The Stern Difference

**Bolanle Animashaun, MBA 2004**  
BSc, University of Birmingham  
MS, King’s College

“Stern students are highly intelligent, motivated, and above all, supportive. Coming from the U.K., it was wonderful to join a community of people who made a real effort to ease my transition to a new city.”

**Carlos Galindo del Rio, MBA 2003**  
BE, Universidad del Pacifico

“The diversity of the Stern experience is just extraordinary. Within my study group of five people, there was someone from Israel, the U.S, China, Russia, and myself from Peru, all coming from various industries. Where else can you experience perspectives from so many different places on a daily basis?”

**Virginia Halton, MBA 2004**  
BA, University of Virginia

“Stern’s faculty boasts both renowned researchers who are known as global scholars and business professionals who share their real-world expertise with us. It’s remarkable to be learning directly from people who are regularly quoted on the front page of The Wall Street Journal and truly changing the face of business.”

**Emilie Chang, MBA 2003**  
BS, Cornell University

“Stern students are excited and eager to get involved and to influence the direction of the School. As a member of the student admissions committee, I helped select the incoming class and shaped the future of my alma mater.”

**Craig Friedman, MBA 2003**  
BA, University of California, Berkeley

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“Stern’s downtown New York location gives amazing access to the world’s business leaders, many of whom are alumni. Through these connections, I successfully set up networking events with companies like Goldman Sachs as the Vice President of Careers for Stern Women in Business. Only Stern has the proximity to foster these longstanding relationships.”

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**The Stern Board of Overseers**

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THE STERN MBA PROGRAM...

Dynamic...innovative...results oriented...door opening—Stern’s curriculum will equip you with the cross-disciplinary knowledge and skill sets today’s employers most want in their MBA recruits. From your very first day of Pre-Term, the Stern MBA program is designed to give you a leadership edge in any field of business, in any part of the world.

Delivering the Goods

Learning is everywhere at Stern—in the classroom, from your fellow students, and throughout the city that serves as your broader classroom. The ways you acquire knowledge at Stern are as diverse and stimulating as New York City itself. Your Stern experience will include classroom lectures, real-world case studies and analyses, group projects and team presentations, in-depth exchanges with corporate leaders, a summer internship, international-study tours, and possibly a semester abroad. In whatever form it’s delivered, the knowledge you acquire here will serve you both professionally and personally for a lifetime.

Rock-Solid Foundations

Breadth, depth, and flexibility— with a global perspective—are the hallmarks of the Stern MBA program. The core curriculum at Stern prepares you for success in a business environment in which traditional structural and functional boundaries are fast disappearing. Each course is carefully designed to stay ahead of an ever-changing business world and to meet the evolving needs of today’s business students. The blending of theory and practice found throughout the Stern curriculum is one of the many benefits of the School’s intense interaction with New York and the city’s business leaders.

Multiple Options/Maximum Flexibility

The Stern MBA program gives you the choices and freedom you need to design a course of study that truly meets your individual career goals. The 60 credits required for a Stern MBA are divided almost evenly between core courses and electives. All students graduate with an MBA in General Management, but can select as many as three specializations from a roster of 18 or decide not to specialize at all. Whether you specialize or not, you’ll be able to choose from one of the largest selections of elective courses offered by any of the top U.S. business schools. Stern’s electives include essential strategy and management courses, as well as an array of unique, eye-opening classes you’re unlikely to find anywhere else.

THE STERN DIFFERENCE

The Stern MBA program will equip you with the cross-disciplinary knowledge and skill sets today’s employers most want in their MBA recruits. From your very first day of Pre-Term, the Stern MBA program is designed to give you a leadership edge in any field of business, in any part of the world.
Since assuming the deanship of the NYU Stern School of Business in August 2002, Dean Thomas Cooley has initiated a new School-wide dialogue on the role of business education in today's society. In his view, business schools are a public trust, with a fiduciary duty to the truth, not to the bottom line. "We are entrusted by society," he says, "with the culture of a profession, and we have a responsibility to reinvigorate it through the education of each new generation. Our goal must be to provide meaningful and serious intellectual challenges that prepare students to deal with our complex world." The Stern MBA program teaches students to think not only critically and analytically, but also historically and ethically. The subject of values and social responsibility is an essential and ongoing part of the conversation at Stern, which is one of the very few leading business schools where all students take a required graded course in business ethics.

At a time when many business schools are focused on the delivery and the technology of education, Dean Cooley is placing renewed emphasis on content. The defining characteristic of the very best business schools is a distinguished research faculty, committed to both the creation and dissemination of knowledge. At Stern, teaching and research have always gone hand in hand and been equally valued. At the core of Dean Cooley's mission is to grow Stern's already formidable intellectual capital by continuing to build the strongest possible research faculty. It is the faculty, after all, says Dean Cooley, "who give us insight and understanding about how organizations, institutions, and people can best work together to reach our collective potential."
A Community of Leaders

The caliber, commitment, and vitality of its students make Stern one of the most exciting and rewarding business schools in the country. While Stern students come from a diversity of backgrounds and experiences, they tend to share certain key traits: integrity, drive, a capacity for independent thinking, and a talent for both leadership and teamwork. Whether it’s in the classroom, on the job, or in the community, Stern students are taking charge and making their mark on the School and on the city.

Involvement and Action

Stern students play an integral role in the life of the School, participating in — and having an impact on — everything from organizing conferences and bringing guest speakers to campus to influencing admissions decisions and curricular reform. By taking advantage of the many avenues for student involvement, students discover career prospects, foster social contacts and networking opportunities, and grow their leadership skills. During their time at Stern, students are not just receiving an education; they are also transforming and revitalizing the institution itself.

Teamwork and Support

Talk to Stern students and a common theme quickly emerges: this is a place where students help and support one another. From the first day of Pre-Term, incoming MBAs are divided into “blocks” of about 65 students each, who will take classes together, study together, socialize together, and, above all, help one another succeed at Stern. The spirit of teamwork and cooperation permeates student life. It also leads to close personal and professional relationships that often last long beyond the Stern years.

STERN STUDENTS...

Like you, Stern students are exceptionally bright, talented, motivated, and confident. They bring with them a rich variety of cultural backgrounds and academic and work experiences. The friends and colleagues you’ll make at Stern hail from across the United States and from more than 50 countries. They speak everything from French to Farsi (or both!) and their ambitions and goals are as eclectic as their backgrounds. One of Stern’s key strengths is its enthusiastic embrace of diversity. Our commitment to recruiting minority students is longstanding and unwavering. The first woman graduated from Stern in 1908, and today women constitute almost 40 percent of the full-time MBA enrollment at Stern — among the highest percentages at any business school in the country.

Partners in Learning and Growth...

THE STERN DIFFERENCE
In the Heart of the Action...

THE NEW YORK EDGE

Wall Street...Greenwich Village...Times Square...

Madison Avenue...Midtown — at Stern, New York City is classroom, campus, and laboratory all rolled into one. The city is a melting pot of ideas, passions, and ambitions, a place where Stern students sharpen their skills, learn from the best, and emerge ready to take on the world. With global centers of finance, media, communications, consumer products, fashion, real estate, and entertainment within walking distance or a short subway ride away, Stern offers its students access and opportunities no other business school in the country can surpass.

