looks at personal financial management strategies. Students develop prototype portfolios for individuals and families in different economic and demographic settings. Most of the course then focuses on the valuation of equity securities and investment strategies utilizing them. Topics include the mathematics of equity valuation, history of stock returns, and the many varieties of common stock risk. The course examines such issues as the role of mutual funds and pension funds, technical stock analysis, and ethical considerations in using information that impacts stock prices. Written reports and longer papers are required.

Investment Topics
C15.0042 3 points. Spring.
Prerequisites: C15.0002, C15.0007, and senior standing. Focuses on more advanced topics in investments. The course is somewhat quantitative in nature as the primary focus is on specialized types of securities. Topics may include securities trading practices, derivatives valuation models, hedging and risk management techniques, and bond valuation analysis. Other topics may include empirical studies of price behavior in security markets and portfolio management techniques in complex markets. Readings, problem sets, and short cases are employed.

Futures and Options
C15.0043 3 points. Fall and spring.
Prerequisites: C15.0002, C15.0007, and senior standing. Restriction: cannot be taken for credit in addition to C31.0337. Covers derivatives and securities markets. The primary focus is on financial futures and options, but there are also references to the markets in commodity market instruments. Topics include market institutions and trading practices, valuation models, and hedging and risk management techniques. The material is inherently more quantitative than in some other courses, and doing homework problems is an essential part of the work expected.

Investment Banking
C15.0045 3 points. Spring.
Limited enrollment. Prerequisites: C15.0002, C15.0007, and senior standing. A broad overview of the role of investment banking in modern society. Explains which functions are performed and how these tasks are carried out in competitive and noncompetitive environments. Concepts discussed include the origination, syndication, and distribution of security issues. Other topics include the pricing of new issues and the management of issues in the after markets, the role of investment bankers in restructuring industry, financing governments, and facilitating saving and investment. Ethical issues investment bankers must face are considered.

Risk and Insurance
C15.0081 3 points. Fall and spring.
Prerequisites: C15.0002 and C15.0007. Provides the background for understanding the role of insurance and risk management as it applies to business and personal pursuits. Includes a review of the major elements of life insurance, property and casualty insurance, and health insurance; the focus is on basic terminology, contract analysis, and investment implications. Risk issues from the view of both the insurance company and corporate user of insurance are considered. Illustrations apply to both corporate needs and an individual’s estate planning and insurance.

Distinguished Professor Seminar
C15.0095 3 points. Offered every third semester.
Prerequisites: C15.0002, C15.0007, senior standing, and permission of the undergraduate program coordinator. This seminar explores the research interests and professional philosophy of one or more of the Department of Finance’s distinguished professors. In the past, the course has focused on such issues as the rapidly changing technology of Wall Street, investment banking opportunities and disasters, and the growth of the international financial markets. Outside senior finance executives may be brought in as guest lecturers. Students are expected to participate in this tutorial seminar both by active class participation and by written essay work.

Independent Study in Finance
Fall, spring, and summer.
Prerequisites: C15.0002, C15.0007, and permission of the undergraduate program coordinator. Supplementary study for students taking course work where additional points are needed. An opportunity for a few seniors each year to work one-on-one with a faculty member on a topic the student selects. The 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 the course is available at the front desk of the departmental office (Henry Kaufman Management Center, Room 9-190) or on the department’s Web site at www.stern.nyu.edu/fin.
The Stern School of Business has always been a leader among management schools in teaching and research on information technology in business. In the current climate of rapid globalization and electronic commerce, an understanding of why and how information technology is driving changes in markets and businesses is essential for every business manager. Increasingly, many of the strategic and day-to-day decisions general managers face involve information technology. The information systems (IS) major provides students with the skills and knowledge they require to prepare for and manage the transition from entry-level positions to management.

The central question that our information systems courses address is **Why do some organizations get value from their information technology investments while others do not?**

“Decisions about information technology are critical, as is the ability to understand and work with systems,” says David Baker, Stern alumnus and global head of program trading at Deutsche Bank. “In this emerging marketplace, a strong background in information technology is essential for opening doors as well as career advancement.”

Professionals with skills in management and information systems work in both business and government. Typical problems handled by IS professionals include designing and maintaining the information infrastructure of organizations, aligning information technology strategy with business strategy, and supporting the technology requirements of the various functional areas of organizations. Information technology skills are particularly important in industries such as financial services, consulting, telecommunications, and technology.

### Program of Study

#### INFORMATION SYSTEMS MAJOR REQUIREMENTS (12 POINTS)

An information systems major at Stern requires four information systems electives (in addition to C20.0001). Students who wish to pursue a career in information technology are advised to take C20.0035 and C20.0046 as two of their required four courses. (Note: These classes presume a programming background equivalent of V22.0002, Introduction to Computer Science.) Students may also take selected computer science electives, with the permission of the undergraduate program coordinator.

#### INFORMATION SYSTEMS CONCENTRATION REQUIREMENTS (9 POINTS)

The information systems concentrations are separate from the information systems academic major. They are designed for students who want/need some knowledge of technology to augment another major. An information systems concentration requires 9 points of Stern information systems electives selected from the courses listed for that concentration. Typically, at least one of the courses is required for the concentration. Students cannot complete more than one concentration. Students receive a separate certificate indicating they have completed a concentration when they graduate.

The concentrations and the courses towards the major are listed below.

#### Financial Systems

This concentration is designed for students majoring in finance who want to understand systems in the financial services industry.

- C20.0050 Financial Information Systems (required for concentration)
- C20.0057 Modeling and Data Mining with Spreadsheets
- C20.0046 Database Management Systems
- C60.0006 Operations in Financial Services
- C60.0007 Decision Models
### Courses

**FUNDAMENTAL COURSE**

#### Computer-Based Systems for Management Support

C20.0001 4 points. Fall and spring.

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 (1) hands-on experience with personal computers and (2) 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.

#### Web-Based Systems

This course is designed for students who are interested in using the Web to interface with customers and suppliers. The Web has become the standard method of delivering content to both internal and external users, as well as the basis for new XML-based standards for interfacing between business processes. This concentration includes courses that cover both development techniques for Web-based systems as well as business applications.  

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

C20.0046 Database Management Systems

C20.0038 Electronic Commerce

C20.0022 Design and Development of Web-Based Systems

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**ADVANCED COURSES**

#### Streaming Media

C20.0020 3 points. Prerequisite: C20.0001.

Investigates the use of networked multimedia as a new way to deliver computer-based information. First reviews basic concepts in multimedia including an overview of some of the available tools. Next investigates networked multimedia and some of the additional problems inherent in delivering multimedia and hypermedia material over networks. Students experiment with some of the current technologies as well as new technologies that allow three-dimensional object manipulation, live streaming video, and virtual reality systems delivered over the Web. Course requirements consist of several homework assignments, a midterm exam, and a final paper/project.

#### Design and Development of Web-Based Systems

C20.0022 3 points. Spring. Prerequisite: C20.0001.

The Web and the new technologies and standards surrounding it have dramatically changed the way systems are developed and used in organizations and markets. This course covers the issues and concepts in developing data-driven Web sites. Students evaluate a variety of different Web development approaches and architectures, including the common gateway interface models, Java, Active Server Pages, .NET, and Web services. A variety of alternative development approaches are compared, looking at issues such as the development environment and the security, performance, scalability, and maintainability of systems developed with the different approaches. The course is divided into student teams. Each team implements a small system using one of the supported technologies and evaluates their experience. Students should have the ability to build a simple Web page and be proficient with common Microsoft Office business applications, especially Access. Light programming is used for examples of how to build dynamic Web pages for B2C and B2B sites. Assignments include both Active Server Pages as well as J2EE. Unix, Windows 2000, and Linux platforms are available to host projects.

#### Fundamentals of Computer Systems

C20.0035 3 points. Fall and spring. Prerequisites or corequisites: C20.0001 and programming experience.

This course provides an in-depth introduction to some of the major computer technologies, including computer systems organization, operating systems, Java programming, and Web technologies. The students learn the material through a combination of class lectures and discussions, in-class demos, homework assignments, and a project.

The material covered in this course is divided into the following modules: (1) a crash course in Java, (2) an overview of some of the key Web technologies, and (3) computer organization and operating systems.

The purpose of the brief overview of Java is to familiarize the students with the main concepts of the language so that they can develop sufficient familiarity with the language and acquire basic programming skills required in other parts of this course and possibly other IS courses. It is assumed that the student is already familiar with basic programming concepts (such as variables, arrays, conditional branching, loops, etc.) or will be able to learn them fast. At the end of this module, the students are expected to be able to write simple Java programs.

In the Web technologies module, the students learn how the Web “works,” including an overview of the HTTP protocol, Web servers, and client- and server-side processing. The students also learn the basics of XML and other types of markup languages, such as wireless markup language (WML), electronic business XML (ebXML), and legal XML (LegalXML). Moreover, the students also learn how Java and XML can be combined together, using DOM, SAX, and JAXP technologies, to create powerful e-business applications. Finally, the course covers the basics of Web services, including the SOAP language and Microsoft’s BizTalk. Learning these concepts is combined with the development of practical skills in some of these technologies.
In the computer organization and operating systems module, the students learn about the structure and organization of the main components of a computer system including CPU, memory, buses, and I/O devices. The students also learn how a computer works by studying the fetch-decode-execute cycle and what a Java Virtual Machine (JVM) is and how it works. After that, the students study the basics of operating systems, i.e., what an operating system is, how it works, what computer resources it manages and how. Then the course provides an in-depth coverage of how an operating system manages processors, memory, files, and different I/O and networking devices.

Upon the completion of this course, the students are able to
1. understand some of the current important Web technologies, including Java, XML, DOM/SAX/JAXP, and Web services technologies;
2. understand the organization of modern computers and the principles of operations of operating systems; and
3. develop practical hands-on skills by learning Java, XML, and other Web technologies.

Electronic Commerce
C20.0038 3 points. Fall and spring. Prerequisites: sophomore standing and C20.0001.
This course provides an understanding of e-commerce and its impact on firms, industries, and markets. In a few short years, the Web has already had a large impact on how we shop, read, conduct business, learn, and consume information like music and art. The fundamental architecture of information processing within the firm is changing as new Internet technologies appear. Internet technologies are also having a broad impact on the management of firms. How well firms are able to master these new technologies and business models is having an important impact on their overall success.
This course describes the technologies used in electronic commerce; discusses the resulting changes in organization structure, industry, and societal behavior and seeks to understand the forces that bring about these changes; and, where possible, extrapolates to the next five years.

Systems Analysis and Design
C20.0043 3 points. Fall. Prerequisite or corequisite: C20.0001.
Stresses concepts and methods used in the analysis and design of computer-based information systems. 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 flowcharts and decision tables to automated design techniques are discussed. Emphasizes the importance of users in the design process and focuses on approaches that improve the successful implementation of a computer system. A team project provides students with an opportunity to apply the concepts in class to a systems analysis and design problem.

Database Management Systems
C20.0046 3 points. Fall and spring. Prerequisites or corequisites: C20.0001 and some programming experience.
Focuses on the overall management of the data needs of an organization and the design and development of database applications. Covers global database architecture, logical and physical data design, and the integration of databases with programming and fourth-generation languages. 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.

Financial Information Systems
C20.0050 3 points. Fall. Prerequisite: C20.0001.
As financial markets become more electronic and more liquid, a higher degree of knowledge about systems and analytics is required in order to compete. This course teaches students how modern financial markets function as a network of systems and information flows, and how to use information technology for decision making in trading and managing customer relationships.
Information systems serve two purposes in the financial industry. First, they facilitate markets and their supporting services such as payment, settlement, authentication, and representation. Second, they facilitate or engage in making decisions such as when and how much to invest in various instruments and markets. The first part of the course describes how systems facilitate various kinds of payment and settlement mechanisms, enable financial markets such as exchanges and ECNs, and support inter-institution communication. The second part of the course describes how traders, analysts, and risk managers use systems to cope with the vast amounts of data on the economy, markets, and customers that flow into their systems each day. It covers automated trading systems and other types of customer-oriented analytic systems that are becoming increasingly intelligent in how they make or support decisions. The course features a mix of case studies, Excel-based illustrations and assignments, and the latest industry tools. It is particularly suited for finance and marketing students interested in understanding information technologies in financial services from a practical career standpoint.

Advanced Software
C20.0056 3 points. Summer. Prerequisites: C20.0001 and programming experience.
Provides the Unix operating system and its related programming languages and software infrastructure. Topics include the languages awk, csh (C-shell), C, C++, and Java object-oriented programming and design; software reuse and engineering; exploring cyberspace using the Internet; and Unix security, lore, and culture.
Course requirements include programming assignments and exams.

Modeling and Data Mining with Spreadsheets
C20.0057 3 points. Spring. Prerequisite: C20.0001.
As the volume of data that organizations collect continues to grow rapidly, so does managers’ struggle to make sense of it. People who are facile with data and can leverage it into valuable intelligence are in short supply. This course teaches students how to structure and solve business problems using analytical and data-driven models. It provides a hands-on learning experience using the familiar Microsoft Excel modeling environment, while significantly extending its power through plug-ins. The aim is twofold:
1. To provide students with powerful spreadsheet modeling skills that enable them to implement and solve a wide range of problems—from capital budgeting and investments to marketing and operations.
2. To introduce students to state-of-the-art data mining methods that support decision making by extracting useful knowledge from the increasingly large volumes of raw data that organizations collect through their business processes.

The course is taught almost entirely through examples and emphasis is on creative problem formulation and implementation. Technical details are kept to a minimum. The course assumes prior knowledge of Microsoft Excel and the fundamentals of finance, marketing, and operations at the level of the core courses at Stern. Prior experience with a programming language or data mining, though useful, is by no means necessary.

Independent Study in Information Systems
Fall and Spring. Prerequisite: permission of the undergraduate program coordinator.
The importance of multinational firms and the economic interdependence of the world’s economies have increased dramatically in recent years. As a result, international commerce is no longer simply a matter of export and import trade but also includes international money and capital movements, foreign production by local firms, and international transfers of technology and management skills.

The business environment within which foreign operations are carried out differs from country to country. Likewise, the conditions and influences of international trade, capital flows, and technology transfers depend on the policies and perceptions of firms and governments.

**Program of Study**

**CAREER PREPARATION**
The program is designed to familiarize students with the current problems and methods of analysis related to the global operations of businesses. This framework includes a focus on the basic tools of analysis of international operations, such as international economic analysis and analysis of sociocultural differences. Also included are appraisals of the techniques of market penetration abroad, the evaluation of investments abroad, and the selection of financial sources.

The program is based on a belief that “international business” is not a field detached from functional areas such as marketing, finance, or accounting. Rather, the international dimension builds on general business principles and on expertise in a functional field. Thus, students of international business are required to pursue a primary major in management, marketing, finance, information systems, accounting, or economics and a major in international business. It is highly recommended that students considering a career in international business develop fluency in one or more foreign languages.

**INTERNATIONAL BUSINESS COMAJOR REQUIREMENTS (12-14 POINTS)**

- **C45.0004** International Business Management
- **C45.0030** International Financial Management or **C55.0064** International Marketing Management

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

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

**International Business Elective Options (3 or 4 points)**

- **C45.0030** International Financial Management (based on selection above)
- **C45.0031** Economics in Transition
- **C15.0023** Topics in Emerging Financial Markets
- **C55.0064** International Marketing Management (based on selection above)
- **C10.0045** International Accounting and Financial Statement Analysis
- **C31.0125** Economics and Society in the Third World
- **C31.0323** Economic Development
- **C31.0335** International Trade
- **C31.0336** International Finance
- **V31.9170** Introduction to Economic Issues: Spain and Europe (offered at NYU in Madrid)

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In general, an acceptable international nonbusiness elective is one that examines some significant aspects of culture, society, or politics outside the United States. The following list provides an indication of the types of courses that are acceptable, but many other courses also qualify with approval from the student's academic adviser. Please visit the Office of Academic Advising for a list of acceptable courses.

**Africana Studies**
Modern South Africa and Ghana
Political Economy of Africa

**Anthropology**
Japanese Business, Society, and Culture
Peoples of Sub-Saharan Africa: Culture and International Studies
Peoples of the Caribbean: Culture and International Studies
Peoples of Latin America: Culture and International Studies
Peoples of India: Culture and International Studies
Peoples of Southeast Asia: Culture and International Studies
Peoples of Europe: Culture and International Studies
Anthropology and Latin American Studies

**Asian/Pacific/American Studies**
Asians in the Global Economy: United States and International Perspectives
History of South Asian Diaspora

**Art History**
Shaping the Urban Environment

**East Asian Studies**
Major Themes and World History: Colonialism and Imperialism
History of East Asia to 1840
History of Modern China Since 1840
Topics in Asian History
Belief and Social Life in China
Modern China
History of Modern Japan
The World of Goods in China
Topics in Chinese History
Seminar in Chinese History
East Asian Politics: China and Japan
Korean Modernism
Seminar: Japan and World War II in Asia
Introduction to Civilization of Imperial China
Historical Epics of China and Japan
Modernism and the Formation of National Culture in Japan (1900-1980)

**Economics**
Economics and Society in the Third World
Comparative Economic Systems
Topics in the Global Economy
Economic Development
International Trade

**European Studies**
European Community: Political Economy of Contemporary Europe
Topics in Irish History: Popular Folk Culture
History of Modern Ireland
Contemporary France
Comparative Politics Seminar: Immigration and Politics in Western Europe
Western European Politics
Government and Politics of the Former Soviet Union
Euroism
History and Hunger—Ireland and European Empires

**Hebrew and Judaic Studies**
Modern Jewish History
Judaism: From Medieval to Modern Times
The Land of Israel Through the Ages
History of Jews in Poland
History of East European Jewry
Zionism and the State of Israel
Jewish Life in Postwar Germany: 1945-2000
Civilization and Religions

**Hellenic Studies**
Seminar on Modern Greek Culture
Modern Hellenism Since 1821
Transformations of Southern Europe
Greece and Western Europe

**History**
Modern Europe
Introduction to Pan-Africanism
South Asia
History of Judaism: Emergence of Classical Judaism
French Revolution
Europe Since 1945
Topics: History of Science, Technology, and Medicine in Modern Europe
Modern Greek History
Germany Since 1815
Modern France Since 1815
History of Modern Ireland, 1845-1922
History of Modern Ireland, 1922 to the Present
European and World Diplomacy, 1789-1900
Women in European History
Since 1730
Topics in Early Modern Europe
Topics: Formation of European Culture and Civilization from the Roman Empire
19th-Century France
20th-Century France
Seminar: Topics in Middle Eastern History
Africa Since 1940
Warfare and History—Africa
Modern Africa
Seminar: Modernization and Nation-Building in Sub-Saharan Africa
Modern Central Asia
Japan and World War II in Asia
The Cultural History of Postwar Japan
Colonial Latin America
History of Contemporary Latin America
Topics: Populism in Latin America
History of Brazil
Conquest and Origins of Colonialism—Latin America
Topical Seminar: Latin America
Pacific Island History and Culture

**Irish Studies**
History of Modern Ireland 1922 to the Present
Seminar in Irish History
British and Irish Politics
Contemporary Irish Politics and Society

**Italian Studies**
Italy 2000
Topics in Italian Culture

**Latin American Studies**
Politics of Latin America
Politics of the Caribbean
Inter-American Relations
Interdisciplinary Perspectives on Power and Society in Latin America
History of Colonial Latin America
History of Modern Latin America
Topics: Latin American and Caribbean History
History of the Caribbean
Colonialism in Spanish America

**Metropolitan Studies**
Cities in a Global Context
Middle Eastern Studies
The Land of Israel Through the Ages
Jews in the Islamic World in the Modern Period
Islam and Politics
The United States and the Middle East in the 20th Century
History of Judaism
Seminar: Topics in Middle Eastern History
Europe and the Middle East
The Emergence of the Modern Middle East
What Is Islam?
Muslim Societies
Islam and the West
Literature and Society in the Arab World
Comparative Imperialisms
Gender, Identity, and Society in the Middle East
Politics of the Near and Middle East
International Politics of the Middle East
Politics and Society in Iran
Judaism, Christianity, and Islam
Politics
Any course in comparative politics
Any course in international politics
People’s Republic of China
Russian and Slavic Studies
Russian Politics and History Since 1917
Russia Today
Spanish and Portuguese Languages and Literatures
Spanish Civilization Past and Present
Introduction to Latin American Culture
Development of Latin American Culture
Topics: Colonialism in Spanish America
NYU in Florence
Any language course in Italian
Contemporary Issues in Economics: Europe
Introduction to Economic Issues: Europe
International Economics: Finance
Acton Seminar: European Union—Policies and Institutions
Italian Politics
Democratic Transitions in Southern and Eastern Europe
United States and European Union Relations Since World War II
European Law
Europe Since 1945: Italy
Modern Italy Since 1815
European Fascism
Sociology of Consumerism: Capitalism and the European Marketplace
Women in European Society: The 20th and 21st Centuries
Culture of the City: Italian Urban Life
NYU in London
Contemporary Issues in Economics: England and the European Monetary Union
British Politics
East European Government and Politics
Politics of the Near and Middle East
Immigration and Politics in Western Europe
Contemporary Political Culture of Britain
European Integration and the European Union
A History of London
Development of the Modern European State, 1914 to 1945
Europe Since 1945
England Since 1700
City Planning: Social and Economic Aspects of London
London and Europe’s World Cities
NYU in Madrid
Any language course in Spanish
Contemporary Issues in Economics: Europe, Business, and the Global Environment
Contemporary Spanish Politics
Spain and the European Union: Political and Economic Issues
Fascism
European Fascism
Sociology of Spain
Culture of Spain: An Anthropological Perspective
Spain and Iberoamerica: Cultural and Social Anthropology
Topics in Peninsular Spanish: Family and Society in Spain
Topics in Peninsular Spanish: Food and Culture in Spain
Islam and Spain: Past and Present
Modern Hispanic Cities
NYU in Paris
Any language course in French
French-African Relations
French-African Relations in the 19th and 20th Centuries
New Concepts in European Politics
Paris Monuments and Political Power in the 19th and 20th Centuries
France and the European Union
Buildings, Landscapes, and Cities: Paris
French Youth
Topics in French Culture: May ’68 in France
Topics in French Culture: Black Paris
Topics in European History: Democracy in Europe
NYU in Prague
Varieties of Contemporary European Cultures
Introduction to Economic Issues: Recent Economic Developments in the Czech Republic
Ownership and Corporate Control in Advanced and Transition Economies
European Security After the Cold War
Germany and East Central Europe (1871-2000)
East European Government and Politics: Current Political Developments
European-American Relations in the 21st Century
Mass Value Orientations and Political Change in Western and Eastern Europe
Regionalism and Globalism in East European Politics
Czech Foreign Policy War
Topics: Central Europe, NATO, and the European Union
The Cultural History of the City in Central Europe
Modern History of the Czech Republic
History of Nationalism in Central and Eastern Europe
Modern Jewish History
Religion, Culture, and Politics in East Central Europe
Contemporary Issues: Law and Human Rights in Central Europe
Foreign Language Option
(8 points)
Any 8 points (or more) of course work in a single foreign language will count as one of the two electives for an international business core major. For example, a student choosing this option would also need to choose one additional course from the business or non-business options listed above to satisfy the department core requirements.
Note: Students may also take any 6-point intensive language course (such as A45.0010, Intensive Elementary French I) to satisfy this requirement.
Courses

**CORE COURSES**

**Global Business Environment**  
C45.0011  3 points.  
Prerequisites: V31.0001, V31.0002, V53.05XX, and junior standing.  
A survey of key elements of the environment affecting international business, including economic, financial, political, legal, technological, social, and cultural influences on global business. Analyzes international trade, investment, and other forces that are driving toward global integration as well as those that drive toward diversity between countries, regions, cultures, and organizations. Examines the role of multination institutions. Explores the impact of advances in communications and transportation technology on global business, including the effects of exposure to other cultures through travel and mass media.