THE STERN DIFFERENCE

The Place to Be

New York is the epicenter of global business and finance, and no school is more in sync with the pulse of New York business than Stern. Our privileged location — closer to the business centers of Midtown and Wall Street than any other top business school — means that Stern students enjoy unique and easy access to the headquarters and recruiters of the world’s leading corporations and most dynamic enterprises.

Source of Ideas, Experience, and Knowledge

Stern students engage in an ongoing and highly rewarding interaction with New York’s corporate leaders — many of them Stern alumni — who serve as visiting professors, guest lecturers, advisory board members, and student project overseers. In a powerful example of the day’s headlines coming alive at Stern, Federal Reserve Chairman and Stern alumnus Alan Greenspan, pictured below, visited the School in Spring 2002 and gave a seminal speech on business ethics in the wake of the Enron collapse to an audience of more than 600 students and faculty.

Crossroads of Culture and Commerce

Studying in a world capital of media, entertainment, and the arts means that Stern students have direct exposure to the business of culture. The students pictured below analyzed the inner workings of The Metropolitan Opera — on site at Lincoln Center. Stern also attracts top business leaders to campus, such as Jeffrey Immelt, CEO of General Electric, pictured above, who recently visited Stern as part of the CEO Series.

Magnet for the Best and the Brightest

The opportunity to live, study, and grow in New York draws the best business students in America and from around the world to Stern. The opportunity to teach and conduct research as part of the New York business community helps attract stellar teachers to Stern’s faculty, which boasts more than 200 full-time members and nearly 100 adjunct professors.
The aim of the Stern MBA program is to create complete managers — consummate professionals with the broad-based knowledge required to master change and excel in today’s global business environment. To achieve this goal, Stern draws on a unique set of advantages:

- An innovative curriculum that equips you with the strategic and cross-functional skills employers most want in an MBA
- Depth combined with flexibility in a program that prepares you to be an expert in your field
- Teaching faculty who bring the pulse of industry and the excitement of their research into the classroom every day
- The academic resources of New York University, one of the world’s great learning centers
- The New York edge that keeps Stern students on the forefront of change in every business sector
- A constant emphasis on real-world issues
- A global focus that pervades every aspect of the MBA program, turning the world into your classroom.
The Stern MBA program has been carefully calibrated to provide the breadth and depth of knowledge you'll need to succeed in any business arena. While the program is generalist and cross-disciplinary in nature, students are exposed to possible areas of specialization from day one since all academic departments contribute to the core curriculum.

**The Curriculum at a Glance**

**Before You Arrive**
- Online Quantitative Skills Assessment

**Semester 1 (15.0 credits)**
- Core Courses:
  - Managing Organizations 3.0
  - Firms & Markets 3.0
  - Statistics & Data Analysis 3.0
  - Financial Accounting & Reporting 3.0

**Semester 2 (16.5 credits)**
- Core Courses:
  - Business Communications 1.5
  - Strategy 3.0
  - Global Business Environment 3.0
- Remaining Core/Breadth Courses 6.0
- Specialization/Elective Course 3.0

**Semester 3 (15 credits)**
- Specialization/Elective Courses 13.5
- Capstone Core Course: Professional Responsibility 1.5
- Taken in third or fourth semester

**Semester 4 (13.5 credits)**
- Specialization/Elective Courses 13.5

**Total** 60.0

**THE STERN PRE-TERM**

The Stern experience begins with an intense and exciting Pre-Term orientation. Required for all incoming full-time MBAs, Pre-Term is a terrific opportunity to interact with your fellow students, get to know the faculty, explore New York, and experience Stern firsthand. Exercises in team building, management communication, case analysis, and ethics introduce some of the major themes and methods emphasized throughout the MBA program. Presentations by MBA Student Services, the Office of Career Development, current students, alumni, and faculty offer a preview of the resources you’ll be tapping at Stern.

**The Blocks**

At Pre-Term, each entering class is divided into blocks of about 65 students each, who will take most classes together during the first year and frequently interact during the second. The blocks are a defining element of the Stern experience. They bring together students with diverse backgrounds and skills, who learn from and support one another, especially during the intense first and second semesters and the recruiting process for summer internships. The blocks foster teamwork and become lifelong networks of friends and professional contacts.

**THE CORE**

The core courses of the first year are the foundation upon which your MBA is built. In addition to foundation courses, first-semester students also take the first three of a required nine credits of functional area, or breadth, courses. The remaining breadth courses, along with a specialization or elective course, make up the second semester. A capstone core course on Professional Responsibility, taken in the third or fourth semester, completes the core requirements:

- Cross-disciplinary courses such as Strategy incorporate material from various academic areas to give you a unique cross-disciplinary managerial perspective that’s essential no matter which field you choose.
- Foundation courses — Statistics & Data Analysis, Financial Accounting & Reporting, Global Business Environment, and Firms & Markets — equip you with the analytical skills you’ll need to understand, interpret, summarize, and present business data.
- Breadth courses focus on the functional business areas — Marketing, Finance, and Operations — that all successful managers must fully grasp.

**Leveraging New York**

Stern’s close relationships with leading New York institutions offer students extraordinary opportunities to interact with the city’s business and cultural leaders, from Wall Street to Lincoln Center. As part of the core Managing Organizations course, the entire first-year MBA class studies the organizational challenges faced by the Metropolitan Opera, one of the nation’s premier arts institutions. In analyzing the Stern-written case study on the Met, students delve into the complexities of running a major opera company and see it in action with a rare behind-the-scenes visit to the Metropolitan Opera House at Lincoln Center. In another example of the powerful synergy between Stern and the city, Harvey Golub, the retired chairman of American Express and a Stern alumnus, meets with each of the six first-year MBA blocks at separate lunches during which he answers questions about business leadership and his own storied career. The informal, dynamic nature of the meetings fosters maximum interaction between Mr. Golub and Stern students.
MULTIPLE OPTIONS/ MAXIMUM FLEXIBILITY

Stern's MBA program offers a rich menu of opportunities to broaden and deepen your business knowledge. You can choose from more than 150 courses within the Stern curriculum as well as business-related courses offered at other NYU schools, such as the Robert F. Wagner Graduate School of Public Service, the School of Law, the Steinhardt School of Education, and the Real Estate Institute. With Stern's specialization system, you have the flexibility to tailor a program to your specific intellectual interests and career aspirations.

DEFINING YOUR GOALS: THE STERN SPECIALIZATIONS

All Stern MBA students graduate with a major in General Management. In addition, you have the option to specialize in as many as three subject areas — or not to specialize at all. You can take as few as nine credits in your specialization or as many as 18. The variety of choices and combinations possible within the elective requirement enables you to define your educational objectives as narrowly or as broadly as you like. And the portfolio of courses you can choose from is constantly being expanded and fine-tuned in response to the rapid pace of change in the business world.

The 18 specializations offered at Stern include 12 departmental specializations in the traditional business disciplines and functional areas and six interdisciplinary specializations in nontraditional areas, such as Entrepreneurship & Innovation and Entertainment, Media, & Technology, many of them closely tied to specific career tracks and core New York industries.

Areas of Specialization

- Accounting
- Banking
- Corporate Finance
- Economics
- Digital Economy
- Entertainment, Media, & Technology
- Entrepreneurship & Innovation
- Finance
- Financial Instruments & Markets
- Global Business
- Information Systems
- International Finance
- Law & Business
- Management & Organizational Behavior
- Marketing
- Operations Management
- Quantitative Finance
- Statistics

WWW

www.stern.nyu.edu/mba/advising

- MBA Academic Advising Services
- Curriculum requirements

"One of the things that distinguishes Stern is its emphasis on international issues. And it's not just in the Global Business specialization, it's across the board. My field is international macroeconomics. It can be very technical and theoretical, but you're also dealing with all the fascinating things that are happening in the real world: currency swings, market movements, policy debates, major events in Europe, Japan, the U.S., and emerging markets. These are things that stimulate my research and that students love to know about—and need to know about to make good business and investment decisions. Stern students get all of the technical background they could possibly want, but they are also getting the big picture of how the global macroeconomy really works."

Nouriel Roubini, Associate Professor of Economics and International Business
PhD, Harvard University

NYU Stern's elective course offerings are not only among the most extensive of any of the leading U.S. business schools; they are also among the most innovative and stimulating. Whether the subject is finance or banking, marketing or media, entrepreneurship or global business, at Stern you'll find some of the world's best business teachers and top practitioners teaching courses designed to match your interests, expand your horizons, and challenge your assumptions. Here's a sampling of some of the electives that you will see only at Stern:

- Bankruptcy and Reorganization
- Entrepreneurial Finance
- Game Theory & Business Strategy
- Managing Investment Funds
- Restructuring Firms and Industries
- Women in Business Leadership

The Stern Global Business specialization is one of the most gifted business professors in the country. He is also one of Stern's most popular teachers and a prime example of the productive synergy between research and teaching. "What I do to prepare for my classes is part of my research and part of the preparation for the next book I'm writing. Lecture notes become research papers, research papers become books. There's so much synergy across everything I do, it's all intertwined."

Finance Professor Aswath Damodaran

Aswath Damodaran, Professor of Finance
MBA, PhD, UCLA
NYU Stern has long been recognized as a leader and innovator in global business education. With a highly international faculty and student body and a location in the heart of one of the world’s most cosmopolitan cities, Stern is uniquely positioned to provide its students with a global perspective. The international dimensions of business and management are embedded throughout the MBA curriculum, while a variety of international study programs enable Stern students to experience first-hand the business issues and challenges of other countries and cultures.

**GLOBAL OPTIONS AND INITIATIVES**

International content is an integral part of what is taught in virtually every course at Stern. In addition, students can choose from a wide array of elective courses in Global Business and participate in one of the international study programs outlined below. Those seeking to deepen their knowledge of the field in preparation for careers in the international arena also have the option to specialize in Global Business. Across the board at Stern, research and knowledge creation are the bedrock of academic excellence — and the field of Global Business is no exception. In 2003, Stern took its long-standing leadership position in international business education to the next level with the establishment of the Stern Global Business Institute. The primary mission of Stern’s newest research center is to foster cutting-edge research and provide consistent oversight and support for the School’s wide-ranging international business programs. The Institute also sponsors a regular seminar series as well as periodic conferences and workshops on key global business issues.

**THE WORLD AS OUR CLASSROOM**

- The International Management Program (IMP) One of the longest running and best MBA student exchange programs available, the IMP offers a select group of Stern students a semester of study and experience in leading overseas graduate business schools. Participants study alongside the future business leaders of the host country. In the process, they develop an understanding of another business and cultural environment, sharpen their global business and language skills, and open the door to future employment in international banking, multinational enterprises, and major firms outside the United States.

- Short-Term Study Programs For students interested in a shorter overseas stay, Stern offers global business perspectives courses ranging from three to seven weeks at leading international business schools. Recent host schools include the Otto Beisheim Graduate School of Management at WHU Koln in Germany, the Copenhagen Business School in Denmark, and the Universidad Torcuato Di Tella in Buenos Aires, Argentina. The Short-Term Study Programs are taught entirely in English by internationally renowned academics and provide a window of opportunity for students to experience the culture of a foreign academic institution.

**International Management Program Partner Schools**

- Argentina
  - Universidad Torcuato Di Tella (Short-Term Study Program), Buenos Aires
- Australia
  - University of New South Wales, Australian Graduate School of Management, Sydney
- Melbourne Business School
- Austria
  - Wirtschaftsuniversität Wien, Vienna
- Belgium
  - Université Catholique de Louvain
- Brazil
  - Escola de Administração de Empresas de São Paulo, Fundação Getulio Vargas
- Chile
  - Pontificia Universidad Católica de Chile (PUC), Santiago
- China
  - Tsinghua University, School of Engineering and Management, Beijing
- Costa Rica
  - Instituto Centroamericano de Administración de Empresas (INCAE), Alajuela
- Czech Republic
  - Vysoká škola ekonomická, Central and East European Studies Program (CESP), Prague
- Denmark
  - Copenhagen Business School (Short-Term Study Program)
- France
  - HEC School of Management, HEC MBA Program, Jouy-en-Josas
- Germany
  - Universität zu Köln, Cologne
  - WHU Koln, The Otto Beisheim Graduate School of Management (Short-Term Study Program)
- Hong Kong
  - Chinese University of Hong Kong
  - Hong Kong University of Science and Technology (HKUST)
- India
  - Indian Institute of Management, Ahmedabad
- Israel
  - Tel Aviv University
- Italy
  - Scuola di Diritto Aziendale dell’Università Luigi Bocconi (SDA), Milan
- Japan
  - International University of Japan, Niigata
- Mexico
  - Instituto Tecnológico Autónomo de México (ITAM), Mexico City
- The Netherlands
  - Erasmus University, Rotterdam
- Norway
  - Norges Handelshøyskole (NHS), Bergen
- Singapore
  - Nanyang Technical University
- South Africa
  - University of Cape Town
  - University of the Witwatersrand, Johannesburg
- South Korea
  - Yonsei University, Seoul
- Spain
  - Escuela Superior de Administración y Dirección de Empresas (ESADE), Barcelona
- Bilkent Business School, University of Navarra, Barcelona
- Sweden
  - Stockholm School of Economics
- Switzerland
  - Universität St. Gallen
- United Kingdom
  - London Business School (LBS)
  - London School of Economics and Political Science (LSE)
  - Manchester Business School
- Venezuela
  - Instituto de Estudios Superiores de Administración (IESA), Caracas

**THE STERN MBA PROGRAM**

“Traveling to Thailand during spring break was one of the most incredible experiences of my life! We spent about 10 days there for both educational and recreational purposes. Before leaving Stern, we set up meetings with local companies and alumni to learn about the Thai business community. But we also made sure we spent time sightseeing and relaxing. Here we are in Bangkok, visiting an ancient temple. There’s a global perspective to everything we learn at Stern, but this trip really brought that to life for me and my classmates.”