**International Study Project**  
C45.0100  3 points.  
Prerequisites: C45.0011 and junior standing.  
The International Study Project (ISP) builds on the historical and cultural courses of the first two years of undergraduate study and on Global Business Environment (C45.0011). 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 the spring semester break; and (3) preparation of a final report and oral presentation of findings. Teamwork as well as written and oral presentation skills are an integral part of the ISP. Students develop techniques for structuring and analyzing global business problems, while gaining insights into how national economic and cultural factors impact business.

**ADVANCED COURSES**  
(for juniors and seniors only)

**International Business Management**  
C45.0004  3 points. Fall and spring.  
Prerequisites: C45.0011, C50.0001, C55.0001, and junior standing.  
Analyzes problems, policies, and operations of multinational corporations, including strategic planning, organization structure, governmental regulations, political risk management, staffing, and communications. Readings, cases, and simulated negotiations are used.

**International Financial Management**  
C45.0030  3 points. Fall and spring.  
Prerequisites: C15.0002 and C45.0011.  
Examines the operation of international currency exchange and capital markets and applies financial management principles to the financial decisions of multinational corporations. Addresses such topics as exchange rate forecasting, hedging of exchange and political risk, and financing and capital budgeting by multinational corporations. Readings and case studies are employed.

**Economies in Transition**  
C45.0031  3 points.  
Prerequisites: V31.0001, V31.0002, and sophomore standing.  
The collapse of communism in the former Soviet Union has led to the establishment of independent republics seeking to replace their failed planned economies with market economies. The difficulties of the transition follow directly from the discredited planned economy. This course provides the framework for understanding the transition by providing a basic knowledge of the administrative-command mechanism identified with central planning. Against this background, the economics of transition—including issues of privatization, demonopolization, and macroeconomic stability, as well as the appropriate speed of transition—are fully explored. Also included are the economies in transition of Eastern European countries, where similar attempts to create market economies to replace former planned economies are taking place.

**Topics in Emerging Financial Markets**  
C15.0023  3 points. Fall or spring.  
Prerequisites: C15.0007 and senior standing.  
The perspective in this course is that of an investment manager who may be responsible for investment portfolios at a bank, an insurance company, a pension or endowment fund, a personal trust, or a mutual fund. Emerging financial markets around the world are examined. Problems considered include political risk, currency risk, excess speculation or market manipulation, differing accounting rules and standards, and performance measure comparison standards. Financial investments considered range from stocks to bonds to derivatives to real estate. Class discussion and reading focus on both the theoretical background and the practical knowledge necessary to deal effectively with the risks and opportunities that are a part of emerging financial markets.

**International Marketing Management**  
C55.0064  3 points. Fall and spring.  
Prerequisites: C55.0001 and C45.0011.  
Examines the specific issues involved in entering overseas markets and in conducting marketing operations on an international scale. Attention is focused on problems such as identifying and evaluating opportunities in overseas markets, developing and adapting market strategies in relation to specific national market needs and constraints, and coordinating strategies in world markets. Emphasis is on strategic issues relating to international or multinational operations rather than on technical aspects of exporting and importing.

**Independent Study in International Business**  
Fall and spring.  
Prerequisite: permission of the undergraduate program coordinator.
Management and Organizations (C50)

Effective managers must be competent leaders and decision makers who can formulate goals and long-term plans, design effective organizations, and develop responses to changing environments. To do this, they must design effective strategies, procedures, and control systems. They must not only make decisions but also ensure that decisions are implemented. They must coordinate work so that employees are motivated, and they must create an environment where coworkers and subordinates cooperate.

Departmental courses explore how management and organizations theories can help explain how management issues develop. These theories also suggest what might be done about them. Students examine the different ways people work when they function as individuals, when they cooperate as group members, and when they are members of a larger organization. Courses also examine how organizations position themselves strategically and how environmental changes impact on strategically advantageous positions.

The overall aim of the management course program is to help students develop their ability to analyze and discuss management issues so that they can appreciate what is required to implement action in different organizational contexts.

Program of Study

CAREER PREPARATION
All careers in administration involve effective and efficient management of individuals and groups. The program is designed to provide students with the knowledge they need to be effective administrators. 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.

Management always involves people. Courses examine the most recent theories concerned with human behavior, along with current practices that affect and influence behavior in work organizations.

The management and organizations course program complements the more specialist 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 MAJOR REQUIREMENTS (12 POINTS)
C50.0007 Managing People and Teams
Plus three courses from the following:
C45.0004 International Business Management
C50.0008 Technology and Innovation Management
C50.0015 Competitive Analysis
C50.0020 Managing Change
C50.0061 Human Resources Management

C50.0085 Patterns of Entrepreneurship
C50.0095 Selected Topics in Management and Organizations

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

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Roger Dunbar, Undergraduate Program Coordinator
Tisch Hall, Room 7-19
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Courses

FUNDAMENTAL COURSE
Management and Organizational Analysis
C50.0001 4 points. Fall and spring. 
Prerequisites: sophomore standing.
This course addresses contemporary management challenges stemming from changing organizational structures, complex environmental conditions, new technological developments, and increasingly diverse workforces. It highlights critical management issues involved in planning, organizing, controlling, and leading an organization. Ultimately, this course aims to strengthen students’ managerial potential by providing general frameworks for analyzing, diagnosing, and responding to both fundamental and complex organizational situations. It also provides opportunities for students to enhance their communication and interpersonal skills, which are essential to effective management. The structure of the course encourages learning at multiple levels: through in-class lectures, exercises, and discussions, in small teams carrying out projects, and in individual reading, study, and analysis.

Business Policy
C40.0250 4 points. Fall and spring. 
Prerequisites: C15.0002, C50.0001, C55.0001, and junior standing.
Why are some firms more successful than others? This is the fundamental question of strategy. This course analyzes the sources of competitive success among firms and develops the knowledge and skills necessary to be an effective strategy analyst, be it as a manager, a management consultant, or an investment banker. Students tackle the complexity of analyzing the business enterprise in this era of globalization and changing firm boundaries and of assessing strategy under increasing uncertainty. Students not only develop strategic thinking by learning and applying the concepts, models, and tools of strategic analysis, but also build communication and teamwork skills. Heavy use is made of case analysis. The course assumes familiarity with the major functions and disciplines of business including accounting, economics, finance, management, manufacturing, marketing, and quantitative analysis.

ADVANCED COURSES
(for juniors and seniors only)
Managing People and Teams
C50.0007 3 points. Fall and spring. 
Prerequisite: C50.0001.
This course combines theory with skill building to help students learn how to be effective managers and team members. Emphasis is placed on topics such as conflict management and negotiation, power and politics, managing collaboration in and across teams, motivating effort, evaluating performance, and giving feedback. Throughout this course, students learn (1) how organizations can improve their effectiveness through better management of people and (2) how individual managers can be more effective in working with and leading others. This course builds on the Management and Organizational Analysis course by providing a more in-depth look at behavior within organizations. Extensive use is made of experiential exercises and small group discussions.

International Business Management
C45.0004 3 points. Fall and spring. 
Prerequisites: C45.0011, C50.0001, C55.0001, and junior standing.
This course examines the strategic management issues facing companies that conduct business overseas. The specific objectives are to (1) develop an awareness of the peculiarities of the foreign environment that affect the management strategies of international firms; (2) understand how to adapt home management methods to competing within and across diverse foreign markets; and (3) design a comprehensive plan for taking advantage of management opportunities and challenges that exist at the international level.

Technological Innovation and New Product Development
C50.0008 3 points. Spring. 
Prerequisites: C50.0001
Technology, innovation, and entrepreneurship are some of the most frequently used terms in today’s business environment. Indeed, we are bombarded by products and technologies that are changing how we live and work, e.g., MP3 and wireless or high definition television. What is technology? What are the forces that shape its evolution? How should we forecast? What roles do strategic alliances, standards, and intellectual property play? How should we create product development teams? How should we create organizations that foster innovation? What is the role of creativity in the development of new technologies? These are some of the topics that are covered in this course.

Competitive Analysis
C50.0015 3 points. Fall. 
Prerequisites: C50.0001 and V31.0002.
This course provides a framework and a set of tools for analyzing the way firms compete in the product market. The course draws on the economics of strategy and, to a limited extent, game theory. The course assumes that students are familiar with the basic concepts of strategy and microeconomics. They must be comfortable with quantitative concepts and approaches and with graphical/geometric ways of presenting quantitative information. Important themes/concepts that pervade the course include strategic thinking (dominant and dominated strategies, looking forward and reason backwards, Nash equilibrium); market power; commitment and first-mover advantages; product differentiation; network effects.

Managing Change
C50.0020 3 points. Spring. 
Prerequisite: C50.0001. Recommended: C50.0007.
Managing change is a central concern for today’s managers, as business environments become increasingly competitive, knowledge driven, and complex. Managing change is the primary focus of the management consulting industry. Yet according to management experts, 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 an applied project are the major vehicles for learning in this course. Assignments are designed not only to assess students’ grasp of relevant theories and analytical tools, but also to enhance communication skills relevant to general management. This course is particularly relevant for students who plan to pursue careers as general managers or management consultants.
Human Resources Management  
C50.0061  3 points. Fall.  
Prerequisite: C50.0001.  
This course familiarizes students with the basic principles of human resources management and how these principles can be applied to recruit, develop, and maintain a qualified workforce. The underlying theme of the course is that human resources management is no longer a passive participant in organizational effectiveness, but rather, an integral partner in key business decisions and strategic planning. Students also gain an understanding of human resources management as a responsibility of all managers. Topics include staffing, compensation, performance management, staff development, employee and labor relations, and legal aspects of human resources management. The course utilizes a combination of lecture, case study, and discussion.

Patterns of Entrepreneurship  
C50.0085  3 points. Fall and spring.  
Prerequisites: C50.0001, C55.0001, and junior 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. Major objectives are for students to learn how to identify and evaluate business opportunities, develop a business concept and assess and obtain the required resources, and manage the growth of new ventures.

Selected Topics in Management and Organizations  
C50.0095  3 points.  
Prerequisite: C50.0001.  
Major objectives are for students to learn how to identify and evaluate business opportunities, develop a business concept and assess and obtain the required resources, and manage the growth of new ventures.

Independent Study in Management and Organizations  
Prerequisite: permission of the undergraduate program coordinator.  
For students of academic quality who wish to engage in intensive independent study of management issues or to pursue a career-related subject area of managerial significance. Requires the completion of an individual report based on the student’s investigation, research, and critical analysis. Must be supervised by regular, full-time faculty and approved by the management department’s undergraduate program coordinator.
Marketing (C55)

Marketing involves determining consumer needs, translating those needs into products and services and selling them in a highly competitive global marketplace. It requires analytical skills as well as intuition, logic and creativity. At Stern, you’ll find a marketing program that addresses the needs of today’s challenging corporate environment.

The marketing faculty has gained an international reputation through its research, commitment to teaching and ties to the business community. It is one of the country’s leading departments based on faculty publications and teaching.

Program of Study

CAREER PREPARATION
The undergraduate program in marketing prepares students for all the various aspects of the field. Students develop a knowledge of the analytical tools needed to understand marketing problems as well as the necessary skills in solving practical problems. The curriculum is designed to serve both those whose immediate goal is employment and those going on to graduate studies.

Refer to the department’s handbook, Majoring and Comajoring in Marketing: A Guide to Courses and Careers for Undergraduates, available on the department’s Web site, for an outline of the marketing major and marketing comajors within Stern, as well as the marketing major with selected College of Arts and Science minors. For each possibility, the handbook lists the skills that are acquired, career options, typical entry-level titles, sample organizations that recruit marketing majors/comajors, and recommended marketing courses. There is also an active student organization in the marketing area. Information on the Marketing Society can be found on their Web site at www.stern.nyu.edu/~mktsoc.

MARKETING MAJOR REQUIREMENTS (16 POINTS)
C55.0001 Introduction to Marketing
C55.0009 Marketing Research
C55.0002 Consumer Behavior
Plus 6 points of advanced marketing electives. Students may take marketing electives in any combination of 3-point courses or 1.5-point mini courses.

Students majoring in marketing should consult with their adviser in the Office of Undergraduate Advising and Student Services during their junior year to ensure that course distribution requirements are being met and to declare formally the marketing major. The Department of Marketing’s director of undergraduate marketing studies is available to advise on marketing course selection or other matters marketing students may wish to discuss.

Courses

CORE COURSE
Introduction to Marketing
C55.0001 4 points. Fall, spring, and summer.
Prerequisites: V31.0001, V31.0002, C55.0001, C10.0001 (starting with Class of 2007), and sophomore standing. Evaluates, from the management point of view, marketing as a system for the satisfaction of human wants and a catalyst of business activity. Deals with the subject at all levels from producer to consumer and emphasizes the planning required for the efficient use of marketing tools in the development and expansion of markets. Concentrates on the principles, functions, and tools of marketing, including quantitative methods. Utilizes cases to develop a problem-solving ability in dealing with specific areas.

ADVANCED COURSES
(for second semester sophomores, juniors, and seniors)

Consumer Behavior
C55.0002 3 points. Fall, spring, and summer.
Prerequisite: C55.0001.
Presents a comprehensive, systematic, and practical conceptual framework for understanding people as consumers—the basic subject matter of
all marketing. Draws on the social sciences to evaluate the influence of both individual and ecological factors on market actions. Discusses relevant psychological and sociological theories and demonstrates how they can be used to predict consumers’ reactions to strategic marketing decisions. Basic methodologies for research in consumer behavior are developed and applied. Emphasis is on developing applications of behavioral concepts and methods for marketing actions.

**Advertising Management**  
C55.0003  3 points. Fall and spring. Prerequisite: C55.0001.  
Provides students with a comprehensive framework and the tools to understand the advertising process and to appreciate managerial and theoretical perspectives in advertising. Describes the stages in developing an advertising plan from analyzing the situation and defining clear advertising objectives to execution. Presents students with tools related to various skill areas in advertising including account planning, media planning and buying, and copywriting/art direction, while allowing a broader appreciation of how each of these skill areas fit into the overall structure of the advertising process. Course work involves a comprehensive group project that utilizes learning in all functional areas of advertising while simulating development of an advertising campaign.

**Marketing Research**  
C55.0009  3 points. Fall and spring. Prerequisites: C55.0001 and either C22.0001 or C22.0103.  
Designed to provide the student with both research and managerial perspectives in the development and application of marketing research tools and procedures. Describes the development of research designs from problem formulation to analysis and submission of the research report. Analyzes techniques of marketing research such as focus groups, experimental design, surveys, sampling, statistical analysis, and reporting. Cases are utilized in the development of methods and in specific areas of application.

**Film and Television Distribution and Finance**  
C55.0020  1.5 points. Spring. Prerequisite: C55.0001.  
Designed to give business and film students a basic understanding of how the production of feature films and cable and broadcast television films and series are financed. Explores the players who invest in production, why they are investing, and how these transactions are accomplished. Covers the basic elements of these transactions: copyright exploitation, distribution, and the flow of funds. Examines examples of “real-world” transactions involving bank financing of feature films, distributor and producer coproductions and cofinancings, cable television financings, and the funding of series for broadcast television. The course also includes a case study of producing in Canada.

**Entertainment Finance**  
C55.0021  1.5 points. Spring. Prerequisite: C55.0001.  
An introduction to the world of entertainment from the perspective of the chief financial officer. The course is designed so that students attain a basic financial understanding of a variety of entertainment subcategories, including film, television, music, cable, and the Internet. Prior knowledge of the entertainment industry or finance is not assumed. Each area of entertainment has a unique structure and language and is a prerequisite to the application of financial thinking. On completion of this course, the student should have an understanding of the structure, language, and financial considerations of each of the entertainment sectors presented. In addition to text materials, real-life examples are presented and include vignettes ranging from films such as *Titanic* and *Apollo 13* to television commercials to Internet successes and failures. Accounting and finance principles are introduced and applied throughout the course.

**Entertainment Marketing**  
C55.0040  1.5 points. Fall and spring. Prerequisite: C55.0001 or permission of instructor.  
Provides students with a framework for understanding key marketing issues facing organizations in the entertainment industry. Establishes a basis for the formulation of marketing tactics and strategies for firms competing for consumers’ discretionary spending. Covers recent developments in major sectors of the entertainment industry, including movies, television, cable, theatre, and sports. Examines issues that cut across all types of entertainment marketing, including licensing and promotion. Uses case studies and projects.

**Television Management: Network, Cable, and Satellite**  
C55.0044  1.5 points. Spring.  
An introduction to the broadcast and cable television industries from a business perspective. Provides a basis for understanding how the television industry works and focuses on the primary areas of concern for today’s television executives including programming, production, advertising, regulation, and the effects of new technologies. The goal of the course is to provide (1) an understanding of the economics of the television industry, (2) an appreciation of the differences between broadcast, cable, and satellite television, and (3) an overview of the major issues facing television management.

**Globalization of the Entertainment Industry**  
C55.0046  1.5 points. Fall. Prerequisite: C55.0001.  
Provides an overview of the effects of globalization on the entertainment industry. Examines the impact that the significant export growth of American leisure products and services has on the U.S. economy. Prepares students through the analysis of several leading entertainment and media multinational companies and the development of their entertainment businesses within the major world economic zones. International speakers, special cases, and readings are included.

**Sports Marketing**  
C55.0047  1.5 points. Fall. Prerequisite: C55.0001.  
Provides an overview of sports marketing as a component of a fully integrated marketing communication strategy. Studies the history and contemporary application of sports marketing as a method to achieve goals. Considers corporate as well as sporting property use of sports marketing strategies to achieve business objectives. Examines strategies that address critical business constituencies: consumers, trade factors, employees, and the financial community. Covers sports marketing within the context of special sporting event sponsorships and professional sports teams as well as governing organizations, sports media (broadcast, print, and the Internet), licensing, hospitality, etc.

**Sports Marketing Law**  
C10.0048  1.5 points. Fall. Prerequisite: C55.0001. Counts as an advanced elective in the marketing major.  
A survey course that introduces the student to some of the legal issues involved in conducting the business of the entertainment industry, which is intellectual property. Begins with the underlying legal concepts related to the protection of intellectual property: copyright, trademark, right of privacy, defamation, and the tension between the right of publicity and the First Amendment. Continues with a sample survey of specific areas of the industry, which may include film, TV and cable, music (recording and music publishing), publishing (print and electronic), sports law, new media and the Internet, and live stage (Broadway, off-Broadway, and touring). Actual cases are read and discussed, and select provisions of contracts are read and
analyzed. Guest speakers from the industry discuss topics in a particular area of their expertise.

**The Business of Producing**  
C55.0049  1.5 points. Spring.  
Prerequisite: C55.0001.  
A specialized EMT course within the Berkley Center for Entrepreneurial Studies designed to provide students with a framework for understanding the dynamics of producing (as a business profession) a finished creative product in the entertainment and media industries, developing a business model, and generating an income stream to repay and provide investors with a profit. Educates the student in the process of feature film and long-form television production from the initial concept of the story, through script development, to completion of the project. Covers the most important steps in the production of an independent film, a studio project, a network TV or cable show, a radio program, a Broadway production, and an advertising television commercial. Explores all the elements a producer must know, understand, and eventually become skilled with through mastery of development, including script selection, finance, budgeting, timetable development, team building, talent selection, sales, contract and union negotiation, regulations, technology, and other relevant core competencies.