Jenny Kim, MBA 2002
BA, Tufts University
Entrepreneur and Co-Owner, Patio Lounge
Representative List of Elective Classes Offered at Stern

Accounting, Taxation, and Business Law
Accounting and Valuation Issues in the Entertainment, Media, and Technology Industries
Accounting, Tax, and Legal Issues in Entrepreneurship
Accounting for Mergers, Acquisitions, and Related Matters
Analysis of Financial Institutions and Financial Instruments
Auditing
Business Law for Managers
E-Commerce: Accounting, Control, and Valuation
Entrepreneurship Law
Financial Reporting and Analysis
Financial Reporting for Complex Issues
Fundamentals of Federal Income Tax
Information Analysis for Managerial Decisions
An Integrated Approach to Financial Statement Analysis
International Accounting and Financial Statement Analysis
Strategic Business Planning and Taxes
Taxation of Individuals and Business Income
Taxation of Mergers, Acquisitions, and Related Matters
Economics
Conflict and Decision Making: Management and Regulation of Economic Problems
Economic and Business History of the United States
Economics and Politics of European Integration
Entrepreneurial Leadership: Patterns and Processes
Financial Development of the U.S. Financial History: Money and Power 18th to 21st Centuries
Global Perspectives on the History of Enterprise
International Macroeconomic Policy: Theory and Evidence from Recent Financial Crises
Monetary Policy, Banks, and Central Banks
Networks, Telecommunications Economics, and Digital Convergence
Post-Soviet Economies in Transition
Entrepreneurship & Innovation
Accounting, Tax, and Legal Issues in Entrepreneurship
Brand Planning
The Business of Producing: Entrepreneurship on Entertainment and Media
Corporate Venturing
Economic and Business History of the United States
Economics and Politics of European Integration
Entrepreneurial Finance
Entrepreneurial Leadership: Patterns and Processes
Foundations of Entrepreneurship
Fundamentals of Digital Markets
Global Perspectives on the History of Enterprise
Managing Change
Managing Growing Companies
Marketing of High-Tech Products
Networks, Telecommunications Economics, and Digital Convergence
Venture Capital Financing
Finance
Advanced Bankruptcy and Reorganization
Advanced Futures and Options
Advanced Portfolio Analysis
Applications of Portfolio Analysis
Bankruptcy and Reorganization
Behavioral Finance
The Business of Music and Film
Corporate Finance
Corporate Finance in EMT Firms
Debt Instruments and Markets
Emerging Financial Markets
Entrepreneurship Finance
Entrepreneurial Finance
Equity Instruments and Markets
Equity Markets: Trading and Structure
 Futures and Options
Global Banking and Capital Markets
Honors Project Course
International Financial Management
International Fixed Income
Investment Banking
Investment Strategies
Law and Business of Investment Banking
Legal Foundations for Applied Finance
Mergers and Acquisitions
Policy-Making in Financial Institutions
Private Equity Finance
Real Estate Finance
Restructuring Firms and Industries
Special Topics: Women at the Top
Topics in Corporate Finance
Topics in International Finance
Topics in Investments
Venture Capital Financing
Working Capital Management
Information Systems
Data Mining and Knowledge Systems
Designing and Developing Web-Based Systems
E-Business: Management in Digital Firms
Financial Information Systems
Information and Internet Technologies
Information Technology and Strategic Management
Managing the Digital Firm
Risk Management Systems
InterArea Classes
Economics and the Arts
Managing Financial Businesses
Managing Investment Funds
Models of Leadership
International Business
Current Economic and Financial Problems: Illusory, Reality, and Remedies
Emerging Economies
Emerging Financial Markets
Emerging Markets Initiative
Financial Development of the U.S.
Financial History: Money and Power 18th to 21st Centuries
The French Economy: Structure and Policy
Global Banking and Capital Markets
Global Economic Integration and Entrepreneurship
Global Perspectives on the History of Enterprise
Globalization of the Entertainment Industry
International Accounting and Financial Statement Analysis
International Financial Management
International Investments Analysis
International Macroeconomic Policy: Theory and Evidence from Recent Financial Crises
International Marketing Management
Models of Leadership
Multinational Business Management
Post-Soviet Economies in Transition
Stabilization and Growth in Emerging Markets
Topics in International Finance
Western European Business
Management & Organizational Behavior
Advanced Strategy Analysis
Analysis of Organizations
Collaboration, Conflict, and Negotiation
Corporate Governance
Corporate Venturing
Foundations of Entrepreneurship
Game Theory and Business Strategy
Managerial Skills
Managing Change
Managing Decision Making
Managing Growing Companies
Managing High Performance Teams
Managing in the Performing Arts
Models of Corporate Social Responsibility
Multinational Business Management
Power and Politics in Organizations
Social Entrepreneurship
Marketing
Advertising Management
Brand Planning
The Business of Broadcast and Cable Television
Television Management
The Business of Producing: Entrepreneurship on Entertainment and Media
The Business of Sports Marketing
Competitive Strategy in the Marketplace
Consumer Acquisition
Consumer Behavior
Consumer Behavior and the Internet
The Craft and Commerce of Cinema
Entertainment and Media Industries
Entertainment Marketing
Financial Services Marketing
Globalization of the Entertainment Industry
International Marketing Management
Introduction to Marketing Research
Marketing Engineering
Marketing of Financial Services
Marketing of High-Tech Products
Merchandising, Distribution, and Exhibition
New Product Marketing and Design
Pharmaceutical Marketing
Pricing and Promotion of the Marketing Mix
Professional Management in Entertainment and Media
Strategy and Entrepreneurship in the Entertainment and Media Industries
Television Management
Operations Management
Decision Models
Operations Strategy
Operations for Financial Services
Service Operations and Strategy
Supply Chain Management
Technological Innovation and New Product Development
Statistics and Operations Research
Applied Stochastic Processes for Financial Models
Forecasting Time Series Data
Introduction to the Theory of Probability
Mathematics of Investment
Multivariate Econometric Analysis
Regression and Multivariate Data Analysis
Statistical Inference and Regression Analysis
Stochastic Models for Finance
Stochastic Processes I

“Of the things that impressed me most about Stern was a class I attended as a prospective student. I noticed how interactive it was in the sense that the students weren’t afraid to challenge the professor and to engage in dialogue during which could very easily have been a lecture. That stimulated me. It made me feel I was locking into the learning experience. Stern students have done very different, very interesting things, and you learn so much from having that mix in the classroom.” Stern faculty also bring a lot to the party, according to Omar Archer (right). “The teachers here are very, very good, and very accessible. You can discuss all sorts of issues with the professors, both in and out of the classroom,” Professor David Backus, for example, goes to all of our Thursday night student socials. And he doesn’t just pass through. He talks to us and gets our perspectives on things... gets to know us as people, not just as students.”

David Badus, Heinz Riehl Professor of Finance and Economics
PhD, Yale University
Omar Archer, MBA 2002
BS, University of Virginia
Associate Regional Manager, Private Client Services,
UBS Financial Services, Inc.

“If you think about the teaching profession, the active word isn’t teaching, it’s learning,” says Professor David Backus (left). “If your students bring a lot to the party, as Stern students do, they become a key part of the learning experience. Stern students have done very different, very interesting things, and you learn so much from having that mix in the classroom.” Stern faculty also bring a lot to the party, according to Omar Archer (right). “The teachers here are very, very good, and very accessible. You can discuss all sorts of issues with the professors, both in and out of the classroom,” Professor David Backus, for example, goes to all of our Thursday night student socials. And he doesn’t just pass through. He talks to us and gets our perspectives on things... gets to know us as people, not just as students.”