**Marketing Financial Services**  
C55.0050  3 points. Spring.  
Prerequisite: C55.0001.  
An applied course on marketing in the financial services sector. Evaluates the mission, segmentation, positioning, and product/service mix strategies of major companies by examining their communications and distribution programs including Web sites. Instead of examining cases, students make weekly applications of services marketing tools that become a format for discussion and class analysis. These tools then become the basis for an integrative perspective in developing marketing strategies and plans for financial service firms.

**Strategic Marketing Planning and Management**  
C55.0055  3 points. Spring.  
Prerequisites: C55.0001 and two advanced marketing courses.  
Develops the role and functions of strategic marketing management in total corporate activities. Stresses the integration of product, consumer, research, distribution, promotion, budget, and marketing campaign feedback into a managerial framework. Considers the application of marketing resources to marketing opportunity within the framework of the marketing concept. The emphasis is on strategic marketing planning and decision making and the use of data to assist the decision maker. Case problems are analyzed in depth.

**International Marketing Management**  
C55.0064  3 points. Fall and spring.  
Prerequisites: C55.0001, C55.0002, C55.0009, 6 additional points of marketing electives, and adherence to the Independent Study Proposal Guidelines (available from the Department of Marketing or the Office of Academic Advising and Student Services).  
Examines the specific issues involved in entering international markets and in conducting marketing operations on an international scale. Focuses on problems such as identifying and evaluating opportunities worldwide, developing and adapting market strategies in relation to specific national market needs and constraints, and developing and coordinating global marketing strategies. Emphasis is on strategic issues relating to international operations rather than on technical aspects of exporting and importing.

**Retail Management**  
C55.0087  3 points. Fall.  
Prerequisite: C55.0001.  
Retailing may be viewed from both a supply (structural) perspective and from a demand (consumer-oriented) perspective. Both points of view are developed in this course with the objective being that the student’s understanding is enhanced by a balancing of these two complementary approaches. Additionally, a “macro” view of the industry, in comparison to other industry types, is included to greater fulfill the students’ understanding of the importance of the industry in today’s global economic environment.

**Independent Study in Marketing**  
Fall, spring, and summer.  
Prerequisites: senior standing, C55.0001, C55.0002, C55.0009, 6 additional points of marketing electives, and adherence to the Independent Study Proposal Guidelines (available from the Department of Marketing or the Office of Academic Advising and Student Services).  
An opportunity to work one-on-one with a faculty member on an advanced topic selected by the student that is not covered in any marketing course.
Virtually every sector of the economy has been shaken by revolutionary changes in the ways firms provide customers with goods and services. Firms are responding to these changes by reengineering their operations. Operations management enables firms to gain a competitive advantage by, at a minimum, cost leadership, quality superiority, flexible response to customer needs, and getting products and services to market quickly.

Our mission is to equip 21st-century managers with the ability and analytical skills to lead and manage organizations with complex operations.

Our faculty is known for cutting-edge research on critical, emerging operations and strategic issues. This research is reflected not only in the foundation core course but also in the several unique advanced electives offered. We are a multidisciplinary group with expertise in mass customization, business process design, service operations, value chain management, environmental management, quality, distribution channel management, risk analysis and management, manufacturing systems design, and global operations strategy.

We consult and conduct research on real-world problems in a variety of industries and government agencies. These include banking, automobiles, telecommunications, electronics, machine tools, cosmetics, chemicals, pollution control, waste management, consumer goods, airlines, health care, steel, retailing, computers, utilities, and NASA.

We emphasize active learning through internships, experiential exercises, real-world cases, guest speakers, field visits and hands-on field projects. We constantly stress the relationships between analytic and strategic perspectives.

A working knowledge of today’s key operations issues provides the skills to build successful careers in many fields. As firms restructure in response to global challenges in the marketplace, ample opportunities exist for managers in every function to excel by analyzing and improving business operations. For example, an operations consultant or manager would acquire the skills necessary to undertake business process improvements, total quality management initiatives, and customer service improvements. A financial analyst or management consultant would be in a better position to evaluate a firm’s strengths, weaknesses, and valuation by understanding how operations affect its competitive position and long-term cash flow. A marketing manager who understands operations would be better positioned to take multiple, simultaneous product development projects from conception through delivery, on time and on budget. This would allow firms to bring products to market more quickly, cheaply, and with better quality. A chief information officer or logistics director who understands operations would be in a better position to design and implement state-of-the-art manufacturing and service delivery systems.
Program of Study

**CONCENTRATION IN OPERATIONS MANAGEMENT**

The Operations Management Group of the Department of Information, Operations, and Management Sciences offers one core course (Competitive Advantage from Operations, C60.0001) and three electives (Supply Chain Management, C60.0005; Decision Models, C60.0007; and Technology and Innovation Management, C50.0008) at the undergraduate level. Students interested in pursuing advanced study may request permission to enroll in graduate operations management electives that would be taken together with M.B.A. students. (Such students are expected to take two elective courses.)

Students interested in a concentration in operations management must make an appointment to see the undergraduate program coordinator so that an appropriate set of courses, which includes advanced electives, can be crafted.

Courses

**Competitive Advantage from Operations**
C60.0001 4 points.
Prerequisite: V31.0002, C22.0103 (or C22.0001 and C22.0003), and junior standing. Corequisite: C10.0102 (or C10.0001 with C10.0002).

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

**Supply Chain Management**
C60.0005 3 points.
Prerequisite: C60.0001.

The function of supply chain management is to design and manage the processes, assets, and flows of material and information required to satisfy customers’ demands. Logistics-related costs account for 20 to 25 percent of a typical firm’s total costs. On the revenue side, the supply chain decisions have a direct impact on the market penetration and customer service. Globalization of economy and electronic commerce have heightened the strategic importance of supply chain management and created new opportunities for using supply chain strategy and planning as a competitive tool. Electronic commerce has not only created new distribution channels for consumers but also revolutionized the industrial marketplace by facilitating interfirm communication and by creating efficient markets through trading communities. Moreover, the combination of enterprise information infrastructure and the Internet has paved the way for a variety of supply chain optimization technologies.

Topics covered include supply chain network design, inventory management, B2B and B2C electronic commerce, use information technology in supply chain optimization, and interfirm collaboration.

**Decision Models**
C60.0008 3 points.
Prerequisite: C60.0001.

Introduces the basic principles and techniques of applied mathematical modeling for managerial decision making. Students learn to use some of the more important analytic methods (e.g., spreadsheet modeling, optimization, Monte-Carlo simulation), to recognize their assumptions and limitations, and to employ them in decision making. Students learn to develop mathematical models that can be used to improve decision making within an organization; sharpen their ability to structure problems and to perform logical analyses; translate descriptions of decision problems into formal models and investigate those models in an organized fashion; identify settings in which models can be used effectively and apply modeling concepts in practical situations; and strengthen their computer skills, focusing on how to use the computer to support decision making.

The emphasis is on model formulation and interpretation of results, not on mathematical theory. This course is aimed at undergraduate students with little prior exposure to modeling and quantitative analysis, but it is appropriate for all students who wish to strengthen their quantitative skills. The emphasis is on models that are widely used in diverse industries and functional areas, including finance, operations, and marketing.

**Technological Innovation and New Product Development**
C50.0008 3 points. Spring.
Prerequisite: C50.0001. Counts as an advanced elective toward the certificate in operations management.

Technology, innovation, and entrepreneurship are some of the most frequently used terms in today’s business environment. Indeed, we are bombarded by products and technologies that are changing how we live and work, e.g., MP3 and wireless or high definition television. What is technology? What are the forces that shape its evolution? How should we forecast? What roles do strategic alliances, standards, and intellectual property play? How should we create product development teams? How should we create organizations that foster innovation? What is the role of creativity in the development of new technologies? These are some of the topics that are covered in this course.
Statistics and Actuarial Science (C22)

The statistics and actuarial science programs train students for a variety of careers. Statisticians deal with organization, analysis, and presentation of data. Actuaries establish the procedures used by the insurance industry.

Statisticians in business are involved in management information systems, analysis of consumer behavior, investment analysis, inventory control, and many other tasks. The pharmaceutical industry is one of the largest employers of statisticians, and here the statisticians are instrumental in designing and evaluating drug testing protocols.

Actuaries apply mathematics, probability, and statistics to the fields of insurance and pension management. Most actuaries are employed by the insurance industry, but many are now finding careers in pension management, health care industries, government, and private consulting.

Programs of Study

CAREER PREPARATION
The programs offer students the theory and techniques for the use of mathematics in solving business problems. Each course places special emphasis on methods that solve actual problems. Students work extensively with computers and statistical software.

Qualification as an actuary requires passing a series of professional examinations given by either the Society of Actuaries (for life insurance and pensions) or by the Casualty Actuarial Society (property and casualty insurance). The department’s courses prepare students for the content of the first two of these exams, along with substantial preparation for material beyond the second exam. The objective is the attainment of an associate-ship designation within these professional societies. The societies have reorganized the professional examinations, effective 2000, to include substantial components of finance and economics. Stern is one of only a few schools that has a program ideally matched to the needs of the actuarial profession.

STATISTICS COMAJOR REQUIREMENTS (12 POINTS)
Each course carries 3 points.
C22.0017/B90.2301 Regression and Multivariate Data Analysis
Plus 9 points from the following:
C22.0008/B90.2308 Applied Stochastic Processes for Financial Models
C22.0014/B90.3301 Introduction to the Theory of Probability
C22.0015/B90.3302 Statistical Inference and Regression Analysis
C22.0018/B90.2302 Forecasting Time Series Data
C22.0027/B90.2309 Mathematics of Investment

Students in the statistics comajor should consult with their adviser in the Office of Undergraduate Advising and Student Services by the end of their sophomore year to ensure that course distribution requirements are being met and to declare formally the statistics comajor. The statistics and actuarial science undergraduate program coordinator is always available to advise on the statistics comajor course selection or other matters statistics comajor students may wish to discuss. Planning should involve the adviser in the other major.

STATISTICS MAJOR REQUIREMENTS (28 POINTS)
Each course carries 3 points, except as noted.
V63.0121 Calculus I (in lieu of V63.0017), 4 points
V63.0122 Calculus II, 4 points
V63.0123 Calculus III, 4 points
V63.0124 Linear Algebra, 4 points
C22.0014/B90.3301 Introduction to the Theory of Probability

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 COURSES

Statistics for Business Control and Regression and Forecasting Models
C22.0103 6 points. Fall, spring, and summer.
Prerequisites: C20.0001, V63.0017 or V63.0121, and sophomore standing.
This course combines C22.0001 and C22.0003.
Modern statistical methods as a basis for decision making in the face of uncertainty. Topics include probability theory, discrete and continuous distributions, hypothesis testing, estimation, and statistical quality control. With the aid of the computer, these statistical methods are used to analyze data. Also presented is an introduction to statistical models and their application to decision making. Topics include the simple linear regression model, inference in regression analysis, sensitivity analysis, multiple regression analysis, introduction to time series analysis, and exponential smoothing.

Statistics for Business Control
C22.0001 4 points. Fall and spring.
This course is not to be taken by students who have taken C22.0103. Prerequisites: C20.0001, V63.0017 or V63.0121, and sophomore standing.
Modern statistical methods as a basis for decision making in the face of uncertainty. Topics include probability theory, discrete and continuous distributions, hypothesis testing, estimation, and statistical quality control. With the aid of the computer, these statistical methods are used to analyze data.

Regression and Forecasting Models
C22.0003 2 points. Fall, spring, and summer.
This course is not to be taken by students who have taken C22.0103. Prerequisite: C22.0001 or equivalent.
An introduction to statistical models and their application to decision making. Topics include the simple linear regression model, inference in regression analysis, sensitivity analysis, multiple regression analysis, introduction to time series analysis, and exponential smoothing.

APPLIED STOCHASTIC PROCESSES FOR FINANCIAL MODELS
C22.0008 3 points. Fall and spring.
Cross-listed with B90.2308. Prerequisite: C22.0103 or C22.0003.
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.

MARKETING RESEARCH SPECIALIZATION REQUIREMENTS (24 POINTS)
The requirements for marketing research are listed below. Students interested in a joint major of statistics and marketing may have a specialization in marketing research.

Each course carries 3 points.
C22.0017/B90.2301 Regression and Multivariate Data Analysis
C22.0018/B90.2302 Forecasting Time Series Data
Plus two courses in marketing.
Students should consult with the Department of Marketing undergraduate program coordinator regarding these electives.

9 points of advanced marketing electives. Students should consult with the Department of Marketing undergraduate program coordinator regarding these electives.
Categorical Data
C22.0010  3 points. Fall.
Cross-listed with B90.3307. Prerequisite: C22.0015.
Introduces discrete random variables, with most of the emphasis going to the bivariate and multivariate situations. Major topics are the chi-squared statistic, Fisher’s exact test, odds ratio estimates and intervals, sets of tables, the log-linear model, model fitting, and logit analysis. Minor topics that may be covered are the Mantel-Haenszel statistic, rate standardizing, and detailed modeling of interaction in the two-dimension table.

Sampling Techniques
C22.0011  3 points. Spring.
Cross-listed with B90.3308. Prerequisite: C22.0015.
Considers commonly used sampling schemes such as simple random, stratified, multistage, and double sampling and examines their efficiency. Studies methods of estimation, including ratio and regression. Other topics include poststratification, multivariate surveys, analytic studies, problems of nonresponse, non-sampling errors, and randomized response technique. Theory is illustrated with examples from diverse fields.

Introduction to the Theory of Probability
C22.0014  3 points. Fall, spring, and summer.
Cross-listed with B90.3301. Prerequisites: V63.0121 and V63.0122.
Covers the basic concepts of probability. Topics include the axiomatic definition of probability; combinatorial theorems; conditional probability and independent events; random variables and probability distributions; expectation of functions of random variables; special discrete and continuous distributions, including the chi-square, t, F, and bivariate normal distributions; law of large numbers; central limit theorem; and moment generating functions. The theory of statistical estimation is introduced with a discussion on maximum likelihood estimation.

Statistical Inference and Regression Analysis
C22.0015  3 points. Fall and spring.
Cross-listed with B90.3302. Prerequisites: V63.0121, V63.0122, and C22.0014.
Consists of two distinct components: statistical inference and regression analysis. Statistical inference topics include the principles of statistical estimation and inference, Neyman Pearson Lemma, testing of means, variances, tests of independence, and nonparametric methods. Regression analysis discusses the general linear regression model, least squares estimation, departures from standard assumptions, autocorrelation, multicollinearity, analysis of residuals, choice of variables, and nonlinear models.

Regression and Multivariate Data Analysis
C22.0017  3 points. Fall and spring.
Cross-listed with B90.2301 and B90.3312. Prerequisite: C22.0010 or C22.0003.
A data-driven, applied statistics course focusing on the twin subjects of regression and multivariate data analysis. Emphasizes applications to the analysis of business data and makes extensive use of computer statistical packages. Topics include data analysis and management, multiple linear and nonlinear regression, selection of variables, residual analysis, model building, autoregression, and multicollinearity. Topics in multivariate data analysis include principal components, analysis of variance, categorical data analysis, factor analysis, cluster analysis, discriminant analysis, and logistic regression.

Forecasting Time Series Data
C22.0018  3 points. Fall and spring.
Cross-listed with B90.2302 and B90.3312. Prerequisite: C22.0010 or C22.0003.
An exposition of time series and forecasting techniques with emphasis on ideas, methods, and interpretations. Discusses 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. 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. Topics include model building, model selecting, descriptions of timing and correlation relationships among data sets and forecasting models, estimation, and diagnostic checking. Other topics are seasonal adjustment, exponential smoothing models, state space models, and nonlinear models.

Introduction to Stochastic Processes
C22.0021  3 points. Fall.
Cross-listed with B90.3321.
An introductory course in stochastic processes. Presents classes of stochastic processes, which are widely used as modeling tools in many fields of application, including finance, economics, accounting, and actuarial science. Covers basic theory of discrete and continuous time Markov chains, Brownian motion and its generalization, and martingales. Also discusses statistical aspects of these processes. In the final part of the course, introduces the idea of stochastic integration and develops the rules of stochastic calculus. If time permits, also considers some stochastic differential equations.

Mathematics of Investment
C22.0027  3 points. Fall.
Cross-listed with B90.2309. Prerequisites: V63.0121 and V63.0122.
Discusses the mathematical and technical aspects of investments. Topics include measurement of interest and discount rates, accumulated value and present value, annuities, sinking funds, amortization of debt, and determination of yield rates on securities. Applications include bond evaluation, mortgages, capital budgeting, and depreciation methods.

Life Contingencies
C22.0037  3 points. Spring.
Cross-listed with B90.3335. Prerequisites: C22.0014 and C22.0027.
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.

Independent Study in Statistics, Operations Research, or Actuarial Science
Prerequisite: permission of the undergraduate program coordinator.
For selected students whose academic records indicate ability to conduct independent research. Each student makes an intensive study of some 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.
New York University is entering a new era, expanding the educational opportunities for its students. This expansion is most tangibly seen in the University’s commitment to international educational exchange. Listed below are Stern’s international business exchange (IBEX) programs as well as University-wide study abroad programs that are open to Stern students. Students interested in studying abroad should contact the Office of Academic Advising and Student Services, Tisch Hall, Suite 800; 212-998-4020.

**IBEX: Stern’s International Business Exchange Programs**

In keeping with NYU’s commitment to be a truly global university, Stern has developed IBEX. Through IBEX, Stern juniors and seniors have the opportunity to study business at leading international universities. IBEX programs are among the finest in the world and give student participants the opportunity to immerse themselves in another culture and develop an international portfolio.

All of the courses in these programs are taught in English. For exchange programs in countries where English is not the first language, students also have the option to take courses in the native language.

All of the exchange programs offer spring term exchanges. Chulalongkorn University, Hong Kong University of Science and Technology, Luigi Bocconi University of Commerce, Copenhagen Business School, Manchester School of Management, Monterrey Tech, and Maastricht University also offer fall programs.

Students may choose to study abroad in the spring of their junior year or fall or spring of their senior year, depending on the program. Students who study abroad during the spring semester of their junior year will not be able to travel as part of the International Study Project. Students in this situation should speak with their academic adviser about their options.

IBEX partner institutions are schools where Stern maintains a direct exchange of students. Listed below are Stern’s current IBEX partner institutions.

**IBEX PARTNER INSTITUTIONS**

**Australia**
University of Melbourne, Melbourne
University of New South Wales, Sydney

**Denmark**
Copenhagen Business School, Copenhagen

**England**
Manchester School of Management

**France**
Institut d’Etudes Politiques de Paris (Sciences Po), Paris
Université Paris—Dauphine (Paris IX), Paris

**Hong Kong**
Hong Kong University of Science and Technology

**Italy**
Luigi Bocconi University of Commerce, Milan

**Korea**
Yonsei University, Seoul

**Mexico**
Technológico de Monterrey (Monterrey Tech), Monterrey

**The Netherlands**
Maastricht University, Maastricht
University of the Netherlands

**Singapore**
Nanyang Technological University
National University of Singapore

**Spain**
Universidad de Navarra, Pamplona

**Thailand**
Chulalongkorn University, Bangkok

**University-Wide Study Abroad Programs**

The following programs represent NYU campuses in these international locations. The courses taken are identical with those offered here at New York University. More information about academic year study abroad programs is available at [www.nyu.edu/studyabroad](http://www.nyu.edu/studyabroad). Additional information about summer study abroad programs is available at [www.nyu.edu/summerabroad](http://www.nyu.edu/summerabroad).

**FALL AND SPRING PROGRAMS**
NYU in Florence (La Pietra)
NYU in Ghana (fall only)
NYU in London
NYU in Madrid
NYU in Paris
NYU in Prague

**SUMMER PROGRAMS**
NYU in Athens
NYU in Berlin
NYU in Dublin
NYU in Florence (La Pietra)
NYU in Havana
NYU in London
NYU in Madrid
NYU in Nanjing
NYU in Paris
NYU in Prague
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Accounting

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William F. Sonnenreich  
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Marshall Langer  
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<thead>
<tr>
<th>Name</th>
<th>Academic Title</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maria Mandel</td>
<td>Ph.D., Marketing</td>
<td>Marketing</td>
</tr>
<tr>
<td>Reed A. Martin</td>
<td>M.B.A., Marketing</td>
<td>Marketing</td>
</tr>
<tr>
<td>Eitan Muller</td>
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<td>Marketing</td>
</tr>
<tr>
<td>Marti P. Murray</td>
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<td>Executive Programs</td>
</tr>
<tr>
<td>Sundar Narayanan</td>
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<td>Marketing</td>
</tr>
<tr>
<td>Glenn A. Okun</td>
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<td>Executive Programs</td>
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<td>Marketing</td>
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<tr>
<td>Nancy P. Rosenfeld</td>
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<td>Marketing</td>
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<tr>
<td>Mark Rothenberg</td>
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<td>Marketing</td>
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<tr>
<td>David S. Seal</td>
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<td>Marketing</td>
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<tr>
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<td>Entrepreneurial Studies</td>
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<tr>
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<td>Marketing</td>
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<tr>
<td>Maria-Monique Steckel</td>
<td>M.A., Marketing</td>
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<tr>
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</tr>
<tr>
<td>Jay Tremblay</td>
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<td>Marketing</td>
</tr>
</tbody>
</table>

**Operations Management Group**

<table>
<thead>
<tr>
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<th>Department</th>
</tr>
</thead>
<tbody>
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<td>Operations Management</td>
</tr>
<tr>
<td>Rene A. Caldentey</td>
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</tr>
<tr>
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</tr>
<tr>
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<tr>
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<tr>
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Richard Tashjian
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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 essay.

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

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

Stern welcomes a diversity of undergraduates from all economic, social, and geographic backgrounds.