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Associate Regional Manager, Private Client Services,
UBS Financial Services, Inc.

“Of the things that impressed me most about Stern was a class I attended as a prospective student. I noticed how interactive it was in the sense that the students weren’t afraid to challenge the professor and to engage in dialogue during which could very easily have been a lecture. That stimulated me. It made me feel I was locking into the learning experience. Stern students have done very different, very interesting things, and you learn so much from having that mix in the classroom.” Stern faculty also bring a lot to the party, according to Omar Archer (right). “The teachers here are very, very good, and very accessible. You can discuss all sorts of issues with the professors, both in and out of the classroom,” Professor David Backus, for example, goes to all of our Thursday night student socials. And he doesn’t just pass through. He talks to us and gets our perspectives on things... gets to know us as people, not just as students.”

David Badus, Heinz Riehl Professor of Finance and Economics
PhD, Yale University
Omar Archer, MBA 2002
BS, University of Virginia
Associate Regional Manager, Private Client Services,
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The mix at Stern — of nationalities, cultural backgrounds, academic and professional experiences — makes it one of the most exciting and enriching business schools in the country. Quality of student life is one of Stern's great draws. Come visit the campus, talk to the students, and you'll discover a vibrant group of people, committed to the task at hand and plugged into the energy of New York. Your Stern experience will be largely defined by your interactions with fellow students. They'll challenge you, stretch you, be there for you, and in many cases, they'll become lifelong friends and professional resources. When all is said and done, acquiring an MBA is as much about personal fulfillment as it is about professional advancement, and in both regards, Stern is second to none.
GETTING INVOLVED: STUDENT LIFE AT STERN

The opportunities at Stern go well beyond a stellar degree and powerful career leverage. Your two years here will be a unique time in your life, when you’ll not only grow intellectually and professionally, but also have the chance to experience student life in one of the most exciting cities on the planet. Stern students engage fully in all that their school, community, and city have to offer. Whether it’s participating in an academic club, sports team, or community outreach program, or simply taking advantage of New York’s extraordinary attractions, the possibilities for getting involved and having fun at Stern are countless, and as diverse as the School itself and the great city it’s a part of.

LEADERSHIP IN ACTION: THE STERN STUDENT CLUBS

The student clubs and associations at Stern are primary venues for student involvement, career networking, and meeting classmates whose goals, interests, or hobbies share. Although it takes a certain amount of creative time management, most Stern students participate in at least two clubs or other extracurricular activities. Freshman students take full ownership of the management of these organizations, which they immediately get to put to work the skills they’ve learned in their management, strategy, and entrepreneurship courses. With some 40 clubs and associations to choose from, there’s an outlet for nearly every interest imaginable (and if you don’t find what you’re looking for, it’s easy to start a club of your own). Stern’s student clubs and associations are divided into four major categories:

- **Student Government**
  - Student input is not only encouraged at Stern, it is listened to and acted upon. The main conduit for that input is the Stern Student Corporation, or SCorp (pronounced “s-corp”), the MBA student government and community service organization. SCorp leaders play a key role in both planning day-to-day campus events and in shaping and executing the strategic plans of the general Stern community. While Executive Board and Committee Chair positions are typically filled by second-year students, first-year students can get involved as Block Leaders. Each block of first-year students elects three representatives who coordinate the academic and social activities of their respective blocks, as well as town-hall-style meetings and discussions with block faculty to talk about the courses they teach, block happy hours, inter-block dinners, and end-of-finals block parties.

- **Academic Clubs**
  - The professionally-oriented academic clubs are a key component of the Stern experience. Clubs-sponsored conferences, lecture series, seminars, study trips, and social events enhance the educational and career opportunities of their members and provide outstanding networking opportunities.

- **Community Clubs**
  - While the academic clubs are focused on specific functional areas or career tracks, the community clubs bring together students with shared cultural backgrounds or interests to encourage networking and provide a forum for friendship, socializing, and mutual support.

- **Sports and Social Clubs**
  - From a cappella singing to wine tasting, golf to rugby, these decidedly non-academic clubs offer students opportunities to play their favorite sports (or learn new ones), relax, de-stress, and pursue interests and activities not related to schoolwork or career paths (although networking is always allowed!).

**COMMUNITY OUTREACH**

The tradition of service to the community is a powerful one at Stern. SCorp’s Community Service Committee encourages all Stern students to make a difference by participating in its annual service projects and programs, such as the Pre-Term Community Service Fair; New York Cares Day; and the Stern Chatty Ball, which recently benefited the NYC Police Athletic League. A newer tradition is the Stern Community Service MBA Challenge, in which teams of MBA students compete for points earned by volunteering time or donating goods, money, food, or clothing.
The “Maximum Exposure” Business Plan Competition

One of the highlights of the academic year at Stern is the announcement of the winners of the Maximum Exposure Business Plan Competition, an annual event organized by the Berkley Center for Entrepreneurial Studies to “promote the entrepreneurial aspirations of Stern students” (and for the first time this year, Stern alumni as well). With one of the largest cash awards in the nation, Maximum Exposure has enabled past winners to successfully implement their prize-winning plans. The $35,000 first prize in this year’s fourth annual Maximum Exposure competition went to student group “Princeton Pharmaceutical Research” for its plan to provide high quality, competitively priced contract research services to biotechnology and pharmaceutical companies. Another student group “The Canine Experience” took the $15,000 second prize for its plan to create an upscale dog boutique, focused exclusively on smaller dog breeds.

“I’ve always had an interest in community development and real estate investment. Stern Consulting Corps was a great opportunity to stay involved in the New York City community and to get hands-on real estate experience. Basically, the program enables students to apply what we’ve learned in the classroom to the benefit of local non-profit organizations and smaller inner-city businesses. My assignment was with the Abyssinian Development Corporation, working on getting a loan for the only supermarket in Harlem. As it turns out, I’m doing my summer internship at a company that gives this type of loan. It’s possible that we’ll do a deal that I will have helped broker on both sides.”

Nicole Adams, MBA 2004
BS, Georgetown University

In addition to Stern’s international study and student-exchange programs, student clubs also organize study and networking trips between semesters and during spring break. Under the auspices of the Technology & New Media Group (TANG), some 30 Stern students spent a high-intensity three days last January visiting Silicon Valley and San Francisco technology firms. Also last spring, a group of 110 Stern students, alumni, and spouses participated in a 10-day study tour of South Africa organized by the Emerging Markets Association (EMA). The memorable trip included an intensive introduction to the history, economy, and business climate of Africa’s most prosperous country with wildlife safaris and immersion in the sights and sounds of Johannesburg and Cape Town.
There is no better place to be a business student today than New York City and NYU Stern. From a professional point of view, it’s clearly the place to be. From a personal point of view, few other cities in the world offer the cultural attractions and entertainment possibilities that New York does. The NYU campus is located in the heart of one of the city’s most exciting, charming, and livable neighborhoods — edgy, bohemian Greenwich Village, with its quaint, tree-lined streets and legendary fast-forward nightlife. There’s no way you’ll do it all or see it all in New York, but knowing it’s all out there, within reach if you want it, is part of what makes living in New York so exhilarating.

THE SOCIAL SIDE OF STERN

Among all the conferences, workshops, seminars, study groups, and speakers series on the Stern extracurricular calendar is an equally large number of events devoted just to having fun and kicking back. There are regularly scheduled activities like sports events, plus a great deal of impromptu socializing in and around campus. Many events include spouses or partners and all of them play a tremendous role in creating the sense of cohesion and community that is so characteristic of Stern.

At NYU Stern, I’ve made some great friends and terrific contacts through the club. I know I’ll be in touch with these blokes for a long, long time.”

Scott McCartney, MBA 2003
B. Commeres, University of New South Wales Associate, Credit Suisse First Boston Corporation, with fellow Rugby Club member James Browning (left)

The Palladium Residence Hall

One of NYU’s newest living facilities, the state-of-the-art Palladium Residence Hall is located on 14th Street, a ten-minute walk from the Kaufman Management Center, on the border between Greenwich Village and the trendy Union Square/Hudson District with its concentration of theaters, clubs, shops, and restaurants. Single studios and shared apartments on four floors of the Palladium have been set aside for approximately 100 Stern MBA students. The MBA apartments come fully furnished and equipped with telephones, cable TV and Internet connections. Additional features include 24-hour security, exclusive access to meeting and study rooms; photocopy, fax, and computer facilities; a sports center with an Olympic-size swimming pool and a 30 foot climbing wall, and a dining facility. The building’s proximity to a major transportation hub, the 14th Street/Union Square subway station, puts the entire city within hassle-free reach.

RESOURCES & FACILITIES

The NYU Stern campus is New York City itself, with all its tremendous riches and opportunities. But closer to home, in the center of NYU’s Greenwich Village campus, is a cluster of brick-and-mortar and virtual resources that will ease, enliven, and enrich your Stern experience from day one.

The Henry Kaufman Management Center The state-of-the-art facility you see today off Washingto Square was made possible by a generous $10 million upgrade gift in 1998 from Wall Street legend and Chairman Emeritus of Stern’s Board of Overseers Henry Kaufman. Housing modern classrooms, student lounges, study and conference areas, and student services offices, the Kaufman Center is the hub of the Stern campus, open and available whenever you need it.

Stern’s Computer Labs Stern students are never far away from one of hundreds of networked personal computers available at various locations in the Kaufman Management Center. Student lounges in the center are also equipped with wireless receivers that link laptops to the Stern network. Students also have access to course-related software, Lexis-Nexis stations, Bloomberg terminals, printers, and scanners.

Bobst Library An NYU landmark and one of the nation’s premier research libraries, the Eleanor Holmes Bobst Library and Study Center contains nearly thirty million volumes, plus a wealth of research materials that not even the Internet can rival—at least not yet!

The Jerome S. Coles Recreation Center Six tennis courts, Nautilus weight-lifting equipment, five basketball courts, an NCAA regulation swimming pool and diving tank, squash and handball/racquetball courts, fencing and wrestling rooms, and more are all available to Stern students at the Jerome S. Coles Sports and Recreation Center, just a five-minute walk from the Kaufman Management Center.
Success is measured in many ways at Stern. High on the list is the career development of its students. And by this standard, as by so many others, Stern is a leader among business schools. Stern’s reputation and location allow our students to have direct access to companies from across the United States and around the world. Stern alumni occupy positions of leadership at major corporations and financial institutions in New York, throughout the United States, and in Latin America, Europe, and Asia, and they are making their mark in all business arenas, including finance, marketing, consulting, high-tech, media and entertainment, and new enterprises. Supporting you through the intense career development process is the job of Stern’s Office of Career Development (OCD). From your first day at Stern, the OCD staff will be at your side, offering information, advice, and resources to help you figure out where you want to go and how best to get there.
FINDING THE RIGHT FIT: CAREER COUNSELING AND PLANNING

Self-discovery is a key component of the Stern experience. Whether you come in knowing exactly where you’re headed or ready to explore your options, Stern’s Office of Career Development (OCD) will be a dynamic partner in the process of Career Development.

OCD PROGRAMS AND SERVICES

Stern’s Office of Career Development is committed to providing students with the best available resources and tools to achieve three fundamental objectives: clearly identify their career goals; maximize their job search skills; and land the internship and full-time job of their choice.

Career Development Program

The Career Development Program (CDP) is a two-year program designed to empower students to take full charge of their career planning and to succeed in their job search. Beginning before Pre-Term and continuing throughout the two years of the MBA program, the CDP consists of workshops, panel discussions, mini courses, Q&A sessions, mock interviews, and résumé critiques. The program has been carefully structured and sequenced to prepare you for the Stern MBA recruiting process. Required benchmarks during the first year of the CDP include attending workshops on résumé writing, networking, interviewing, and campus recruiting, and participating in mock interviews with second-year students and outside consultants. The program continues in the second year with refresher courses, attending workshops on résumé writing, networking, interviewing, and campus recruiting, and participating in mock interviews with second-year students and outside consultants. The program continues in the second year with refresher courses, attending workshops on résumé writing, networking, interviewing, and campus recruiting, and participating in mock interviews with second-year students and outside consultants. The program continues in the second year with refresher courses, attending workshops on résumé writing, networking, interviewing, and campus recruiting, and participating in mock interviews with second-year students and outside consultants. The program continues in the second year with refresher courses, attending workshops on résumé writing, networking, interviewing, and campus recruiting, and participating in mock interviews with second-year students and outside consultants.

Career Planning

Top Employers of 2003

Stern MBA Graduates

American Express Company
Bear, Stearns & Co., Inc.
Booz Allen Hamilton, Inc.
Citicorp
Credit Suisse First Boston Corporation
Deutsche Bank
Ernst & Young
General Electric Company
Goldman, Sachs & Co.
IBM Corporation
JP Morgan Chase
Johnson & Johnson
Kidder Peabody
Lehman Brothers
Mckinsey & Company
Merrill Lynch & Co., Inc.
Morgan Stanley
Standard & Poor’s
UBS
Unilever

www.stern.nyu.edu/ocd
OCD services
Career planning
Job placement at Stern

“Before coming to Stern, I’d never lived outside of Brazil and I never really had contact with the American job market. I got to know everything through Stern. When you go for an interview in Brazil, you focus on different things than you do here. The skills I learned in my first year helped me land an internship at Prudential Securities. I’ve learned so much this year, both in the classroom and through my involvement in student clubs. You don’t even realize how much until you start applying it, almost unconsciously, to real-life situations at work.”

Alexandre Chiofetti, MBA 2003
BS, Escola Politecnica, Universidade de Sao Paulo
RECRUITING AT STERN

Stern is one of the most heavily recruited business schools in the nation. Its close proximity to Wall Street, the corporate giants of Midtown, and the thousands of businesses in between means that Stern students have instant access to New York City’s multinational business community. Stern’s location also encourages members of the business community to visit the School, both for informational meetings and job interviews. In all, more than 5,000 interviews are facilitated every year by Stern, with many more jobs posted electronically. Stern is a primary source of MBA talent for all of the most desirable industries and companies, from Wall Street firms and investment banks to consulting, media, marketing, technology, pharmaceuticals, and consumer products companies.