Although the foregoing pattern is preferred for admission of entering freshmen, an applicant may be considered in exceptional cases on the basis of the General Educational Development (GED) Test. The SAT I of the College Entrance Examination Board or an NYU-administered examination may be required for students applying on the basis of the GED test. A high school transcript may also be required.

The Admission Process

All candidates for admission to the University should send the following to the Office of Undergraduate Admissions, New York University, 22 Washington Square North, New York, NY 10011-9191:

1. Undergraduate Application for Admission. (For an online application for admission, visit the NYU Web site at admissions.nyu.edu.)
2. Undergraduate Statistical Form.
3. Nonrefundable $65.00 application fee.
4. Official high school and/or college records.
5. All required testing should be completed and results forwarded.

Candidates are urged to complete and file their applications as soon as possible, especially those who are seeking financial aid and/or housing (see page 71 for application filing deadlines). No admission decision will be made without complete information. The Office of Undergraduate Admissions reserves the right to substitute or waive particular admissions requirements at the discretion of the Admissions Committee.

Freshman candidates for September admission are notified approximately April 1. Early decision candidates are notified beginning in the middle of December. Transfer candidates for September admission are notified beginning in the middle of April.

Admission of external transfers in any term is limited by space availability. Applications submitted after the filing deadlines will be considered in the order received as long as space is available. The application for admission will contain the most current information regarding enrollment.
CAMPUS VISITS
All prospective students and their parents are invited to visit New York University. Opportunities to tour the campus, to meet students and faculty, and to attend classes are available to interested students.

Both high school and college students wishing to discuss the choice of a college, the transfer process, or academic programs are invited to attend an information session conducted by the Office of Undergraduate Admissions.

Students accepted to the Stern School who are undecided about their educational goals may obtain information and guidance from the Office of Undergraduate Advising and Student Services, Leonard N. Stern School of Business, Tisch Hall, Suite 800; 212-998-4020.

Although interviews are generally not available, a visit to the campus is strongly recommended. Applicants will be notified if an interview is required by the Office of Undergraduate Admissions or any of the individual departments.

Tours of the campus and admissions information sessions are conducted several times daily, Monday through Friday, except during University holidays.

To make an appointment for a tour, an information session, or a class visitation, call the Office of Undergraduate Admissions at 212-998-4524. It is suggested that arrangements be made several weeks prior to visiting the campus. Information is also available on the NYU Web site at admissions.nyu.edu.

NYU GUEST ACCOMMODATIONS
Prospective students and their families visiting New York are invited to stay in Club Quarters, a private hotel convenient to the University. Located in a newly renovated turn-of-the-19th-century building in New York's historic Financial District, the hotel offers concierge services, a health club, and room service, among other amenities. If space is available, weekend University guests may also stay at the midtown Club Quarters, located in a landmark building that is close to shopping, Broadway theatres, and Rockefeller Center. For information and reservations, call 212-443-4700.

REQUIRED TESTING
Freshman applicants must take the Scholastic Assessment Test (SAT I) or American College Test (ACT) and have official scores sent directly from the testing service to the University. We recommend that freshman applicants must take the REQUIRED TESTING and reservations, call 212-443-4700.

shopping, Broadway theatres, and landmark building that is close to University guests may also stay at the

and room service, among other amenities. If space is available, weekend University guests may also stay at the midtown Club Quarters, located in a landmark building that is close to shopping, Broadway theatres, and Rockefeller Center. For information and reservations, call 212-443-4700.

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

All students applying for any federal financial aid must file the Free Application for Federal Student Aid (FAFSA). The FAFSA is the only application students must complete to be considered for all federal financial aid including Federal Pell Grants, Federal Supplemental Educational Opportunity Grants, Federal Subsidized Stafford Student Loans, Federal Unsubsidized Stafford Student Loans, Federal Perkins Loans, Federal Work-Study, and other federal financial aid programs. Students will not be charged a fee when filing this form.

By listing NYU as a recipient of the information, students can also use the FAFSA to apply for financial aid at NYU. The University's code number is 002785. New York State residents will also be required to complete a separate application for the Tuition Assistance Program (TAP), which is mailed to the student automatically, and students from other states may have to complete separate applications for their state programs if their state grants can be used at New York University.

EARLY DECISION PLAN FOR HIGH SCHOOL SENIORS
Entering freshmen with clearly acceptable high school records and SAT I (SAT II recommended) or ACT scores may be considered under the Early Decision Plan. Under this plan, students should submit their applications and all supporting credentials, including their junior year SAT I (SAT II recommended) or ACT results, no later than November 1.

In addition, each applicant must complete the application a signed statement agreeing that he or she will withdraw any applications submitted to other colleges if accepted by New York University. Action on these applications will be taken by the Office of Undergraduate Admissions beginning in mid-December.

Early decision candidates who are also applicants for financial aid should submit the NYU Early Decision Financial Aid Application by November 1, so that the University will be able to provide a financial aid estimate by the early decision notification date. Early decision applicants must also file the Free Application for Federal Student Aid (FAFSA) by February 15.

PART-TIME STUDY
Stern offers a full-time program only. As a result, it will not be possible to complete the Stern Bachelor of Science degree exclusively at night or on a part-time basis. Although some courses will continue to be offered in the evening, new students will need to be able to take courses during the daytime hours in order to complete the degree. Additionally, it may be necessary for transfer students to complete more than 128 points in order to meet all degree requirements.

TRANSFER APPLICANTS
A student may be admitted by transfer from another NYU college in September. Admission of external transfers for the fall term is limited by space availability. (See The Admission
must file an Internal Transfer application in the Office of Undergraduate Admissions, 22 Washington Square North, prior to the April 1 application deadline. A departmental interview may be required for transfer applicants during their junior year. Please note that the Leonard N. Stern School of Business will not consider for transfer admission students who enter New York University via transfer into another New York University school or college. General Studies Program students may apply after completion of the two-year program.

APPLICATIONS WITH INTERNATIONAL CREDENTIALS

Applicants to New York University who are neither U.S. citizens nor permanent residents of the United States must complete the application for admission to undergraduate study for international students available from the Office of Undergraduate Admissions, New York University, 22 Washington Square North, New York, NY 10011-9191, U.S.A.

Freshman applicants (those who are currently attending or who previously completed secondary school only) seeking to begin studies in the fall (September) semester must submit applications and all required credentials on or before January 15. Transfer applicants (those currently or previously attending a university or tertiary school) must submit applications and all required credentials on or before April 1. Applications will not be processed until all supporting credentials are received by the Office of Undergraduate Admissions.

All freshman applicants are required to submit official results of either the Scholastic Assessment Test (SAT I) or the American College Test (ACT). In addition, we recommend that freshman applicants also submit scores from three SAT II Subject Tests, preferably from the Writing Examination and any other two tests.

If the applicant's studies are being financed by means of his or her own savings, parental support, outside private or government scholarships, or any combination of these, he or she must arrange to send official letters or similar certification as proof of such support, together with an Application for a Certificate of Eligibility (AFCOE) form, to the Office of International Students and Scholars. This form is included in the admission packet for international students. This certificate (I-20) will only be issued once the admitted applicant has submitted the required nonrefundable tuition and housing (if applicable) deposits.

In addition, every applicant whose native language is not English must take the TOEFL (Test of English as a Foreign Language). Information concerning this examination may be obtained by writing TOEFL/ETS, P.O. Box 6151, Princeton, NJ 08541, U.S.A., or by visiting the Web site at www.toefl.org. Each student must request that his or her score on this examination be sent to the Office of Undergraduate Admissions.

Applications residing in the New York area may elect to take the American Language Institute of the University’s American Language Institute, located at 48 Cooper Square, Room 200, New York, NY 10003-7154, U.S.A. An appointment to take the test may be made by calling 212-998-7040.

In lieu of the TOEFL, acceptable results on the APIEL (Advanced Placement International English Language) examination approved by the College Board will be considered. For information on this test, visit their Web site at www.collegeboard.com.

Non-U.S. citizens and non-U.S. permanent residents must submit appropriate evidence of financial ability. The issuance of certificates for student visas (Form I-20) or exchange visitor visas (Form DS-2019) will be delayed until such evidence is received. If the applicant’s studies are being financed by means of his or her own savings, parental support, outside private or government scholarships, or any combination of these, he or she must arrange to send official letters or similar certification as proof of such support, together with an Application for a Certificate of Eligibility (AFCOE) form, to the Office of International Students and Scholars. This form is included in the admission packet for international students. This certificate (I-20) will only be issued once the admitted applicant has submitted the required nonrefundable tuition and housing (if applicable) deposits.

See also Office for International Students and Scholars, pages 86-87.

THE AMERICAN LANGUAGE INSTITUTE

The American Language Institute of the School of Continuing and Professional Studies of New York University offers intensive courses in English for students with little or no proficiency in the language.

Individuals who wish to obtain additional information about the American Language Institute are invited to call or 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.) or to write to the American Language Institute, School of Continuing and Professional Studies, New York University, 48 Cooper Square, Room 200, New York, NY 10003-7154; telephone: 212-998-7040; fax: 212-995-4135; 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 at the Office of Undergraduate Admissions, New York University, 22 Washington Square North, New York, NY 10011-9191. (See Admission Application Filing Deadlines, page 71.) Requests for readmission should be received by August 1 for the fall 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, submit an official transcript, and pay the $65.00 application fee.

ADVANCED STANDING
Credit may be awarded for satisfactory work completed at another accredited college or university. When a transfer applicant is admitted to the college, the applicant’s records are examined carefully to determine how much, if any, advanced standing will be granted. Each individual course completed elsewhere is evaluated. In granting advanced standing, the following are considered: the content, complexity, and grading standards of courses taken elsewhere; individual grades and grade averages attained by the applicant; the suitability of courses taken elsewhere for the program of study chosen here; and the degree of preparation that completed courses provide for more advanced study here. Point credit toward the degree is given only for a grade of C or better and provided that the credit fits into the selected program of study.

As with all other students, transfer students are required to fulfill the residency requirement. All degree candidates are subject to the following residency requirement: They must complete at least 64 consecutive points of course work in residence at the college immediately preceding the date of graduation. Forty-eight of these points must be in "C" (Stern) courses. Moreover, students may take no more than 18 points of advanced course work in any Stern department (unless otherwise noted). For liberal arts course work, the limit is 20 points of course work in any area. All course work transferred into Stern is counted into these limits. Course work taken 10 years prior to matriculation may not be transferable. In addition, transfer students from two-year colleges will be eligible to receive credit only for course work credited toward the associate’s degree. Postgraduation courses taken at a two-year institution will not be acceptable for transfer.

A tentative statement of advanced standing is provided to each student upon notification of admission to the college. A final statement of advanced standing is provided during the student’s first semester of matriculation. Requests for reevaluation of transfer credit must be made within the semester during which the final statement of advanced standing is received.

Thereafter a student’s advanced standing credits may be changed only with the written permission of the Office of the Dean.

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 the college’s degree requirements, subject to the approval of the college.

The maximum number of credits allowed toward the degree requirements of the college that are a result of any possible combination of nonresident special examination programs shall not exceed 32.

The College Level Examination Program (CLEP)
The College Level Examination Program is administered by the Educational Testing Service, Princeton, NJ.

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 5 or 4, depending on the subject examination, the student may receive college credit toward the degree and may not take the corresponding college-level course for credit. Students must submit their AP scores to the Office of Academic Advising and Student Services within one year of matriculation.

For additional information, students should consult the Office of Undergraduate Admissions, New York University, 22 Washington Square North, New York, NY 10011-9191.

International Baccalaureate (IB)
The College recognizes for advanced standing credit, higher-level examinations passed with grades of 5, 6, or 7. No credit is granted for standard-level examinations. Official reports must be submitted to the Office of Undergraduate Admissions for review.

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

Placement Examination
Foreign Language
A student who wishes 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.

The Enrollment Process
To be enrolled, an admitted candidate must do the following:
1. Accept the University’s offer of admission and pay the required nonrefundable tuition deposit.
2. Have his or her high school and college forward a final transcript to the Office of Undergraduate Admissions.
3. File a medical report.
4. Make an appointment with the individual school or division for academic advisement.
5. Pay balance of tuition and/or housing fees by the stipulated deadlines.
6. Register for classes when notified.
When estimating the cost of a university education, a student should consider two factors: (1) the total cost of tuition, fees, and materials related to a particular program plus costs directly related to the choice of living style (dormitory, apartment, commuting costs); and (2) financial aid that may be available from a variety of sources.

### Tuition and Fees

Following is the schedule of fees established by the Board of Trustees of New York University for the year 2004-2005. The Board of Trustees reserves the right to alter this schedule without notice.

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

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

A fee will be charged if payment is not made by the due date indicated on the student’s statement.

The unpaid balance of a student’s account is also subject to an interest charge of 12 percent per annum from the first day of class until payment is received.

Holders of New York State Tuition Assistance Program Awards will be allowed credit toward their tuition fees in the amount of their entitlement, provided they are New York State residents, are enrolled on a full-time basis, 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 Bursar’s Office and the Office of the University Registrar has confirmed eligibility.

#### Full-Time Students

- **Tuition, 12 to 18 points, per term:** $14,332.00
  
  - Fall term 2004:
    - Nonreturnable registration and services fee: $883.00
  
  - Spring term 2005:
    - Nonreturnable registration and services fee: $883.00
  
  - For each point taken in excess of 18, per point, per term (includes a nonreturnable registration and services fee of $52.00): $895.00

#### Other Students

- **Tuition, per point:** $843.00
  
  - Fall term 2004:
    - Nonreturnable registration and services fee, first point: $262.00
  
  - Fall term 2004:
    - Nonreturnable registration and services fee, per point, for registration after first point: $52.00
  
  - Spring term 2005:
    - Nonreturnable registration and services fee, first point: $275.00
  
  - Spring term 2005:
    - Nonreturnable registration and services fee, per point, for registration after first point: $52.00

#### Special Fees

- **Basic Health Insurance Benefit Plan.** Full-time students automatically enrolled: $571.00
  
  - Fall term
  
  - Spring term
  
  - Summer term

- **Comprehensive Health Insurance Benefit Plan.** International students automatically enrolled; all others can select:
  
  - Fall term
  
  - Spring term
  
  - Summer term

- **NYUHC Only Health Insurance Benefit Plan.** Any student can select, but must maintain other insurance:
  
  - Fall term
  
  - Spring term
  
  - Summer term

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1. Waiver option available.
2. Students automatically enrolled in the Basic Plan or the Comprehensive Plan can change between plans, waive the plan entirely (and show proof of other acceptable health insurance), or select the UHC Only plan.
Stu-Dent Plan (dental service through NYU’s College of Dentistry):

New membership $185.00
Renewal membership 150.00

Other 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 10.00

DEFERRED PAYMENT PLAN (50/50)

Students registering for 6 or more points may pay the term’s tuition in installments: 50 percent of the net amounts due at registration; the 50 percent deferred balance plus interest is due in two equal installments—fall term: October 18 and November 10; spring term: March 1 and April 1. Interest at the rate of 12 percent per annum is charged on the unpaid balance from the first day of class; $25 is charged if payments are not made on time.

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.

GRADUATION POLICY

No candidate may be recommended for a degree until all required fees have been paid. The University cannot be responsible for the inclusion in the current official graduation list of any candidate who pays fees after the first day of May, September, or January for degrees in May, September, or January, respectively. Following the payment of all required fees and on approval of the faculty, the candidate will be recommended for the degree as of the date of the next regular meeting of the University Board of Trustees at which the awarding of degrees is a part of the order of business.

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 in Trisch Hall, Suite 800. An official withdrawal must be filed either by TorchTone (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 Bursar. (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 below).

Merely ceasing to attend a class does not constitute official withdrawal, nor does notification to the instructor. A stop payment of a check presented for tuition does not constitute withdrawal nor does it reduce the indebtedness to the University. The nonrefundable registration fee and a penalty fee of $10.00 for a stopped payment must be charged in addition to any tuition not canceled.

The date on which the Change of Program form is filed, not the last date of attendance in class, is considered the official date of withdrawal. It is this date that serves as the basis for computing any refund granted the student.

The refund period (see schedule below) is defined as the first four calendar weeks of the term for which application for withdrawal is filed. The processing of refunds takes approximately two weeks.

Refund Period Schedule (Fall and Spring Terms Only)

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

Withdrawal before the official opening date of the term (100% of tuition and fees)* 100%
Withdrawal within the first calendar week from the opening date of the term (100% of tuition only) 100%

The first calendar week consists of the first seven (7) calendar days beginning with the official opening date of the term. (Note: Not the first day of the class meeting.)

Withdrawal within the second calendar week from the opening date of the term 70%
Withdrawal within the third calendar week from the opening date of the term 55%
Withdrawal within the fourth calendar week from the opening date of the term 25%
Withdrawal after completion of the fourth calendar week of the term NONE

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

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

Please note: 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.

It should be noted that the registration and services fee is not refundable.

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

Federal regulations require adjustments reducing financial aid if a student withdraws 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 credits before receiving any further aid. Please review the “satisfactory academic progress” standard (see page 98) so that you do not jeopardize future semesters of aid.

Tuition Insurance

NYU encourages all students to purchase tuition insurance in case a withdrawal after the refund period becomes necessary. For more information, contact A.W.G. Dewar, Inc., Four BatteryMarch Park, Quincy, MA 02169; 617-774-1555; www.tuitionrefundplan.com.
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 revaluation of a student’s need, the availability of funds, the successful completion of the previous year, and satisfactory progress toward completion of degree requirements. In addition, students must meet the published filing deadlines. Detailed information about financial aid is forwarded with the admission application and is also available on the Office of Financial Aid Web site, www.nyu.edu/financial.aid, as well as in the NYU Student’s Guide, available from the Office of Student Life, Kimmel Center for University Life, 60 Washington Square South, Suite 601.

Many awards are granted purely on the basis of scholastic merit, while others are based on financial need. It is frequently possible to receive a combination of awards based on both. University scholarships or fellowships may be granted by themselves or in conjunction with student loans or Federal Work-Study employment. To ensure that maximum sources of available support will be investigated, students must apply for financial aid by the appropriate deadline. It is the student’s responsibility to supply true, accurate, and complete information and to notify the Office of Financial Aid immediately of any changes or corrections in his or her housing status or financial situation, including tuition remission benefits or outside grants, once application has been made.

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

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

**HOW TO APPLY**

Students must submit the Free Application for Federal Student Aid (FAFSA), and later, New York State residents must also complete the preprinted New York State Tuition Assistance Program (TAP) application, which is mailed automatically to the student by the New York State Higher Education Services Corporation (HESC) after the FAFSA is processed. (The TAP application is also available on the Internet when using FAFSA on the Web. See www.nyu.edu/financial.aid/tap.html.) The FAFSA (available online at www.fafsa.ed.gov or from the student’s current high school or from the NYU Office of Financial Aid) is the basic form for all student aid programs. Be sure to complete all sections. Students should give permission on the FAFSA for application data to be sent directly to New York University (the NYU federal code number is 002785).

Students are encouraged to apply for financial aid electronically—the fastest and most accurate method. See www.nyu.edu/financial.aid or www.fafsa.ed.gov. Entering freshmen should submit the application by February 15 for the fall term or by November 1 for the spring term. Continuing and graduate students should consult the Financial Aid Web site or their department for financial aid deadlines.

Students requiring summer financial aid must submit a summer aid application in addition to the FAFSA and TAP application. The application, available in February, can be obtained from the Financial Aid Web site or the Office of Financial Aid. Complete all applications at least 12 weeks before the beginning of the term in which funds are needed.

**ELIGIBILITY**

**Enrollment**

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

**Renewal Eligibility**

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

**Citizenship**

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

1. U.S. permanent resident with an Alien Registration Receipt Card I-551 (“green card”).
2. Conditional permanent resident (I-551C).
3. Other eligible noncitizen with an Arrival-Departure Record (I-94) showing any one of the following designations: (a) “Refugee,” (b) “Indefinite Parole,” (c) “Humanitarian Parole,” (d) “Asylum Granted,” or (e) “Cuban-Haitian Entrant.”

**Withdrawal**

Students should follow the official academic withdrawal policy described in their school bulletin. Those receiving federal aid who withdraw completely may be billed for remaining balances resulting from the mandatory return of funds to the U.S. government. The amount of federal aid “earned” up to that point is determined by the withdrawal date and a calculation based on the federally prescribed formula. Generally, federal assistance is earned on a pro-rata basis.

**UNIVERSITY-SPONSORED AND -ADMINISTERED PROGRAMS**

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

Scholarships and Grants
Scholarships and grants awarded by the University generally range from $500 to $25,000. In addition, the University has established separate scholarship funds for students in special situations of merit or need. There is a separate application for NYU scholarships. All students are automatically considered for academic (merit-based) and financial need-based scholarships after applying for admission and financial aid. The FAFSA and the admissions application contain all the information needed for scholarship determination.

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

Trustees Scholars.
A program of Trustees Scholarships was established in 1983 in order to recognize the exceptional promise of new freshman and transfer students who meet special academic criteria: outstanding high school/college grade point averages and SAT scores. Each scholar receives generous scholarship aid and is invited to participate in a series of special lectures and other events.

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

Phi Theta Kappa Scholarship Program.
This program, established in 1984, honors members of the national honor society for two-year colleges. It provides minimum scholarships of $2,500 for students entering New York University as juniors after completing degree programs at two-year colleges. Transfer students with grade point averages of at least 3.8 are eligible.

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

Perkins loans are made possible through a combination of resources: an annual allocation from the U.S. Department of Education, a contribution from New York University, and repayments by previous borrowers.

The annual interest rate is currently 5 percent, and interest does not accrue while the student remains enrolled at least half time.

Part-Time Employment
Student Employment and Internship Center.
Most financial aid award packages include "recommended academic year earnings." This means that students are eligible to work by using NYU's student employment services, including the Federal Work-Study Program, and may earn up to the amount recommended in their award package. Academic year earnings are paid directly to the student on a biweekly basis and are normally used for books, transportation, and personal expenses.

It is not necessary to be awarded academic year earnings in order to use the services of the Student Employment and Internship Center. All students may use the center as soon as they have paid their tuition deposit, and they may also wish to use the center as a resource for summer employment. Extensive listings of both on-campus and off-campus jobs are available. The Student Employment and Internship Center is located at 5 Washington Place.

Resident Assistantships.
Resident assistants reside in the undergraduate residence halls and are responsible for organizing, implementing, and evaluating social and educational activities. Compensation is room and board. Applications and further information may be obtained from the Department of Residential Education, New York University, 33 Washington Square West, 1st Floor, New York, NY 10011-9154; 212-998-4311.

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

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

Students applying for TAP must do so via a FAFSA application (see earlier "How to Apply" section). Return the completed application as instructed. Do not send the forms to NYU. For more information about TAP, visit www.nysfaid/tap.html.

Aid for Part-Time Study (APTS).
A financial aid program to help New York State residents pursuing part-time undergraduate degree study offers awards in amounts of up to $2,000 per semester. The amount of an award is determined by the institution. To be eligible, the student must have applied for a Federal Pell Grant (file the FAFSA), must not have exhausted their TAP eligibility, must have already accrued 6 credit points or the equivalent, and must be enrolled for 3 to 11 credit points per term. Applications are available from the Office of Financial Aid or their Web site. The application deadline varies; please consult the Office of Financial Aid.

Other New York State Programs.
Additional programs are listed below. For complete information, contact the New York Higher Education Services Corporation (HESC) toll-free at 888-697-4372, or visit their Web site at www.hesc.com.

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

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

Federal Grants and Benefits

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

Federal Supplemental Educational Opportunity Grants (SEOG). These federally funded grants are awarded to undergraduates whose financial need is substantial. All FAFSA filers who qualify are automatically considered for this grant. However, funds for this program are very limited.

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

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

Outside Scholarships and Grants

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 on the Internet, and several are featured on the NYU Office of Financial Aid Web site. Students must notify the Office of Financial Aid if they receive funds from any of these sources.

Federal Loans

Subsidized Stafford Student Loan (SSL) Program. The Subsidized Federal Stafford Student Loan Program provides low-interest student loans using the capital of lending institutions and the administrative facilities of state agencies. These loans are made by independent banks or lending institutions and are generally insured by both the state and federal governments.

An undergraduate student may borrow up to a maximum of $2,625 for the freshman year and $3,500 for the sophomore year of study. The maximum for juniors and seniors is $5,500 with a total borrowing limit of $23,000. Within these limits, students may borrow up to the difference between the cost of education, the family contribution, and the total of all financial aid awards. For dependent students, “family contribution” is derived from the incomes of the parents and the student. For independent undergraduates, family contribution is based on the incomes of the student and spouse (if married).

The Subsidized Stafford Student Loan interest rate for all students is variable with a cap of 8.25 percent. Interest does not accrue, however, nor does repayment begin until six months after the borrower ceases to enroll at least half time.

An origination fee of up to 3 percent will generally be deducted from the loan funds.

Unsubsidized Stafford Student Loan Program. For independent undergraduate students and some dependent undergraduate students for whom it is documented that their parents cannot obtain a PLUS loan, the Unsubsidized Federal Stafford Student Loan provides additional loan eligibility beyond any subsidized Stafford amounts. Students must first apply for the regular (subsidized) Stafford program, and if they meet eligibility criteria, they will be automatically considered for the unsubsidized program. Terms and conditions are essentially the same as for the regular Stafford loan, except the federal government does not pay the interest on the unsubsidized loan while the student is in school. Students must begin to repay interest and principal 60 days after the first loan funds are issued. Payment of the principal may be deferred if the student is enrolled at least half time for the period of the loan. Also, the interest can be “capitalized” (added to the principal) if desired.

Freshmen and sophomores may borrow up to $4,000 each year; juniors and seniors, up to $5,000 each year. The total amount borrowed in any year may not exceed the cost of education minus the total family contribution and minus all other financial aid received that year.

Parent Loans for Undergraduate Students (PLUS) Program. The federal Parent Loans for Undergraduate Students Program enables creditworthy parents of dependent undergraduate students to borrow up to an amount equal to the cost of education minus all other financial aid. No aggregate borrowing limits apply.

The annual interest rate is set by a federal formula and does not exceed 9 percent. For this reason, eligible parents are strongly encouraged to choose a federal PLUS loan before applying for a private educational loan. Repayment of the PLUS loan typically begins within 60 days after funds are disbursed and may extend up to 10 years. An insurance premium/insurance fee of up to 4 percent is due at the time of disbursement.

Private Loans

A variety of private student loan programs are available to both U.S. and international students attending NYU. Created to supplement federal and institutional aid, they feature attractive terms and interest rates, and all creditworthy families facing college expenses are eligible. There are no maximum income limits. Loans are made through banks, savings and loan organizations, and other lenders. For more information see the NYU Office of Financial Aid Web site or contact the Office of Financial Aid.

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 must also notify the Office of Financial Aid if they receive this benefit.
The Office of Academic Advising and Student Services approaches students from the premise that the undergraduate degree is the most important degree a university may confer upon an individual. Undergraduate students learn about their chosen fields of endeavor and about life as well. Our goal is to educate the whole student through in-class experiences that expose students to the critical thinking aspects of liberal arts courses and technical business skills and out-of-class support for their academic and career choices. The professional staff in the Office of Academic Advising and Student Services provides students with a foundation for their future.

OFFICE OF ACADEMIC ADVISING AND STUDENT SERVICES

The Office of Academic Advising and Student Services provides academic advising to undergraduate students during their four years at the Stern School and coordinates undergraduate events, programs, and student activities. The office’s advising staff consists of a team of well-qualified professionals eager to help students adjust to the academic and personal challenges of college life. Students are assigned to a class adviser who stays with them for the duration of their undergraduate career at Stern.

Undergraduate students meet with academic advisers to discuss the following areas:
- Course selection and degree requirements
- Policies and procedures of the college
- Transfer credit and advanced placement waivers
- Major and/or minor selection
- Study abroad
- Extracurricular activities
- Registration
- Miscellaneous personal concerns

The advising staff provides additional support to new students during their first term. At an orientation prior to the start of classes, presentations are made concerning the curriculum, student code of conduct, student life, extracurricular activities, and student support services. Each new student also participates in a midterm review session with an academic adviser to monitor his or her academic progress and adjustment to the college. (Midterm progress reports from the student’s professors identify those who are in need of extra assistance.) After these initial contacts, continuing students are encouraged to meet with an academic adviser at least once a semester (preferably prior to course registration) or as often as the student finds desirable.

The Office of Academic Advising and Student Services is also responsible for coordinating a wide variety of student programs, projects, ceremonies, and extracurricular activities to enhance Stern’s undergraduate out-of-class experience. Most student events that occur at the college are planned and implemented with the assistance of the office.

The office financially and administratively supports extracurricular activities for its student clubs and organizations, including the following:

- Governing Clubs
  - Inter-Club Council
  - Stern Student Council

- Clubs and Organizations
  - Actuarial Society
  - Alpha Kappa Psi
  - Entrepreneurial Exchange Group
  - Finance Society
  - Information Systems Society
  - International Business Association
  - Investment Analysis Group
  - Management Society
  - Marketing Society
  - Phi Chi Theta
  - Professional Development Society
  - Society for Accounting Interests
  - Stern Business and Law Association
  - Stern Business Ethics Society
  - Stern Cares
  - Stern Economics Forum
  - Stern Real Estate Group
  - Stern-Tisch Entertainment Business Association
  - Student Enrichment for Academic Development

In addition, the office communicates important news, events, and policies to the undergraduate student body in publications that are developed and written in-house.

PRELAW AT STERN

Prelaw Adviser

Professor Jeanne Calderon
Tisch Hall, Room 309

The College has a prelaw adviser available to meet with students who are interested in law as a career. Prelaw students should consult the prelaw adviser early in their academic studies. Although there is no pre-scribed prelaw curriculum, there are a number of business and liberal arts courses that may be of interest to stu-
students considering law school. In addition, students should meet with the prelaw adviser early in their junior year to discuss when to take the LSAT and how to prepare for this examination. Furthermore, the prelaw adviser helps students in selecting law schools appropriate to their credentials.

**CAREER COUNSELING**

The Stern Office of Academic Advising and Student Services may provide some career counseling to students, but for the most part, the NYU Office of Career Services is the main office providing individual career counseling for all NYU students. Counselors are available to discuss career interests, objectives, skills, and opportunities.

The NYU Office of Career Services is located at 719 Broadway, and the telephone number is 212-998-4730. Office hours are Monday, Tuesday, and Friday, 9 a.m. to 5 p.m.; Wednesday and Thursday, 9 a.m. to 7 p.m. (See page 91 for more information.)

**CORPORATE PRESENTATIONS**

Both the NYU Office of Career Services and Stern student clubs organize and sponsor career fairs. The purpose is to provide opportunities for students to meet with qualified people in many fields and, through discussion with them, to gain a better understanding of career opportunities and preparation.

**DEAN'S ADVISORY COUNCIL**

The Dean’s Advisory Council is a faculty advisory initiative chaired by the dean of the college.

The Dean’s Advisory Council is comprised of undergraduate program coordinators and undergraduate curriculum coordinators selected by the undergraduate dean’s office. The Dean’s Advisory Council works directly with the undergraduate dean’s office to enhance the curriculum and to advise students in their respective areas of academic interest.

**UNDERGRADUATE PROGRAM COORDINATORS**

Each academic department has an undergraduate program coordinator who is responsible for overseeing undergraduate curriculum development and advising/mentoring undergraduate students with respect to their academic interests and career aims. All undergraduate program coordinators have additional office hours dedicated to these special advising responsibilities.

**UNDERGRADUATE CURRICULUM COORDINATORS**

The undergraduate curriculum coordinators are responsible for creating, developing, coordinating, and implementing the new courses in the undergraduate curriculum. The curriculum coordinators work closely with the program coordinators to ensure that the new courses in the curriculum are fully integrated with the current courses.

**DEAN'S STUDENT ADVISORY BOARD**

The Dean’s Student Advisory Board is a student initiative supported by the undergraduate dean’s office. This board, consisting of a representative cross-section of the undergraduate student body, meets regularly with the undergraduate dean to discuss issues that are of concern to the student body.
Stern School of Business students are encouraged to participate in a wide variety of activities outside the classroom. Many of these activities relate to the curriculum, enhancing leadership skills and professional interests, while others are social. Many opportunities also exist for participation in student government and the development of college policy.

STUDENT GOVERNANCE AND PARTICIPATION IN COLLEGE POLICY MAKING

Students play an important role in determining curriculum, programs of study, discipline procedures, and University rules. Thus, it is vital that students be conscious of their responsibility to vote in all elections. At the Undergraduate College, students participate in the deliberations of a number of committees.

Although a great deal of participation has become formalized through student representatives, there is still plenty of room for individual participation. Informal meetings are encouraged, and students are always welcome to meet with the dean and other members of the administration.

STUDENT COUNCIL

The Student Council is the representative governmental organization of the students of the Undergraduate College. The council is composed of delegates from each class and seeks to improve the quality of student life at Stern. One of the chief functions of the council is to serve as a liaison between students, clubs, faculty, and administration. Student Council members participate with faculty members as representatives on Stern committees in the decision-making process on a variety of academic issues. The Student Council is designed to be an open forum where students can exchange information, opinions, and ideas pertaining to the overall collegiate experience.

The council also organizes many social functions for Stern students to promote school spirit, unity, and camaraderie. In addition to Stern cafés, holiday festivals, and international celebrations, the council sponsors the annual Spring Semi-Formal and other major social events and outings. Moreover, the council is responsible for the publication of the Stern Student Council Newsletter.

The Student Council office is located on the upper concourse of Tisch Hall, Room UC51. It is staffed by council members, and students are encouraged to send e-mail to council@stern.nyu.edu. Students are also invited and welcome to attend the weekly council meetings.

INTER-CLUB COUNCIL

The Inter-Club Council (ICC) is the governing and coordinating body for all the clubs and organizations. It is composed of the officers of each of the clubs, as well as an executive board, which is the administrative body of the ICC. It has the power to create new clubs and ensures that each club upholds the standards of Stern. From the budget approved for the ICC, money is allocated to the organizations whose activities it regulates.

CLUBS OF THE COLLEGE

For every major at Stern, there is a club that sponsors events and enables students to come in contact with people in their fields of interest. Club activities are determined by the membership and generally include guest speakers, films, trips, seminars, exhibits, and special events. Students may join as many clubs in the college as they wish, and membership is not limited to their major area.

The Undergraduate College has the following clubs:

Society for Accounting Interests.

The purpose of the Society for Accounting Interests is to give students the opportunity to learn about the career possibilities in public and private accounting and in the government and teaching sectors. It aims to give all interested students the background and knowledge to become good businesspeople. The society focuses on up-to-date accounting topics and combines input from students and company representatives in seminars, lectures, and other forums. For more information, visit www.stern.nyu.edu/~acctg.

Actuarial Society.

The Actuarial Society provides students with an opportunity to learn about different careers in the field and meet with a number of professionals. The organization sponsors information sessions with speakers from various corporations and works with the other Stern clubs. For more information, visit www.stern.nyu.edu/~actrlsoc.

Entrepreneurial Exchange Group.

The Entrepreneurial Exchange Group (EEG) is an undergraduate organization established to promote and enhance opportunities for students interested in entrepreneurial pursuits. There are currently over 500 participants from all academic disciplines within the University. Some members have started their own businesses, many are in the process, and all have had encounters of one kind or another with the "entrepreneurial bug." There are numerous activities sponsored for members. Chief among them is the Luncheon Speakers Series, through which a speaker is invited to have an intimate and informal conversation with a select group of students over lunch. In addition, there are a number of dinner speaker events, tours to offices of entrepreneurial companies, and an annual conference on entrepreneurship that regularly draws over 800 people. For more information, visit www.stern.nyu.edu/~eg.

Finance Society.

The Finance Society, the New York University affiliate of the American Finance Association, promotes a better understanding of the field through the sponsorship of lectures by educators.
and businessmen and businesswomen in such areas as commercial banking, investment banking, and insurance. These presentations enable Finance Society members to come in contact with business leaders actively involved in major stock exchanges, over-the-counter firms, banks, and financial trade markets. For more information, visit www.stern.nyu.edu/~finclub.

Information Systems Society. The Information Systems Society is the premier extracurricular resource for undergraduate students interested in information management, media, and technology. The organization has two major goals: to educate members in the latest technological advances in the computer industry and help them enter the job market by providing information on job opportunities. The former goal is accomplished by offering an introductory tutorial on a software or programming language so that students can gain limited exposure to skills used in the market and by inviting reputable speakers to speak about the trend of the computer industry as part of the Speakers Series; the latter goal is achieved by providing members opportunities to attend recruiting events and corporate visits to meet potential employers. For more information, visit www.stern.nyu.edu/~iss.

International Business Association. The purpose of the International Business Association (IBA) is to focus on the changes and developments of multinational corporations and financial institutions that affect international politics and finance. IBA exposes its members to international politics and economics. Interested students can learn about careers that may be right for them. IBA conveys this information to students through guest speakers, meetings, a newsletter, an annual journal, independent study, and informal gatherings. For more information, visit www.stern.nyu.edu/~iba.

Investment Analysis Group. The Investment Analysis Group (IAG) was established to educate students about all types of investment opportunities. IAG seeks to actualize the potential of its members by fostering an environment of real possibilities. IAG tries to mimic, as closely as possible, a complete equities research organization. From the presentations to the weekly publications that it produces, IAG prides itself on being professional. For more information, visit www.stern.nyu.edu/~iag.

Management and Consulting Society. The Management and Consulting Society (MCS) is the representative club of the Department of Management at Stern. Not just for management majors, it has often been one of the larger clubs in the college and is involved in an array of different events. Speaker recruitment (IBM, Goldman Sachs, Bloomingdale’s, etc.) and social events are just a few of the many activities the society is involved in. Its aim is to educate students to real-world events and opportunities through our executive lecture series and office visits. For more information, visit www.stern.nyu.edu/~mcsoc.

Marketing Society. The Marketing Society seeks to cement a close working relationship between faculty and students who are majoring in marketing. The society sponsors corporate visits, social events, and notification of job and internship opportunities. In addition, distinguished guest lecturers in marketing and related fields are invited to speak at meetings. For more information, visit www.stern.nyu.edu/~managers.

The Professional Development Society. The Professional Development Society’s mission is to educate and instill the “soft business” skills not taught exclusively in the classroom. The club has organized, sponsored, and cosponsored several heavily attended guest lectures, presentations, and recruiting sessions, as well as developed a mentor program for freshmen and sophomores who are still trying to adjust to business school, let alone college life. Topics covered in the sessions include résumé building, interviewing strategies, e-mail etiquette, internships, and networking. Students also experience formal dining at the Torch Club. Esteemed Stern faculty, Vault, Inc., CEO Samer Hamedeh, L’Oreal executives, and representatives from JP Morgan Chase have all volunteered their time to speak on the above-mentioned topics while attracting new members to the Professional Development Society.

Stern Business Ethics Society. The mission of the Stern Business Ethics Society is to provide students with a forum for an exchange, understanding, and development of personal values, and an opportunity for exposure to real-world ethical dilemmas faced by business professionals.

Stern Business and Law Association. The primary objective of the Stern Business and Law Association (SBLA) is to expose students to the political, legal, and social frameworks of society. SBLA is also the Undergraduate College’s professional organization for students who plan to attend law school. Prominent legal practitioners meet with students to discuss various aspects of the legal profession and its interaction with business and politics. Specific activities include a lecture series and a law school night where numerous law schools participate in a program dealing with preparatory steps for taking the LSATs and applying to law schools. SBLA is not just for prelaw students. Members major in such diverse fields as accounting, computer science, finance, and marketing as well as in a variety of liberal arts and educational fields. For more information, visit www.stern.nyu.edu/~sbla.

Stern Economic Forum. The mission of the Stern Economic Forum is to serve as a venue for students to broaden their understanding of the global economy. This is accomplished through guest lectures, open debates, and social events. Students gain exposure to the widespread application of economics and the many opportunities it provides both at NYU and throughout the professional world.

Stern Real Estate Group. The Stern Real Estate Group presents professionals and academics who study real estate to the students in an effort to expose them to the exciting world of real estate. In addition, the group is interested in adding real estate courses to the Stern curriculum in an effort to start a real estate concentration.

Stern Tisch Entertainment Business Association, STEBA is an organization that is unique to not only the Stern School of Business and Tisch School of the Arts but to the New York University campus as a whole. Its membership is primarily from the Stern School of Business but also includes the Tisch School of the Arts, the Steinhardt School of Education, the College of Arts and Science, and the Center for Hospitality, Tourism, and Sports Management of the School of Continuing and Professional Studies. STEBA often works with outside organizations, as well as feature panels from major networks, record labels, and film companies in programs that focus on anything from how to become involved in the entertainment industry to controversial topics related to the industry. In the first semester, STEBA produced an entertainment law panel, a SAG panel, and a discussion on values in television. For more information, visit www.stern.nyu.edu/~steba.

Stern Cares. Stern Cares promotes greater awareness of need in the community and helps students find service opportunities in the greater NYU/Stern community. Stern Cares allows students to learn that the community is partially their responsibility, and it always will be. Activities include numerous community service
The University of New York (NYU) provides a variety of services and resources to support students throughout their academic journey. The mission of the Student Resource Center (SRC) is to provide a helpful, welcoming, student-focused environment that promotes academic excellence. The SRC offers programs, publications, and hands-on assistance for the entire University community. In addition, staff members focus specifically on the needs of new and continuing students, transfers, commuters, graduate students, parents, and families of students, and spiritual diversity at NYU.

STUDENT RESOURCE CENTER
Kimmel Center for University Life, Suite 210
212-998-4959
Web site: www.nyu.edu/src

The mission of the Student Resource Center (SRC) is to provide a helpful, welcoming, student-focused environment that provides personal attention and information to students at NYU, while encouraging them on the myriad of services available within their schools and throughout the University. The center offers programs, publications, and hands-on assistance for the entire University community. In addition, staff members focus specifically on the needs of new and continuing students, transfers, commuters, graduate students, parents, and families of students, and spiritual diversity at NYU.

STUDENT ACTIVITIES
The Office of Student Activities (OSA) staff provides ongoing admission and support services for All-Square and school-based student organizations and serves as liaisons between the leaders of these organizations, student government, faculty, and administration.

OSA holds an annual fall and spring club fair to introduce students to the 346 student organizations registered with their office. OSA offers the GOLD (Growth Opportunities for Leadership Development) Program for students interested in learning about leadership, social justice, civic engagement, and event planning. OSA hosts a series of special events each year that supports student clubs and organizations and fosters a greater sense of community at NYU. OSA oversees the Loeb Student Center (LSC), located on the 7th floor of the Kimmel Center for University Life. The LSC includes two club lounges, club mailboxes, bulletin boards, a club and student publication resource center, Student Activities Board (SAB) and All-Square Student Budget Allocation Committee (ASSBAC) offices, the Program Board (PB) office, and the Office of Student Activities. OSA is responsible for Fraternity and Sorority Life (FSL) at NYU, serves as the primary advisors for the FSL Greek community, and provides guidance and support for fraternities, sororities, and their governing councils and judicial boards.