BRINGING JOBS AND STUDENTS TOGETHER

Stern’s Office of Career Development plays an aggressively proactive role in matching the right students with the right jobs and providing career development advice and tools. Corporate representatives come to Stern during the fall semester to interview graduating students for full-time employment. First-year MBA students are interviewed for summer internships in the spring semester. Most recruiting companies give corporate presentations in the early fall, in which they describe their activities and strategies and discuss career opportunities and employment requirements.

Corporate Relationships

ABB
ABIN AMDB Bank
Accenture
Act II Partners
ADV, Inc.
The Alexander Group, Inc.
Alliance Consulting Group
Allianz Versicherungs-AG
Altura Management Technologies
American Century Investments
American Express Company
American International Group, Inc.
American Management Systems, Inc.
American Partners, LP
Ann Taylor, Inc.
A.T. Kearney, Inc.
Avalon Group
Avaya, Inc.
Avalon Ventures
Banamex
Bancomer Banco Vicerrey Argentaria
Banco Popular
Bank of America
Bank of New York
Barclays
BARB, Inc.
BSF Corporation
Bayer Corporation
Bear, Steans & Co., Inc.
Bertelsmann AG
Bethelehem Steel Corporation
BiVocal, Inc.
BlackRock, Inc.
Blinds To Go

Bloomberg LP
BNP Paribas
BOC Gaseous
Booz Allen Hamilton, Inc.
The Boston Consulting Group
Bristol-Myers Squibb Company
Broadview Networks
BTS USA
Cablevision Systems Corporation
Caldybar Swerweeps plc
Career Federal Savings Bank
Catalyst, Inc.
CBS Corporation
Cendant Corporation
Charles Schwab & Co., Inc.
ChevronTexaco Corporation
Church & Dwight Co., Inc.
CIBC World Markets
CIGNA Corporation
Citigroup
Coca Cola
Cohen & Steers Capital Management, Inc.
Colgate-Palmolive Company
Commerzbank Corporation
Comsolized Edison Company
of New York
Core Banking Company
Credit Suisse Asset Management
Credit Suisse First Boston Corporation
CSX Group
The Dannon Company, Inc.
Dell
Dell
Dell
Deutsche Bank
Deutsche Post World Net
Dewica
Digiell, LLC
DoubleClick
Dresdner Kleinwort Wasserstein
The Dreyfus Corporation
Driehaus Capital Management, Inc.
D & B Corporation
ETRAXK Group, Inc.
Eli Lilly and Company
Endeavor Global, Inc.
Entenmann's
Entsuit, Inc.
Ernst & Young LLP
Expit International
Federal Reserve Bank of New York
Federated Investors, Inc.
Ferrari North America
Fidelity Investments
Fitch IBCA, Inc.
FleetBoston Financial Corporation
Fox Entertainment Group, Inc.
The Frankel Group, Inc.
FutureBrand Company
The Gallup Organization
Gartner, Inc.
Gateway
GBS Finanzas
GIC Capital
General Electric Company
General Motors Asset Management
General Mills, Inc.
GenTek, Inc.
GMAC Financial Services
Goldman, Sachs & Co.
Gordanian Group
Grant Thornton
Grunt Gulch & Co.
Groups International
Harlem Congregations for Community Improvement
HBO
Hewlett-Packard Company
Hilbush Leyko Howard & Zukin
HSBC Securities
IBM Corporation
ING
Institute of International Education
Intrel Corporation
International Finance Corporation
International Paper
Investec
J. & W. Seligman & Co., Inc.
J.P. Morgan Chase & Co.
Jennings Ryan & Kolb
Johnson & Johnson
Josephtal & Co., Inc.
Kinko's, Inc.
Knoll, Inc.
KPMG Financial Services
Kraft Foods
Kurt Salmon Associates
Lazard Asset Management
Lehman Brothers
Liberty Mutual Group
L'Oreal USA, Inc.
Lucent Technologies, Inc.
M&amp;T Bank Corporation
Marathon Associates
Mars USA, Inc.
Mass Mutual Financial Group
Matted, Inc.
Maybelline

Nestle

PepsiCo, Inc.

Peterson's

Pitney Bowes Inc.

Pittsburg Business Times

Plastic Animation Studios

Planned Parenthood Federation of America

Playtex Products, Inc.

Polo Ralph Lauren

Procter, Inc.

PricewaterhouseCoopers

PRIMEDIA

The Princeton & Gamble Company

Prophet

Provident Bank

Prudential Securities, Inc.

Public Broadcasting Service

Putnam Lovell Securities, Inc.

Rabobank Nederland

RBC Dain Rauscher, Corp.

The Reader’s Digest Association, Inc.

Reckitt Benckiser plc

Regeneron Pharmaceuticals, Inc.

Reuters America, Inc.

Revlon, Inc.

Roland Berger Strategy Consultants

Samsung Electronics

Scotiabank

SG Cowen

Shell Services International

Silicon Valley Bank

Sony Corporation of America

SoundView Technology Group

South Bronx Overall Economic Development Corp.

Standard & Poor’s

Starmedia Network, Inc.

Sterm Stewart & Co.

Sumitomo Mitsui Banking

TD Securities

The Thomson Corporation

TIAA-CREF

Tishman Speyer Properties

Towers Perrin

Toys R Us, Inc.

Turner Broadcasting System, Inc.

Twentieth Century Fox

Entertainment, Inc.

Twenty-First Securities Corporation

US Trust Corporation

UBS

Unibanco Securities, Inc.

Uniliever

USA Networks, Inc.

Via International

Vivendi, Byorum & Partners

W. E. Haft Asset Management Co.

The Walt Disney Company

The Washington Post

Wells Fargo & Company

Western Union International, Inc.

The World Bank

Wycly

Yahoo!, Inc.

YMCA

Young & Rubicam, Inc.

"There is a very large contingent of Stern alumni at Bear Stearns," says Glenn Wasserman, shown sitting, second from left, with fellow Stern MBA coworkers. "The first step in getting my summer internship here was to set up informational interviews with Stern alumni at the firm. Now that I am at Bear Stearns full-time, it’s great being part of that same process from the other side. There’s a very high seniority sponsorship for the Stern recruiting team here, because of the number of Stern MBAs we have and because of the success they’ve achieved within the company. Stern graduates have risen through the ranks at Bear Stearns, and we’re all eager to give back to the school that helped put us on a successful career track."

Glenn Wasserman, MBA 2001
BS, State University of New York at Albany
Associate, Investment Banking
Bear, Stearns & Co., Inc.

giving back

TAKING CHARGE OF YOUR CAREER
Stern graduates are literally everywhere. With nearly 60,000 alumni living and working throughout the United States and in 98 countries, there is hardly a major industry anywhere that doesn’t include Stern graduates in its ranks. Stern’s alumni network is large enough to foster global networking and the exchange of business and personal information. Alumni Affairs provides important programs and services to its global alumni body, working continually to build and strengthen the Stern network. Local and regional gatherings organized by Alumni Affairs include:

- Firm-wide receptions and networking events;
- The Stern Alumni Ball, held in previous years at the Museum of Modern Art and at The Museum of the American Indian; and
- The recent Global Alumni Conferences in Florence, Italy, and London.