STERN ALUMNI ACTIVITIES
Stern alumni are ever present in the lives of undergraduate students. From their involvement with Stern clubs to mentoring students through the Connections Alumni Mentor Program to providing internships and full-time employment opportunities, students at Stern benefit from the strong alumni base in the New York City metropolitan area, around the country, and throughout the world. The Office of Academic Advising and Student Services and Stern’s Office of Alumni Affairs coordinate alumni programs.

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PROGRAM OFFICE
The Program Office is the home office for Program Board (PB) and works in partnership with their various committees to produce and promote an annual season of cutting-edge visual and performing arts programs, literary events, new music performances, concerts, lectures, and films as well as a visual and performing arts festival, CONCEPTION, featuring works by NYU students.

For detailed information about fraternity and sorority life, the Program Board, OSA programs and services, or a directory of registered student organizations, go to the OSA Web site at www.osa.nyu.edu. The Office of Student Activities is located in the Kimmel Center for University Life, New York University, 60 Washington Square South, 7th floor, New York, NY 10012-1019; telephone: 212-998-4700; fax: 212-995-4116; e-mail: osa@nyu.edu or program.board@nyu.edu.

PROGRAM OFFICE
The Program Office is the home office for Program Board (PB) and Ticket Central and also coordinates events and programs for the Commuter Circle. The office coordinates Big Fun Days, a series of fun and innovative special events that start in September with Bobcat Day and end the year with the Strawberry Festival. For information about all Program Office events, join...
the e-mail list by sending a message to join-program-office-events@forums.nyu.edu. The office is located in Room 210 of the Kimmel Center for University Life, 60 Washington Square South, 212-998-4999; www.nyu.edu/programoffice.

NYU PROGRAM BOARD

Program Board is a student-run organization dedicated to providing low-cost, quality entertainment and cultural programs for the entire New York University community. Members are responsible for every step of the event-planning process, from booking of talent and contract negotiation to technical production and publicity.

Committees include concerts, films, lectures, new music, performing arts, poets and writers, and publicity. Program Board also hosts Network Event Theater™, a series of free advance screenings of big-budget films. Students interested in joining one of the Program Board’s committees should visit the Program Office. For information about events, have your name put on the Program Board e-mail list by sending a request to join-program-office-events@forums.nyu.edu. The office is located at the Kimmel Center for University Life, 60 Washington Square South, Room 210; 212-998-4999.

TICKET CENTRAL BOX OFFICE

The Ticket Central Box Office, 212-998-4994, is NYU’s clearinghouse for discount tickets to a wide range of performing arts and film events on and off campus. Ticket Central is located at the Kimmel Center for University Life, 566 La Guardia Place (side entrance). Join the e-mail list by sending a message to join-ticket-central@forums.nyu.edu. The Ticket Central Web site is at www.nyu.edu/ticketcentral.

STUDENTS WITH DISABILITIES

The Henry and Lucy Moses Center for Students with Disabilities provides services to students with qualified disabilities within all the schools and colleges of the University. Located at 240 Greene Street, 2nd Floor, the center provides services to students with hearing and visual impairments, mobility impairments, learning disabilities and attention deficit disorders, chronic illnesses, and psychiatric disorders. Student disability files presented to the center are confidential and are not part of a student’s official academic records at NYU.

In order to qualify for services and accommodations, a student must present appropriate, recent documentation of a disability and complete an intake interview with a counselor at the center. Services include the provision of sign language interpreters, readers, notetakers, and other auxiliary aids. The center works in conjunction with academic and administrative departments in providing assistance with examination accommodations, registration, and housing. Learning specialists are available to provide one-on-one assistance to eligible students under the center’s auspices. The center also sponsors programs and workshops, as well as the CHOICES career enhancement program. Limited tuition aid is available to qualified students.

Students with disabilities, supported by reasonable accommodations, must be able to function in their academic and residential environments. Supported by such accommodations, they are expected to meet the requirements and expectations of their academic programs, to follow the established guidelines for securing and remaining in residential living space, and to adhere to University student conduct and disciplinary codes.

Students with disabilities must be able to function in as independent a manner as possible and to seek appropriate assistance in a reasonable and timely manner. University resources and staff cannot be expected to meet all of a student’s needs associated with managing a disability. It is expected that students will follow appropriate health regimens, secure appropriate medical and therapeutic assistance from qualified practitioners at NYU or in the New York City area, and arrange necessary support services (i.e., transportation, individual monitoring of needs, financial assistance, personal care) that NYU does not provide.

Call 212-998-4980 (voice and TTY) or visit our Web site at www.nyu.edu/osl/csd for more information.

OFFICE OF LESBIAN, GAY, BISEXUAL, AND TRANSGENDER STUDENT SERVICES

The Office of Lesbian, Gay, Bisexual, and Transgender (LGBT) Student Services exists to create campus environments that are inclusive and supportive of student diversity in the areas of sexual orientation and gender identification. The office offers a number of support services and programs including the following:

• Weekly discussion groups
• Student clubs
• Cultural, educational, and social programs
• Community service opportunities
• Rainbow Connection mentor program
• Outspoken peer education program

• Lending library
• Information on campus and community resources, including health services, spiritual organizations, recreational and social opportunities, volunteer opportunities, jobs, and internships

Our programs include lunch discussions on various topics, social events, major speakers, performances, and movie nights. Office staff members are always available to speak with students about coming out and related personal issues. The Office of LGBT Student Services houses a lending library and a number of resources regarding everything from health to legal issues to referrals to social events within the New York City LGBT community. The Office of LGBT Student Services is also dedicated to advocacy, education, training, and consulting. Outspoken is our peer education program that trains LGBT students and allies on issues of importance to the LGBT community and prepares them to present this information to the campus community. The Safe Zone program trains a growing network of students, faculty, and staff across the University who are willing and prepared to provide support and information to lesbian, gay, bisexual, transgender, and questioning students.

The office is located at the Kimmel Center for University Life, 60 Washington Square South, Suite 602. Students can also reach us at 212-998-4424 or lgbt.office@nyu.edu. You can also send us an AOL instant message at nyulgbtoffice. We are open Monday through Thursday, 9 a.m.-8 p.m., and Friday, 9 a.m.-5 p.m. For more information and a list of upcoming events and programs, visit our Web site at www.nyu.edu/lgbt.

OFFICE FOR INTERNATIONAL STUDENTS AND SCHOLARS

The Office for International Students and Scholars (OISS) coordinates services for international students and scholars. The OISS issues certificates of eligibility for F-1 and J-1 student visas, advises on all matters pertaining to student immigration status, and serves as the University’s liaison to all United States government agencies with responsibilities for visitors from abroad. Advisers are available every day to assist students with immigration, employment, financial, personal, and cross-cultural concerns. Students are required to report to the OISS upon arrival; to keep the office informed of changes in academic program, address, or funding; and to notify the office when departing the U.S. for more than a brief period. The OISS sponsors programs to facilitate international students’
adjustment to their new environment and to ensure continued success during their studies at New York University. Programs include a comprehensive orientation; a University-based friendship program that provides international students the opportunity to share common interests with NYU faculty, staff, alumni, and friends; trips to spots of local and regional cultural interest; cross-cultural and educational seminars; and festivals celebrating U.S. and world cultures.

The office is located at 561 La Guardia Place and is open from 9 a.m. to 5 p.m., Monday through Friday. For more information, call 212-998-4720, send e-mail to intl.students.scholars@nyu.edu, or visit the Web site at www.nyu.edu/intl.

OFFICE FOR AFRICAN AMERICAN, LATINO, AND ASIAN AMERICAN STUDENT SERVICES (OASIS)

Since 1988, the OASIS mission has been to provide innovative programs that offer resources and support to our rich multicultural and ethnic student community. We help students achieve their goals in a supportive environment and an atmosphere of respect. By creating opportunities that address the intellectual success, cultural connections, and social concerns of students, college life takes on a whole new meaning.

The many diverse groups OASIS serves have grown over the years. Please contact us to learn about how we may serve you. Here is a summary of what we offer:

Educational and Cultural Programs
• Educational and Cultural Institute/Under1Roof
• OASIS Speaker Series
• -ISM Project
• Diversity Day

Graduate and Professional Initiatives
• Future Administrators Cultural Training Seminar (FACTS) Program
• Institute for the Recruitment of Teachers
• Career Advantage Internship Program
• How to Make the Most Out of the Diversity Career Fair
• Making It in Media

Personal Development and Leadership
• The OASIS Leadership Institute (OLI)
• Mentorship Program
• OASIS Peer Ambassadors
• Brothers for Success

• Financial Aid Seminar Series
• The Culture Shop

Academic Enrichment Services
• Strategic Networking for Academic Performance (SNAP)
• Timbuktu Academic Resource Center

Social and Community Programs
• Welcome Reception
• Holiday Celebration
• Nia Awards Celebration
• University Commencement Reception
• OASIS in the Community Day
• Graduate Students of Color Socials
• The Alumni of Color Network (AOC)

General Resources and Services
• OASIS O-Line—Semester Newsletters and Weekly E-Newsletter of Events
• Scholarship/Grant/Fellowship Information
• Counselor in Residence—staffed by a professional courtesy of University Counseling Service
• OASIS 101 Information Sessions
• Official OASIS Web Site (www.oasis.nyu.edu)

The office, located at Kimmel Center for University Life, 60 Washington Square South, Suite 806, is open Monday and Friday from 9 a.m. to 5 p.m., and Tuesday, Wednesday, and Thursday from 9 a.m. to 7 p.m. The main telephone number is 212-998-4343.

FRATERNITIES AND SORORITIES

There are 25 fraternities and sororities recognized by the University. Information may be obtained at the Office of Fraternity and Sorority Life at Weinstein Hall, 5 University Place, 212-998-4710.

RELIGIOUS GROUPS

The Catholic Center. The Catholic Center offers daily and Sunday Mass and a variety of religious, educational, social service, and social activities for both undergraduate and graduate students. Center facilities include Holy Trinity Chapel and the Newman Catholic Students Room. The center is open every weekday, and chaplains are available for consultation and counseling. The center’s office is located at 238 Thompson Street, 1st Floor, between West Third and West Fourth Streets. For further information, call 212-674-7236 or 212-998-1065.

The Edgar M. Bronfman Center for Jewish Student Life—Hillel at NYU. Located at 7 East 10th Street, the Bronfman Center is the center for Jewish student life on campus. Thousands of students participate in arts, social action, religious, social, and educational programming. The Bronfman Center offers students the opportunity to participate in Alternative Spring Programs, to exhibit their work in galleries, and to plan events that matter to them. Students run weekly Shabbat services and dinners, as well as holiday celebrations. For more information, call 212-998-4114 or visit the Bronfman Center Web site at www.nyu.edu/bronfman.

Protestant Campus Ministries. Located at 194 Mercer Street, 212-998-4711, the Protestant Campus Ministries have a part-time chaplain available for counseling.

Related Web Sites. The Hindu Students Council promotes understanding of Hindu culture, philosophy, and spirituality. Its Web site is www.nyu.edu/clubs/islam. The Islamic Center Web site features prayer service and event schedules and a new newsletter at www.nyu.edu/clubs/islamcenter. The Office of Student Activities has over 30 registered religious clubs, and new organizations are added each year. For a complete list of student religious clubs and organizations at NYU, visit clubs.nyu.edu/category.cfm.

CENTER FOR MUSIC PERFORMANCE

There’s a wealth of musical activity at New York University, and the Center for Music Performance (CMP) is key to staying informed, involved, enlightened, and entertained. The CMP promotes all musical events on campus through the publication of its monthly performance calendar, Square Notes. This free musical listing service provides dates, times, and locations for dozens of outstanding musical events that are available to students.

The CMP acts as a catalyst to create new musical happenings and opportunities. It presents special events including a weekly series of free jazz concerts called Jazz Tuesdays and the All-University Holiday Sing, the University’s musical kick-off to the holiday season. The CMP produces the All-University Artist-in-Residence Series, an ongoing program that brings musical artists from around the world to interact with the University community via workshops, lectures, master classes, and concerts.

The CMP administers the 85-piece NYU Orchestra and related chamber ensembles, performing at seasonal concerts and through community out-
reach programs. The CMP serves as a liaison between individuals and the various musical organizations at NYU. There are many performance opportunities available enabling students of all ability levels to get involved. Student music clubs abound, spanning a wide array of musical pursuits including vocal performance, composition, and music business.

The academic music departments at the University (within the Faculty of Arts and Science and the Steinhardt School of Education) offer additional performance opportunities, such as concert band; jazz ensembles; choral ensembles; early music ensembles; ethnomusical ensembles; brass, woodwind, and percussion ensembles; and much more.

No matter what your taste or musical interest, the CMP is the resource that will point you in the right direction. The CMP invites you to join together with music lovers from across the University community to explore the wide range of offerings that make music an intrinsic part of the NYU experience. If you have any questions, or if you would like to be added to the Square Notes mailing list, call the Center for Music Performance at 212-992-MUSIC. You can also visit the Web site at www.nyu.edu/cmp.

OTHER NYU PERFORMING ORGANIZATIONS

Other performing organizations at the University include the NYU Washington Square Repertory Dance Company, 212-998-5865; NYU Kaleidoscope Dancers for Children, 212-998-5411; NYU Playwrights; and NYU Summer Musical Theatre Workshop.

JEROME S. COLES SPORTS AND RECREATION CENTER

The Jerome S. Coles Sports and Recreation Center fills the recreational needs of the University’s students, faculty, staff, and alumni. It accommodates a wide range of individual and group recreational activities, in addition to serving as home for several New York University intercollegiate teams. The center’s operating schedule provides every member of the University community with an opportunity to participate in a series of programs, recreational courses, free play, intramural activities, and varsity or club teams.

As a result of multipurpose area functions and scheduling, a wide range of activities at varying skill levels is available to all facility users. The Jerome S. Coles Sports and Recreation Center provides the following facilities:

- A roof with a 1/6-mile, three-lane running track, plus a playing surface that accommodates six tennis courts
- A natatorium with an NCAA regulation-size swimming pool and diving tank.
- Four squash courts and five handball/racquetball courts.
- A large, modern weight-training room and two annexes containing Life Strength and Hammer Strength machines, plus free weights, StearMasters, VersaClimbers, Lifesteps, rowing machines, and abductor/adductor machines.
- Individual rooms for wrestling/martial arts, fencing, physical fitness/calisthenics, dance, and exercise prescription instruction.
- Over 1,000 square feet of textured rock wall: Coles Rocks.

The Coles Sports and Recreation Center is located at 181 Mercer Street (between Bleeker and West Houston Streets). The center covers 142,000 square feet and has four floors (roof, lobby, natatorium, and field house). Five hundred people can use the facility at one time, 1,900 spectators can be seated in the field house bleachers, and 230 can be seated in the natatorium bleachers. The center is barrier-free to facilitate access for those with disabilities.

Lockers and recreational equipment are available to members. Reservations are necessary for squash, handball, racquetball, and tennis courts. Tickets for home intercollegiate events that require an admission fee can be secured at the center. The Coles Pro-Shop (Level N) sells attire and equipment commonly needed by center members.

Use of the center is available to all students who are registered for credit-bearing courses and who hold currently valid ID cards. Students who are maintaining matriculation must pay additional $60 per term ($45 for summer) for the use of Coles. Other members of the University community may obtain access to the center by purchasing a membership. Rules and procedures pertinent to use of the center and its programs are published annually and are available at the Membership Office.

THE PALLADIUM ATHLETIC FACILITY

The Palladium Athletic Facility, located on East 14th Street near Union Square, is the latest in cutting-edge sports complexes designed to feel like a private health club. The facility boasts an aerodynamically designed, L-shaped deep-water pool for lap-swim-zming and varsity-level competition.

Some of the highlights of the Palladium, which opened in the fall of 2002, include a 3,453-square-foot weight room complete with free weights, selectorized machines, and a FitLinxx workout system. The FitLinxx system is a series of weight-lifting machines connected to a computer network that not only tells one how fast to pump, but also remembers previous workouts and weight settings.

The Palladium also features a 3,453-square-foot aerobic fitness room dedicated to cardio equipment, including treadmills, elliptical trainers, and exercise bikes. Each machine is outfitted with consoles into which patrons can plug their own headphones to receive audio from the nine TV stations playing in the room or the eight commercial-free cable radio stations. From this environment, one can move to the 30-foot-high climbing center or to the group cycling room.

The main gym can be used for either volleyball or basketball. The auxiliary gym is outfitted with a high-tech sound system and progressive fitness equipment, such as exercise balls and body bars, making it well suited for recreation classes. In addition, it has two half-sized basketball courts, which can be utilized when recreation classes are not in session.

CHELSEA PIERS

Special arrangements have been made for New York University students to take classes and join the sports and entertainment complex at Chelsea Piers. The complex includes an outdoor, multilifted golf driving range, batting cages, in-line skating rinks, ice-skating rinks, rock-climbing walls, a 1/4-mile indoor track, indoor sand volleyball courts, and many other facilities. Information about discounted daily admission fees, registration for Chelsea Piers courses at reduced rates, and special monthly membership fees can be obtained by calling the New York University Recreation Office at 212-998-2018 or by picking up a brochure at the Membership Office.

DEPARTMENT OF ATHLETICS, INTRAMURALS, AND RECREATION

The Department of Athletics, Intramurals, and Recreation, housed in the Jerome S. Coles Sports and Recreation Center, administers the recreation, intramural, and intercollegiate athletic programs of the University.

Recreational activities are designed to respond to the needs and interests of the entire University community—including students, faculty, administration, staff, alumni—and a limited
number of neighboring community residents. The recreation program has two major components. Instructional activities are intended to develop skills and healthful habits to be used throughout life. General recreation, informal and unstructured, is meant to provide personal enjoyment, conditioning, and relaxation.

Intramural activities provide participation and growth possibilities to those members of the center whose widely differing abilities, interests, and priorities warrant more structured and somewhat more formal levels of competition than recreational participation. Call 212-998-2025 for information and schedules.

Intercollegiate athletics offer desirable opportunities for physical, confidence, and leadership development for those men and women of the student body interested in higher levels of competition. New York University is a member of and adheres to the rules and regulations of the National Collegiate Athletic Association and the Eastern Collegiate Athletic Association, as well as a number of local and regional associations in particular sports. The University competes in NCAA Division III intercollegiate varsity basketball for men and women. The University also maintains a program of intercollegiate competition for men and women in several other sports. The men’s sports include cross-country, fencing, golf, soccer, swimming and diving, tennis, indoor track and field, outdoor track and field, volleyball, and wrestling. In addition to basketball, varsity competition is available to women in cross-country, fencing, soccer, swimming and diving, tennis, indoor track and field, outdoor track and field, volleyball, and wrestling. Call 212-998-2021 for information and schedules.

New York University is a member of the University Athletic Association, which includes Brandeis University, Carnegie Mellon University, Case Western Reserve University, the University of Chicago, Emory University, the University of Rochester, and Washington University (in St. Louis).

STUDENT RESIDENCES

Housing over 11,000 students, year round, in 24 residence halls, the Department of Housing is responsible for the overall administration and operations of the residence halls.

The individual residence halls differ somewhat in building design, room types, kitchen facilities, and meal plan options. They are divided into two main categories: traditional-style and apartment-style halls.

The traditional-style residence halls (Brittany, Goddard, Hayden, Rubin, and Weinstein) offer a mix of two- to three-person bedrooms and two- to three-person bedrooms in two-bedroom suites. Traditional-style rooms or suites have their own bathrooms but no kitchen. Residents are required to have a meal plan of at least 10 meals per week.

The apartment-style residence halls (Alumni, Broome Court, Carlyle Court, Cliff Street, Coral Towers, Greenwich Hotel, Lafayette Street, Palladium, Seventh Street, Stuyvesant Town, Third Avenue North, Twenty-sixth Street, University Court, University Hall, Washington Square Village, Water Street, West 11th Street, and West 13th Street) offer one- and two-person bedrooms in apartments with bathrooms and kitchens and the option of choosing any meal plan for extra convenience.

Each of the following residence halls accommodates undergraduates only unless otherwise noted.

Alumni Hall, 33 Third Avenue
Brittany Hall, 55 East 10th Street (freshmen only)
Broome Street Residence, 400 Broome Street
Carlyle Court, 25 Union Square West
Cliff Street Residence, 15 Cliff Street (undergraduates and graduates)
Coral Towers, 131 Third Avenue
Paulette Goddard Hall, 79 Washington Square East (freshmen only)
Greenwich Hotel, 636 Greenwich Street
Hayden Hall, 33 Washington Square West (freshmen only)
Lafayette Street Residence, 80 Lafayette Street
The Palladium Hall, 140 East 14th Street (undergraduates and Stern graduates)
Rubin Hall, 35 Fifth Avenue (freshmen only)
Second Street Residence, 1 East Second Street
Seventh Street Residence, 40 East Seventh Street
Stuyvesant Town (graduates only)
Third Avenue North Residence Hall, 75 Third Avenue (freshmen only)
Twenty-sixth Street Residence, 334 East 26th Street (undergraduates and graduates)
University Court, 334 East 25th Street
University Hall, 110 East 14th Street

Washington Square Village, 4 Washington Square Village (graduates only)
Water Street Residence, 200 Water Street
Weinstein Center for Student Living, 5 University Place (freshmen only)
West 11th Street, 31 West 11th Street (graduates only)
West 13th Street, 47-53 West 13th Street

For more information about NYU housing, call 212-998-4600 or log on to the Web site at www.nyu.edu/housing.

OFF-CAMPUS HOUSING OFFICE

The Department of Housing provides NYU students, faculty, and staff with information about non-University housing options through the Off-Campus Housing Office. The office is located at 4 Washington Square Village, on the corner of Mercer and Bleecker Streets, and is open Monday through Friday. For more information or to learn more about our services, visit the Web site at www.nyu.edu/housing/offcampus or call the office at 212-998-4620.

CAMPUS SAFETY

The safety of its students is of the utmost concern to New York University. The University has a comprehensive safety program that includes training, protection, and education. As part of the overall plan, the NYU Department of Public Safety provides a force of over 250 uniformed officers who are on duty at campus facilities and patrol 24 hours a day on foot, on bicycles, and in vehicles. Residence halls have 24-hour security or doormen. The campus bus, trolley, and escort van services provide safe transport to and from residence hall locations and other University facilities seven days a week, 24 hours a day. Specific information regarding campus transportation is available at www.nyu.edu/ride.

In accordance with federal regulations, New York University annually publishes its Campus Security Report, which includes campus crime statistics for the previous three years as well as institutional policies, resources, and other information concerning campus security and crime prevention, alcohol

NYU CAMPUS DINING SERVICES
Keeping up with the ever-changing food trends, NYU Campus Dining has everything from traditional American cuisine, ethnic dishes, and national brands like Burger King® and Pizza Hut Express®. Also available are low-fat, vegan, and vegetarian dining options at 15 different dining sites, including a food court, outdoor café, five dining rooms, and two late night snack bars, which make eating on campus convenient for all.

Students can choose from 10 distinctive meal plans. On-campus and off-campus residents have the freedom to use their NYUCard for meals, beverages, and snacks.

For more information on dining locations and hours of service, contact NYU Campus Dining Services at 212-995-3030, or visit the Web site at www.nyudining.com.

Faye’s @ the Square, 45 West Fourth Street
Hayden Dining Room, 33 Washington Square West
The Kosher Eatery, 5 University Place
The MarketPlace at the Kimmel Center for University Life, 60 Washington Square South
The Palladium, 140 East 14th Street
Rubin Dining Room, 35 Fifth Avenue (at 10th Street)
Third North Courtyard Café, 75 Third Avenue (at 12th Street)
University Hall Atrium Dining Room and Java City®, 110 East 14th Street
Weinstein Dining Room, Weinstein Food Court, Java City®, and Kosher Eatery (with meat and dairy options), 5 University Place

NEW YORK UNIVERSITY HEALTH CENTER
726 Broadway on the 3rd and 4th Floors
Telephone: 212-443-1000
E-mail: health.center@nyu.edu
Web site: www.nyu.edu/nyuhc

The mission of the New York University Health Center (NYUHC) is to provide high-quality, accessible, and cost-effective treatment, prevention, and education in support of the University’s goals and in response to the needs and concerns of its students. To this end, a comprehensive range of services is offered in a facility with state-of-the-art equipment and highly qualified health care professionals. NYUHC charges fees for its clinical services and will submit claims to certain insurance companies.

Health care at NYUHC is available to all registered NYU students. Students covered under an NYU insurance plan must first seek treatment at NYUHC, except in emergencies. NYU plans cover virtually 100 percent of the cost of medically necessary treatment at NYUHC. Students covered under private health insurance may telephone Patient Accounts at 212-443-1010 to determine whether or not NYUHC has a billing relationship with their insurance company. A scheduled appointment is the preferred method for students to receive services at NYUHC. Typically, a health care provider will be able to see a student in Primary Care Services based on appointment availability and the student’s scheduling needs. Patients who cannot wait for an appointment because of the nature of their illness or injury will receive assistance through Urgent Care Services or will be offered referrals to local health care providers.

In addition to Primary Care and Urgent Care, NYUHC offers an extensive array of clinical, rehabilitative, educational, and support services. These include allergy and immunization, dermatology, endocrinology, gastroenterology, gynecology/women’s health, men’s health, minor surgery, neurology, ophthalmology, orthopedics, otolaryngology, radiology, pathology, podiatry, primary care, pulmonology, sports medicine, travel medicine, laboratory, and radiology. Through collaboration between our various units, NYUHC also provides comprehensive wellness, education, and support services including workshops and seminars, a Smoking Cessation Program, advice on healthy nutrition and exercise, and numerous publications that address common health concerns.

The general hours of operation are Monday-Thursday, 8 a.m. to 6 p.m.; Friday and Saturday, 10 a.m. to 6 p.m. Individual clinical hours and/or provider availability may differ. NYUHC is closed during certain University holidays. For hours of individual departments and holiday schedules, please call NYUHC at 212-443-1000.

After-Hours Care
In case of a life- or limb-threatening emergency, students are encouraged to dial 911. For other health emergencies, or when NYUHC is closed, students can call the NYU Department of Public Safety at 212-998-2222. Callers will be connected with the emergency room at NYU Medical Center’s Tisch Hospital, where a physician will provide advice over the telephone and determine if the caller needs to go to the emergency room or can wait to see a health care provider at NYUHC the following day.

Immunization
New York State Public Health Laws 2165 and 2167 mandate that all students registering for 6 credits or more in a degree-granting program provide immunization documentation for measles (rubella), mumps, and rubella (German measles) (NYSPHL 2165) and meningitis (NYSPHL 2167) prior to registration. Students born before January 1, 1957, are exempt from the measles, mumps, and rubella immunization requirement. However, all students are required to respond to the request for information regarding meningitis immunization. Failure to comply with the state immunization laws will prevent NYU students from registering for classes. Appointments are available for immunizations at NYUHC (212-443-1199). In addition to this requirement, NYUHC recommends that students consider the following immunizations: hepatitis B, varicella, and meningitis. Students should discuss these immunization options with their primary care provider.

NYU-SPONSORED STUDENT HEALTH INSURANCE PROGRAM
Student Health Insurance Services 726 Broadway, Suite 346 New York, NY 10003-9580 212-443-1020 E-mail: health.insurance@nyu.edu Web site: www.nyu.edu/nyuhc/insurance.html

New York University students in degree-granting programs are required to maintain health insurance. Most students are enrolled automatically and billed for an optional NYU-sponsored student health insurance plan as part of the University’s registration process. The plan in which students are automatically enrolled varies according to school, credit load, and visa status. For more specific information, please refer to the Guide to Student Health Insurance and Healthcare at New York
University, which can be downloaded from the Student Health Insurance Services Web site.

NYU sponsors three student health insurance plans: the Basic Plan, the Comprehensive Plan, and the NYUHC Only Plan. An additional insurance plan is available for eligible graduate assistants, teaching assistants, and research assistants.

Students maintaining their own health insurance can supplement their coverage by enrolling in the NYUHC Only Plan, or they can waive the optional student health insurance plans (and corresponding charge) entirely. Also, students who are eligible for the program but do not meet the automatic enrollment criteria may enroll in any NYU-sponsored student health insurance plan voluntarily.

Except for medical emergencies and when seeking medical treatment outside the borough of Manhattan, students insured under any NYU-sponsored student health insurance plan are required to seek treatment and be evaluated first at the New York University Health Center, 726 Broadway, for any sickness or injury. A medical emergency refers to an acute illness or injury that is life- or limb-threatening or may permanently affect quality of life.

To select, change, or waive coverage in an NYU plan, students must submit a completed Student Health Insurance Selection/Waiver Form to the Student Health Insurance Services Office before the applicable enrollment/waiver deadline. Doing so will ensure that students are enrolled in the plan of their choice. Students waiving the NYU plans must submit documentation of their alternate insurance coverage.

Detailed information about the NYU-sponsored student health insurance plans and the selection/waiver process is included in the Student Health Insurance Handbook. To obtain a copy of the booklet and/or the selection/waiver form, please call Student Health Insurance Services or visit their Web site.

UNIVERSITY COUNSELING SERVICE
726 Broadway, Suite 471
Monday–Thursday, 9 a.m.–8 p.m.; Friday, 9 a.m.–5 p.m.
Telephone: 212-998-4780
E-mail: university.counseling@nyu.edu
Web site: www.nyu.edu/counseling

University Counseling Service (UCS) offers NYU students short-term individual counseling, group counseling, walk-in hours, referrals, workshops, and emergency services. All services are free of charge and confidential.

NYU OFFICE OF CAREER SERVICES
Main Office: 719 Broadway, 3rd Floor
Telephone: 212-998-4730
Fax: 212-995-3827
Web site: www.nyu.edu/careerservices

Academic year office hours: Monday, Tuesday, and Friday, 9 a.m.–5 p.m.; Wednesday and Thursday, 9 a.m.–7 p.m.

Summer office hours: Monday, Tuesday, Wednesday, and Friday, 9 a.m.–5 p.m.; Thursday, 9 a.m.–7 p.m.

Publications: NYU Office of Career Services Career Guidebook (comprehensive); A Guide to NYU Office of Career Services (brief)

After registering with the office, all NYU degree candidates and alumni (fees apply for alumni who have graduated more than one year ago) can schedule an appointment with a career counselor to discuss strategies for determining their career and job-search goals. The counselor and student work together to assess interests and skills, identify career options, prepare a résumé and cover letter, and address any career-related concerns. Students are encouraged to begin utilizing the full range of services as early as possible. Some of the available programs are listed below:

Seminar Series
- First Steps in Career Planning
- Résumé and Cover Letter
- Interviewing Skills
- Dining for Success—Mastering the Lunch and Dinner Interview
- Job Search and Networking Skills
- On-Campus Recruitment Orientation
- How to Choose a Major and a Career
- Work Abroad Orientation

Career Programs
Mentor Program: Successful professionals in a variety of fields serve as mentors to give students an inside look at various occupations. Students speak with mentors by telephone or in person and in some cases are able to spend a “day on the job” with a professional in their field of interest.

Career Week: Held in October, this annual program features presentations by professionals and special guest speakers on a variety of career-related issues. Students have opportunities to gather in-depth career information and ask questions.

Career Fairs: Each year several fairs are held on-site to target non-profit, private sector, full-time, part-time, and internship opportunities for NYU students. Representatives from major companies and nonprofit agencies visit NYU to meet with students to discuss career opportunities within their organizations.

Career Assessment Tools: The Strong Interest Inventory and Myers-Briggs Type Indicator are available to assist students in learning about their interests, preferences, and styles. (Fee and follow-up appointment required.)

Employment Assistance

NYU CareerNet: This on-line database allows students to search for full-time, part-time, and internship positions. After registering with the Office of Career Services, NYU alumni (fee required) and students with a valid NYU ID have access to job listings 24 hours a day via the Web site.

On-Campus Recruitment: At the Main Office, recruiters from major organizations interview graduating students for full-time employment after graduation and interview juniors for summer internship opportunities.

Résumé Referral Service: Graduating students and alumni seeking full-time positions and current students seeking internships are encouraged to submit résumés to be faxed to employers with immediate employment openings.

STUDENT EMPLOYMENT AND INTERNSHIP CENTER
The Student Employment and Internship Center, located at 5 Washington Place, 2nd Floor (telephone: 212-998-4757, fax: 212-995-4197), assists students in securing internships and part-time jobs both on and off campus. Internship, part-time, and summer job listings are available through NYU CareerNet. Many students also secure internships through the résumé referral service and special internship programs. Numerous on-campus jobs are funded by the Federal Work-Study Program and provide an excellent opportunity to work at and get “connected” to NYU.

THE NYU BOOKSTORES

Main Bookstore
The New York University Main Bookstore, located at 18 Washington Place, stocks required and recommended course books, both new and used; a complete selection of hardcover and paperback general books; current best-sellers; children’s books and children’s clothing; study aids; and NYU sportswear, stationery, and gifts. Registered students can get a printout of their required and recommended textbooks at the store on the text level. The main telephone number is 212-998-4667.

The book inquiry system on the Web site at www.bookstores.nyu.edu is

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NYU's wireless access network, NYURoam, allows you to connect your laptop at a growing number of locations around campus (see www.nyu.edu/its/wireless).

Connecting to NYU-NET

www.nyu.edu/its/nyunet

NYU’s data network, NYU-NET, links your computer—whether in your home, residence hall, or off-campus workplace—to NYUHome, allowing access to many Internet services. You can connect to NYU-NET in a variety of ways:

- Modern connections to NYU-NET are available using the NYU DIAL (Direct Internet Access Link) service. See http://home.nyu.edu/help/ connecting/dial.
- NYU’s wireless access network, NYURoam, allows you to connect your laptop at a growing number of locations around campus (see www.nyu.edu/its/wireless).

Special Resources

ITS Academic Computing Services provides specialized resources and services for instructional and research purposes through the ITS Faculty Technology Center and its affiliated staff of subject-area specialists in the Arts, Education, the Humanities, High Performance Computing, the Sciences, and in Statistics and Mapping for the Social Sciences. ITS also cooperates with NYU Libraries and the Studio for Digital Projects and Research. For more information about the resources available to advanced students, see www.nyu.edu/its/students.html.

Software for Home and Office Use

http://home.nyu.edu > Files Tab > Software Channel

ITS provides Internet software and instructions for connecting your computer to NYU-NET, as well as Symantec AntiVirus software to protect your computer from viruses and worms. To download software, log in to NYUHome using your NetID and password, click on the "Files" tab, and then select the appropriate software.
for your computer’s operating system from the Software channel.

Help
www.nyu.edu/its/helpdesk.html
http://home.nyu.edu/help
www.nyu.edu/its/faq

Computer and network support is provided by the ITS Client Services Center (CSC). For telephone help, call 212-998-3333 from 8 a.m. to 12 midnight, Monday through Friday, and 12 noon to 12 midnight, Saturday and Sunday. For online support, visit the Web sites listed above. For in-person help, visit an ITS computer lab or the ITS Client Services Center, 10 Astor Place, 4th floor (open 9 a.m. to 6 p.m., Monday through Friday). Please note that appointments are required at the CSC if you need help with laptop configuration.

Further Information
www.nyu.edu/its

The ITS Web site provides detailed information about ITS resources and services and how to access them. The ITS Publications Group also offers a variety of pamphlets and guides; visit www.nyu.edu/its/pubs for more information and online versions of our current publications.

NEW YORK UNIVERSITY
ALUMNI ACTIVITIES

The involvement of alumni in University activities is crucial to the health and strength of New York University. Alumni provide important ties between the past and the present and help the University build for the future. The NYU Office for University Development and Alumni Relations works with the dean of each school and college to help serve alumni needs and encourage their involvement and support.

Contributing alumni receive the NYU Alumni Card, which is a passport to many University-wide alumni services and benefits, including limited access to Bobst Library and Coles/Palladium Sports Centers, entrance to the NYU Torch Club, educational travel programs, lifetime E-mail forwarding, and membership in VioletNet, an on-line community exclusively for NYU graduates. Alumni are also invited to apply for membership at the Princeton Club and to participate in numerous University events, both on campus and across the country.

For further information, please contact the Office for University Development and Alumni Relations, New York University, 25 West Fourth Street, 5th Floor, New York, NY 10012-1119; 212-998-6912; alumni.info@nyu.edu.
**Office of the University Registrar.**

The wait list will be available from the wait lists. Further details concerning departments about their status on cases inquire with the academic students may use Albert or in some closed. For courses in other schools, will have a wait list to be used when a registration fee is charged.

During registration, most Stern courses will have a wait list to be used when a section of a particular course has closed. For courses in other schools, students may use Albert or in some cases inquire with the academic departments about their status on wait lists. Further details concerning the wait list will be available from the Office of the University Registrar.

Wait lists expire the Monday after the first full week of classes at the beginning of the semester—at that time all students are removed from the wait list.

**Add/Drop:** Students may add and drop courses during designated periods. No classes can be added after the first two weeks of regular classes.

With the exception of accounting and finance majors, students may take no more than 18 points of advanced course work in any Stern department excluding introductory courses. CPA accounting majors may take no more than the requirements for the department core. Finance majors may take no more than 15 points of advanced finance course work. For liberal arts course work, the limit is 20 points of course work in any one area.

Additionally, Stern students may take no more than 16 points of applied art course work. Course work at the Tisch School of the Arts and the Steinhardt School of Education is considered applied art course work. Students may obtain an approved list of courses from the Office of Academic Advising and Student Services. All course work transferred into Stern is counted within these limits.

**SUMMER SESSIONS**
The 12-week summer is divided into two 6-week sessions. Students may choose among 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 6-week sessions may take a maximum of 16 points, with the credit load for either session not exceeding 10 points.

Matriculants who wish to attend the summer sessions are urged to take advantage of the registration advising period in November and April. Students may add courses through the third day of classes during each summer session. They may withdraw from courses through the third week of classes. A summer bulletin can be obtained from the Information Center, located in Shimkin Hall, 50 West Fourth Street.

**STUDY OUTSIDE THE UNIVERSITY**

Students enrolled for degree programs at New York University are expected to take their courses, including summer sessions, at New York University. Exceptions will be considered on a case-by-case basis and must be approved by the Office of Academic Advising and Student Services.

Students with more than 64 points of credit earned who are facing extenuating circumstances who wish to engage in summer study outside of NYU must make an appeal in writing to the Director of Advising, Tisch Hall, Suite 800. All appeals will be reviewed individually by a committee in the Office of Academic Advising and Student Services.

Students wishing to engage in study abroad should see an adviser in the Office of Academic Advising to discuss the process of study abroad.

**VETERANS BENEFITS**

Various Department of Veterans Affairs programs provide educational benefits for spouses, sons, and daughters of deceased or permanently disabled veterans as well as for veterans and in-service personnel, subject to certain restrictions. Under most programs the student pays tuition and fees at the time of registration but will receive a monthly allowance from Veterans Affairs.

Veterans with service-connected disabilities may be qualified for educational benefits under Chapter 31. An applicant for this program is required to submit to the Department of Veterans Affairs a letter of acceptance from the college he or she wishes to attend. Upon meeting the requirements for the Department of Veterans Affairs, the applicant will be given an Authorization for Education (VA Form 22-1905), which must be presented to the Office of the University Registrar, 25 West Fourth Street, 1st Floor, before registering for course work.

**All 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 points required. The Department of Veterans Affairs may not authorize allowance payments for points that are in excess of scholastic requirements, that are taken for audit purposes only, or for which nonpunitive grades are received.

Veterans may obtain applications or assistance in filing for educational benefits in 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.

WITHDRAWAL FROM COURSES
Occasionally, a student may withdraw officially from a course if continuation is made impossible for reasons beyond his or her control. A notation of “W” is not designed to spare students from a low grade. The official request to withdraw is made on the Program Change Form, which students can obtain in Suite 800, Tisch Hall. Students who withdraw after the withdrawal without a “W” deadline will have a “W” notation on their transcript.

WITHDRAWAL DEADLINES
Withdrawal Without a “W” Notation on the Transcript
Full-semester courses, fall and spring: No later than the end of the third calendar week of classes.
Half-semester courses, fall and spring: No later than the end of the third calendar week of classes.
All courses, summer: No later than the end of the third week of classes for the session in which the course is registered.

No withdrawals are permitted after these times in the respective terms. In all cases, the deadlines are based on the beginning date of the respective terms, not the date when the course has its first meeting.

Students who, in the judgment of the instructor, have not substantially met the requirements of the course or who have been excessively absent may be considered to have withdrawn unofficially and may, on the recommendation of the instructor, be given the final grade of F.
Policies and Procedures of the College

STUDENT CODE OF CONDUCT

The faculty of the Leonard N. Stern School of Business approved the following Student Code of Conduct on October 6, 1988.

All students are expected to pursue the highest standards of academic excellence and integrity. Students must adhere to the norms of a serious intellectual community. A student’s responsibilities include the following:

1. A duty to respect the efforts of others by submitting his or her own work.
2. A duty to properly acknowledge the efforts of others.
3. A duty to respect the privacy of members of the community by avoiding all forms of intimidation, including sexual harassment.
4. A duty to safeguard and respect the property and rights of others.
5. A duty to preserve the quality of academic facilities.

Plagiarism

Students are required to submit their own work. Ideas, data, direct quotations, paraphrasing, or any other incorporation of the work 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.

Honor Council

The Stern Honor Council hears cases involving alleged violations of the code of conduct by Stern students. Hearing panels consist of faculty and student volunteers trained to hear such cases. Students found responsible for violating the code of conduct have the right to appeal the decision of the hearing panel. Appeals are forwarded to the dean of the Stern Undergraduate College. The decision of the dean is final.

Disciplinary Sanctions

Students are expected to familiarize themselves and to comply with the rules of conduct, academic regulations, and established practices of the University and the college. 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 from the University. 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.

Examinations

All communication—written, oral, or otherwise—among students during examinations is forbidden except where approved by the instructor. The use of notes, books, other written materials, calculators, or other aids is forbidden except when approved by the instructor. Providing or receiving information about the content of an examination is forbidden except when approved by the instructor. The use of anyone else to take an examination for a student is forbidden.

The above-mentioned items are intended to be illustrative of plagiarism and other forms of cheating. They are not all-inclusive.

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 (and 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 Casio-FX or equivalent. Students who use unapproved devices may be liable to be charged with academic misconduct.

Resource Facilities

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). A copy of “University Policies and Procedures” is in the University’s handbook, the NYU Student’s Guide.

Travel Code of Conduct

All students who travel with the Undergraduate College of the Stern School of Business are expected to maintain the highest standards of 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:
1. A duty to respect the privacy rights of members of the community by avoiding all forms of intimidation, including sexual and physical harassment.
2. A duty to refrain from causing physical injury to others.
3. A duty to refrain from causing damage to the personal property of others.
4. A duty to preserve the quality of facilities that they may visit or reside at during their travels.
5. A duty to respect the cultural differences that may exist in the course of foreign travel, including observing the proper etiquette in business/social settings.
6. A duty to abide by procedures as set forth in relevant travel publications.
7. 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 Travel Code of Conduct may result in loss of academic privileges and/or disciplinary action.

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 dean’s office.

SEMESTER COURSE LOADS

Permission from the Office of Academic Advising and Student Services is required if a student wishes to take more than 18 points in a given semester. Students should contact their adviser during the registration period for approval.

Permission to take more than 18 points per term is limited to students who have completed at least 32 points 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 points 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.

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

GRADES AND GRADE POINT AVERAGES

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:

<table>
<thead>
<tr>
<th>Descriptive Value</th>
<th>Numerical Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>4.0</td>
</tr>
<tr>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>C-</td>
<td>1.7</td>
</tr>
<tr>
<td>D+</td>
<td>1.3</td>
</tr>
<tr>
<td>D</td>
<td>1.0</td>
</tr>
<tr>
<td>F</td>
<td>0.0</td>
</tr>
</tbody>
</table>

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

For example, an A in a 4-point course earns the student 16 grade points (4 x 4.0), a B in a 4-point course earns 12 grade points (4 x 3.0), and so on.

Grades of Incomplete

The following grades are without numerical value and are not included in the grade point average.

I—A notation of I is granted for a single semester. If the student does not complete the course material in the appointed time, the I will become an F.

I(P)—Indicates that the student was passing at the time of submission. I(F)—Indicates that the student was failing at the time of submission. This grade will lapse to an F if not resolved by the next semester and will be counted in the overall average.

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. The student, however, is responsible for requesting approval and submitting the Request for Incomplete Grade Form for a grade of I(P) or I(F). These grades are never automatic.

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. Students found doing so will have the incomplete notation lapse immediately to a grade of F.
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.

   The following grades are registrar’s grades; they are without numerical value and are ones for which credit is not granted except as noted.

   W—Official withdrawal.
   P—Not to be recorded by an instructor. This is a registrar’s grade assigned when the student has registered under the pass/fail option or for noncredit courses.

Grade Point Average

The grade point average is determined by dividing grade points by the credits (with 0 grade points and 4 credits for a grade of F; 0 grade points and 0 credits for a P). No courses in which a passing grade has been received (D or better) may be retaken. Retaking a course that has been passed in previous semesters is a violation of Stern’s policy. A student may only repeat a course in which a failing grade was received. However, both the failing grade and the passing grade will remain on the transcript, and both will be calculated into the grade point average.

The courses accepted toward the degree must first meet program requirements. Credit will be applied in strict chronological order.

All other credits accepted for transfer will be shown as advanced standing. The grades received from these transfer courses will not be included on the Stern School of Business transcript.

An average grade of C (2.0) is required for graduation (128 credits and 256 grade points) except that the number of credits in pass/fail option Ps shall be deducted from the 128 in calculating the grade point average (grade points divided by credits).

Students who complete the required number of credits but who lack grade points may be permitted to take additional courses to gain grade points. They may not secure grade points by repeating courses they have already passed. However, the Office of the University Registrar excludes excess credits not applicable toward a degree from a student’s GPA.
Grade Changes After Graduation
After the awarding of the degree, no grade changes of any kind are permitted unless due to a departmental clerical error in recording.

ACADEMIC PROBATION
Students who do not meet the academic standards of the Undergraduate College will be placed on academic probation. The academic standards are based on maintaining both a minimum cumulative grade point average (2.0) and a minimum of credit hours toward completion of the degree. Placement on academic probation is a serious matter, which may ultimately result in dismissal from the Undergraduate College. Students who are placed on academic probation are advised to seek counseling from an academic adviser in the undergraduate dean’s office in Tisch Hall, Suite 800.

Students will be placed on academic probation under the following circumstances:

1. failure to maintain a cumulative GPA of C (2.0) and/or
2. failure to maintain satisfactory progress toward completion of the degree.

Minimum satisfactory progress is defined as the completion of 24 points per academic year.

A student placed on academic probation for failure to maintain a C average will be informed that he or she must obtain a cumulative grade point average of 2.0 (C) within the next two semesters in which he or she is in attendance, or he or she will be subject to academic dismissal from Stern.

New and continuing students on probation will not be eligible for financial aid. A student on academic probation is disqualified from representing his or her class or any other department of the University in any athletic, musical, and student government, or dramatic organization as officer, member, or substitute and from engaging in any leadership positions in other organized extracurricular activities.

PROFICIENCY EXAMINATIONS
Transfer students who have taken introductory course work in finance, marketing, or statistics at other institutions must take and pass proficiency examinations in these areas if they wish to use their courses in place of the Stern requirements C15.0002, Foundations of Financial Markets; C55.0001, Introduction to Marketing; and C22.0001, Statistics for Business Control.

The proficiency examinations in these areas are administered by the Office of Academic Advising and Student Services, Tisch Hall, Suite 800. Students wishing to take any of these examinations must do so no later than by the end of the first six weeks of the fall semester. Students may take these exams only once.

PASS/FAIL OPTION
Students of the Stern School of Business are permitted to declare one elective pass/fail per semester outside of their major(s) and minor. A pass/fail grade cannot be taken in any required course, or courses used to satisfy general education or business studies requirements. A maximum of four courses may be taken for a pass/fail grade. Credits earned for these courses are eliminated for consideration for the Dean’s List, graduation with honors, and Beta Gamma Sigma (e.g., a full-time student must take a minimum of 12 points of credit in order to be eligible for the Dean’s List; a pass/fail course does not qualify as part of these credits).

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 end midsemester during the fall or spring term, a pass/fail designation can be filed no later than three weeks after the beginning of the course. Once executed, the pass/fail designation is irrevocable. Students enrolled in courses that begin in the second half of a semester should consult with their adviser about the pass/fail option.

When a transfer student has been granted advanced standing credit for courses without grade values, the number of credits that may be taken under the pass/fail option will be reduced accordingly. Students with questions about the pass/fail option should see their adviser in the Office of Academic Advising and Student Services.

INDEPENDENT STUDY
Students registering for independent study for the fall semester or summer sessions must meet the April 10 deadline of the preceding semester for departmental approval. To register for independent study for the spring semester, students must receive departmental approval by October 30 of the preceding semester. To be eligible for independent study, students must be bachelor of science candidates at the Stern School of Business and have an overall grade point average of at least 3.3 and senior standing. Well in advance of the deadline, qualified students should contact the undergraduate program coordinator of the department.

After securing a faculty adviser and agreeing on a topic, a student must also obtain permission from the undergraduate program coordinator of the department. Students who are approved for independent study will be registered by their adviser for the independent study. Independent study course guidelines can be obtained in the Office of Academic Advising and Student Services.

TRANSCRIPTS OF RECORD
Requests for official transcripts require the signature of the student requesting the transcript. Currently, the Office of the University Registrar is not accepting requests for a transcript by e-mail. A transcript may be requested in writing by either faxing (212-995-4154) or sending a signed letter to the Office of the University Registrar, P.O. Box 910, New York, NY 10276-0910.

A request for a transcript must include all of the following information: student ID number, current name and any name under which you attended NYU; current address; date of birth; school of the University attended and for which you are requesting the transcript; dates of attendance; date of graduation; and full name and address of the person or institution to which the transcript is to be sent. Please allow seven business days from the time the Office of the University Registrar is in receipt of your request.

Please note the following: there is no charge for academic transcripts; the limit for official transcripts issued to a student is three. A request for more than three transcripts requires the full name and address of the college, university, prospective employer, or scholarship agency to which the transcript will be sent. You can indicate in your request if you would like the transcripts forwarded to your home address, but the Office of the University Registrar requires the name and address of each institution.

Once the final examination period has begun, no transcript will be forwarded for any student who is currently enrolled in courses until all the student’s final grades have been received and recorded. Please correct any change of address online via Albert.

Students are able to access their grades at the end of each semester via Albert, NYU’s Web-based registration and information system. Albert can be accessed via NYUHome at http://home.nyu.edu.
ENROLLMENT VERIFICATION
Requests for verification of enrollment or graduation may be requested by submitting a signed letter with the following information: student ID number, current name and any name under which you attended NYU, current address, date of birth, school of the University attended, dates attended, degree of graduation, and the full name and address of the person or institution to which the verification is to be sent. Please address your request to Office of the University Registrar, Transcript and Certification Department, New York University, P.O. Box 910, New York, NY 10276-0910. Or you can fax your signed request to 212-995-4154. Currently, the Office of the University Registrar is not accepting requests for certification by e-mail. Please allow seven business days from the time the Office of the University Registrar is in receipt of your request.

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.

FINAL EXAMINATIONS
Regular final examinations are given at the end of each semester. Examination dates are provided in the course schedule book used for registration. 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 the equivalent.

MAKEUP EXAMINATIONS
Students who do not take the final examination at the regularly scheduled time due to compelling circumstances may, after applying to the instructor and at his or her discretion, be given the grade of I(P) or I(F), either of which indicates that the student is eligible to take a makeup examination.

Grades of I(P) and I(F) assigned due to absence at the final examination must be cleared within one semester; if not, the grade automatically becomes an F.

PROFICIENCY EXAMINATIONS

<table>
<thead>
<tr>
<th>Subject/Course</th>
<th>Those who should take the exam</th>
</tr>
</thead>
<tbody>
<tr>
<td>Writing Proficiency</td>
<td>All students (For details about the</td>
</tr>
<tr>
<td></td>
<td>writing proficiency requirements,</td>
</tr>
<tr>
<td></td>
<td>see page 21.)</td>
</tr>
<tr>
<td>C15.0002, Foundation of Financial Markets</td>
<td>All transfer students*</td>
</tr>
<tr>
<td>C55.0001, Introduction of Marketing</td>
<td>All transfer students*</td>
</tr>
<tr>
<td>C22.0001, Statistics for Business Control</td>
<td>All transfer students* and</td>
</tr>
<tr>
<td></td>
<td>freshmen with AP Statistics†</td>
</tr>
</tbody>
</table>

* Students may only take these examinations if they have completed introductory course work in the subject for which they wish to take the examination. They must also have received a grade of C or better for the course work.
† Must have received a 4 or 5 on the AP Statistics exam.

RESIDENCY REQUIREMENT
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 points of course work in residence at the Undergraduate College of the Stern School of Business immediately preceding the date of graduation. Forty-eight of these points must be in “C” (Stern) courses.

The full-time program should be completed in four years and must be completed within five consecutive calendar years (ten academic semesters). Failure to do so may result in academic dismissal.

Note: Students are allowed to transfer in a maximum of 32 credits from the following: Advanced Placement Examinations, the International Baccalaureate Program, the results of certain foreign certificate examinations, and college credit earned prior to matriculation at NYU. These credits can be applied to the degree requirements at any time during a student’s undergraduate career.

EARLY GRADUATION
All students accepted to the Stern School of Business at New York University are admitted to a four-year (or eight–academic semester) program. While it is possible for students to complete course work in a lesser amount of time, students are encouraged to participate in the wide range of opportunities found in a collegiate environment, such as clubs, sports, and minor programs 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, successful course enrollment, and successful completion of all degree requirements.

ATTENDANCE
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.

INTERNSHIPS
It is the policy of the Undergraduate College of the Stern School of Business not to grant academic credit for internships. Furthermore, the Stern School does not authorize the signing of release of liability waivers pertaining to internships undertaken by Stern undergraduates.

Stern undergraduates may accept paid and/or unpaid internships; however, it is preferable that Stern students request to be paid. Scheduling conflicts with such internships are not an acceptable excuse for failing to meet one’s academic obligations at the Undergraduate College, including, but not limited to, attending class, arriving to class on time, taking scheduled exams, completing homework assignments, fulfilling group work obligations, and addressing registration issues.
**LEAVE OF ABSENCE**

Leaves of absence are approved for medical, financial, or personal reasons. Students may request a leave of absence from the 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. Students who request a leave of absence for two consecutive semesters are required to meet with their adviser upon their return to Stern. Additionally, any student on an unofficial or unauthorized leave is required to apply for readmission. To request a leave of absence, students must meet with their academic adviser. This meeting is necessary 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.

Students should be aware of the following:
- Students may request a leave of absence from the Undergraduate College for a maximum period of up to two semesters in their career.
- Students absent for more than two consecutive semesters, including those in military service, must apply for readmission to the Undergraduate College with no guarantees of acceptance.
- Leaves are not granted after the third week of the term except for compelling personal or medical reasons.
- Refund percentages are based on the University 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 requested after the deadline require supporting documentation from the University Health Center or University Counseling Service.
- Students returning from medical leave may require clearance from the University Health Center or University Counseling Service 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.
Scholastic Achievement and Other Awards

The Stern School of Business recognizes and rewards students who attain academic excellence in numerous ways. Academic superiority is recognized through the Dean’s List, through graduation honors, and through honorary societies.

Dean’s List
The Dean’s List is compiled at the end of each semester. This is a list of matriculated students who in that semester have maintained an average of 3.6 or more in a program of studies of at least 12 graded points in the Stern School of Business. To be listed, a student must have the required average on all of the points that must be graded points as well. Note that grade point averages are carried to two decimal places (but are not rounded off).

Note: Only seniors in their last semester are given permission to enroll for fewer than 12 points at Stern. All other Stern students must be enrolled for 12-18 points.

Honor Key
Students named to the Dean’s List for three terms during their first two years in residence at Stern (including summer sessions if enrolled for a minimum of 12 graded points) are awarded a distinctive Honor Key and certificate in recognition of academic excellence. Recipients are invited to attend a ceremony in the spring semester hosted by the dean.

Graduation with Honors
Distinguished academic achievement is recognized by the awarding of degrees with the following distinctions: cum laude (3.5), magna cum laude (3.7), and summa cum laude (3.9). These averages are the approximate minimum and are computed on the basis of a student’s New York University work while matriculated at Stern. To be eligible for this designation, a student must have completed at least 64 points in residence at Stern. Only those courses that fulfill degree requirements may be used in computing these averages. A minimum of 60 points must be taken for a letter grade. (Grades of pass are not acceptable.) For internal transfers, course work taken before matriculation at Stern will be used in computing these grade point averages subject to the conditions discussed on page 97.

Honorary Societies
Beta Gamma Sigma
The national honorary society of collegiate schools of business, Beta Gamma Sigma, has 119 chapters throughout the country. 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 grade point average places them in the upper 7 percent of their class and to seniors whose grade point average places them in the upper 10 percent of their class.

To be eligible for membership in Beta Gamma Sigma, a student must have completed at least 60 points while matriculated at the college 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 will be used in computing this grade point average.

Students are notified of their eligibility to join Beta Gamma Sigma in the spring semester.

Departmental Honorary Societies
Departments of Accounting and Finance and the Information Systems Group: Beta Alpha Psi
Department of Economics: Omicron Delta Epsilon
Department of Marketing: Mu Kappa Tau

Student Honors Societies
Arch and Square: Junior honorary for those juniors who excel in extracurricular activities.
Sphinx: Senior honorary for those seniors who excel in extracurricular activities.

Stern Student Hall of Fame: For seniors, in recognition of outstanding achievement in service to the college, coupled with that level of academic quality represented by a minimum grade point average of 3.1.

Student Awards and Prizes
Awards and prizes are presented to students who have achieved academic excellence and to students who have shown leadership, involvement, and participation in student governance and collegiate activities. The following is a list of Stern School student awards and prizes.

Stern School Medallion Awards
The Eugene J. Keough Award, presented to an outstanding senior at the Stern School of Business on the basis of academic excellence and service to the college.
The Theodore Racoosin Award, presented to the student who has served his or her fellow students and the college in the capacity of University senator.
The Vincent C. Ross Award, presented to the outstanding junior at the Stern School of Business on the basis of his or her scholastic record, character, and extracurricular activities.
The John Ben Snow Award, presented to the outstanding senior at the Stern School of Business on the basis of his or her scholastic record and participation in University or Stern activities.
The Valedictorian Award, presented to the senior who graduates with the highest grade point average of the graduating class.
The John Stevenson Award, presented to the student who has served as president of the Student Council.
The Laurence A. Tisch Award, presented to the student who has served his or her fellow students as president of the Inter-Club Council.
Awards for Scholarship

The Priscilla A. LaBarbera Award, presented annually to a student majoring in marketing who has demonstrated excellence in scholarship as well as creative leadership within NYU or the larger community.

Information Systems Award, presented to the graduating senior majoring in information systems who has most consistently demonstrated outstanding scholarship in information systems.

The Jules Backman Economic Prize, consisting of a medallion and $100 in cash, awarded to a graduating senior who demonstrates outstanding scholarship in economics.

The Beta Gamma Sigma Scholastic Award, presented to the student who, upon completion of the junior year, has shown him- or herself to be most outstanding in scholarship, character, and seriousness of purpose.

The Eleutherius G. Chingos Award, presented to a senior marketing major who has demonstrated excellence in his/her marketing courses and has provided outstanding leadership to enhance the stature of marketing at Stern.

The William B. Cornell Management Award, a plaque, offered by the Management Club, to the student who has excelled in scholarship and leadership in the field of management.

The International Business Award, presented to a senior comajor in international business for outstanding performance in scholarship and school service.

The Lloyd E. Dewey Memorial Prize, awarded annually to the graduating senior majoring in finance, for academic excellence in that major and for service to his or her fellow students through participation in extracurricular activities.

The Eisner and Lubin Award of $100, presented to a graduating senior with a major in accounting and/or accounting and taxation, who by academic achievement and traits of character and mind shows promise of future professional, academic, or business success in accounting or taxation.

The Tredwell Hopkins Memorial Award, presented to the student who by the meticulous care of his or her work, outstanding grades, and concern for his or her fellow students shows promise of becoming a superior professional accountant.

The Willford I. King Award, given to the undergraduate student who achieves the highest grades in statistics courses.

The F. W. Laffrentz and Company Prize, a gold key and cash award presented annually to the student who attains the highest grades in accounting through his or her senior year.

The Jacob Marschak Memorial Award for Excellence in Quantitative Analysis or Econometrics, given annually to a student in recognition of such excellence.

The Vincent P. Moore Memorial Award, given biannually to a junior in the Undergraduate College who is a New Jersey resident and who shows high standards of achievement and merit.

The New York State Society of Certified Public Accountants Award, presented to the graduating senior majoring in accounting who has the highest general average in all accounting courses.

Awards for Scholarship and Extracurricular Activities

The Dean’s Community Service Award, presented to a member of the graduating class for outstanding service to the Stern School, the University, and/or the community that reflects true generosity of spirit and goodwill toward those in need and thereby reflects the genuine concern as well as the responsibility of business professionals.

The W. Edwards Deming Award, to the student majoring in either statistics and operations research or actuarial science who best symbolizes the qualities of scholarship and leadership and who exhibits potential for a successful career.

The David S. Littman Memorial Prize, awarded annually to an outstanding junior majoring in the field of finance who has demonstrated both scholarship and service to his or her fellow students.

The New York University Alumnae Club Certificate of Achievement, in memory of Hortense Dillon, presented to a female senior who has demonstrated excellence in the study of accounting.

The New York University Alumnae Club Certificate of Achievement, in memory of Rosalie Faron Woycik, presented to a female senior for excellence in marketing.

The New York University Alumnae Club Certificate of Achievement, in memory of Grace Straim Bachman, presented to a female senior for excellence in finance.

The Stern Alumni Connections Award, presented to the two outstanding seniors who have done the most for their class.
Every year, hundreds of students in the Stern Undergraduate College devote their time and energy to community service. In addition to the satisfaction they receive in helping their neighbors, they also gain valuable work experience.

Through NYU’s Community Service Center, students volunteer with dozens of non-profit organizations throughout New York City. Community service provides an opportunity to address major social, health, hunger, and environmental issues. Through service, students enhance their leadership skills, find fulfillment in giving back something to the community, and build new relationships while learning more about themselves.

President’s Office sponsors a special C-Team for service involving over 250 students working as tutors and mentors for young people at sites in Greenwich Village and the Lower East Side. Regular meetings and social events are sponsored by the Office of the President. Members are invited to submit proposals for special projects on their own skills and talents.

The University supports a national service initiative, Project SafetyNet, a cross-university corps, work to promote safety among young people at risk through peer mediation and conflict resolution programs. For general information, call 212-998-2094. Any students at NYU interested in joining AmeriCorps Project SafetyNet can contact Lee Frissell at 212-998-3021.

Many student clubs and organizations such as Stern Cares, various scholars groups, Student Council, and Phi Chi Theta sponsor special service projects and philanthropic events throughout the year. To find out more about becoming involved, contact the Student Council or Inter-Club Council at 212-998-4032.

The NYU Community Service Center, 212-998-4614, provides students with information about service opportunities. Hundreds of volunteer positions are on file in this office. Center staff are available to provide advice and support. A community service handbook, a helpful guide for doing community service, may be obtained at the center. The center also sponsors special events such as Alternative Spring Break, Weekend Service Projects, and the annual Hunger Clean-Up. In addition, the center welcomes organizations to post volunteer positions.
Travel Directions to the Washington Square Campus*

Lexington Avenue Subway
Local to Astor Place Station. Walk west on Astor Place to Broadway, then south on Broadway to Waverly Place, and west on Waverly Place to Washington Square.

Broadway Subway
Local to Eighth Street Station. Walk south on Broadway to Waverly Place, then west on Waverly Place to Washington Square.

Sixth or Eighth Avenue Subway
To West Fourth Street-Washington Square Station. Walk east on West Fourth Street or Waverly Place to Washington Square.

Seventh Avenue Subway
Local to Christopher Street-Sheridan Square Station. Walk east on West Fourth Street to Washington Square.

Port Authority Trans-Hudson (PATH)
To Ninth Street Station. Walk south on Avenue of the Americas (Sixth Avenue) to Waverly Place, then east to Washington Square.

Fifth Avenue Bus
Bus numbered 2, 3, or 5 to Eighth Street and University Place. Walk east on West Fourth Street or Waverly Place 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.

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.

* See Washington Square Campus map and key for specific addresses.
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