An important component of alumni services at Stern is SWAP (Stern Worldwide Alumnae Platform). This is a user-friendly, password-secured online service designed to foster global networking and the exchange of business and personal information among Stern graduates. Through SWAP, alumni have access to a searchable alumni database, online career resources and job postings, and online networking capabilities through mail lists and bulletin boards. Thanks to another SWAP benefit — lifelong e-mail forwarding — Stern alumni will always be able to stay in touch with the Stern community.

**Stern Alumni Hall of Fame**

Michael Arneillie, MBA ’83
Former Chairman and CEO
Goldman, Sachs Asset Management

Willow Bay, MBA ’91
Correspondent
CNN

William R. Berkley, BS ’66
Chairman and CEO
W.R. Berkley Corporation

Bruno Bich, BS ’69
Chairman and CEO
Bic Corporation

Kevin R. Brine, MBA ’81
Managing Director
Brine Management, LLC

Jessica Rolf Cohen, BS ’77, MBA ’79
Managing Director and First Vice President
Merrill Lynch & Co., Inc.

Thomas E. Dooley, MBA ’94
Co-Chairman
DND Capital Partners

Former Deputy Chairman and Executive Vice President, Finance
Viacom, Inc.

James Ferragamo, BS ’93, MBA ’97
General Merchandise Manager
Salvatore Ferragamo

Salvatore Ferragamo, BS ’93, MBA ’97
Managing Director
Il Borro S.R.L.

Jeffrey Koo, MBA ’62
President and CEO
DND Capital Partners

Henry Kaufman, PhD ’58
President
Henry Kaufman and Co., Inc.

Steven Gutman, PhD ’84
Managing Director
Gartner, Inc.

Maureen O’Connell, BS ’85
EVP, Chief Administrative Officer, and CFO
Gartner, Inc.

Edouard de Rothschild, MBA ’85
General Partner
Rothschild et Cie Banque

Juan Antonio Samaranch, MBA ’86
Managing Director
Giles Financial

The Honorable Christopher Shays, MBA ’74, Congressman
Connecticut, 4th District

Larry Silverstein, MBA ’79
President and CEO
Silverstein Properties

Realty Foundation

Leonard N. Stern, BS ’57, MBA ’59
Chairman and CEO
The Hart Group, Inc.

Steven Nichols, BS ’64
Chairman, CEO and President
Koswin, Inc.

Maureen O’Connell, BS ’85
EVP, Chief Administrative Officer, and CFO
Gartner, Inc.

Willow Bay, MBA ’91
Executive Director
The Rockefeller Fund

The Honorable Charles B. Rangel, BS ’57
Congressman
New York, 13th District

Edouard de Rothschild, MBA ’85
General Partner
Rothschild et Cie Banque

Juan Antonio Samaranch, MBA ’86
Managing Director
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The Honorable Christopher Shays, MBA ’74, Congressman
Connecticut, 4th District

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President and CEO
Silverstein Properties

Realty Foundation

Leonard N. Stern, BS ’57, MBA ’59
Chairman and CEO
The Hart Group, Inc.

John Trani, MBA ’78
Chairman and CEO
The Stanley Works

Arthur Zeikel, MBA ’57
Former Chairman
Merrill Lynch Asset Management

**“There’s no doubt in my mind that Stern was the right choice for me. The determining factor was the school’s culture – international, eclectic, energetic, and hands-on. You sense from the moment you get here how international Stern is, almost like a mini U.N. People come here from all over because it’s New York, but also because of the energy of Stern and its open, participatory environment. Students change things here, and really have an impact. I always felt that whatever we had to say was listened to very closely.”**

Guillaume Jassel, MBA 1998
Diplôme, Institut d’Etudes Politiques de Paris
Executive Director
MAC International Marketing

**STERN ALUMNI: A POWERFUL FORCE IN GLOBAL BUSINESS**

**We have a very strong Stern community at Booz Allen. Stern alumni have guided me and helped me make my place at the firm.**

Amit Gupta, MBA 1999
BSEE, Ohio State University
Senior Associate, Booz Allen Hamilton, Inc., with fellow Stern alumni Theodore Frasier (right) and Jacqueline Hanin (center).
The caliber of Stern students today is at an all-time high. This year’s incoming class is the brightest and best prepared in the School’s history. While its focus is on excellence and diversity, the Stern Admissions Committee is also looking for students who will take an active role in the life of the School and in the process make a difference to their fellow students, to the community at large, and to the future of Stern. In many ways, the admissions process is a reflection and preview of the Stern experience. It is highly selective, competitive, and tough, but it is also highly personal and attentive to who you are and what qualities you bring to the Stern community. Above all, the Admissions Committee wants to get to know the person behind the résumé (and the grades, scores, recommendations, and essays!).

Applying to Stern
THE BASICS

To qualify for admission to Stern, you must hold a bachelor’s degree from an accredited college (or its international equivalent). No specific undergraduate preparation is required. Stern students have very diverse academic backgrounds, including liberal arts, science, engineering, and mathematics, as well as business. Most Stern students have worked for two to six years prior to enrollment. They come to the school from a wide variety of industries, such as consulting, financial services, entertainment, media, consumer products, and technology.

For specific details of the admissions process, including information on the Graduate Management Admission Test (GMAT) and the Test of English as a Foreign Language (TOEFL), visit the MBA Admissions website or review the timeline on page 42.

Stern offers joint-degree programs with the NYU School of Law, the Robert F. Wagner Graduate School of Public Service, and the following departments of the NYU Graduate School of Arts and Science: the Institute of French Studies, the Department of Politics, and the Department of Biology. To qualify for a joint degree, students must apply to and be admitted to both the MBA program and the corresponding NYU graduate school.

WHAT ADMISSIONS IS LOOKING FOR

Stern’s admissions process is holistic, and the Admissions Committee takes into account all the information provided in your application, looking for excellence in all areas, specifically:

- Professional progress and achievement, reasons for pursuing the NYU Stern MBA and future career goals, as seen in your résumé and work history, your overall career progression, your letters of recommendations, and your essays.
- Personal characteristics, managerial potential and leadership abilities, as well as interest in NYU Stern, as seen in your essays, recommendations, career progress, community involvement, and extracurricular activities.

The personal essays are an important part of the self-assessment and self-discovery process inherent in the decision to apply to a graduate business program. What you say about yourself in the essays enables the Admissions Committee to better gauge your goals, professional maturity, and reasons for seeking an MBA in general and a Stern MBA in particular.

Nearly all applicants who are admitted to Stern are interviewed in person before-hand. The interviews are by invitation only and are meant to provide the Committee with more information on your qualifications, career goals, and potential contribution to the Stern community.

Stern encourages applications from all qualified individuals, regardless of age, citizenship status, national origin, race, color, religion, disability, marital or parental status, gender, or sexual orientation.

Come Visit Us

If what you’ve read in these pages caught your interest and fired your imagination, come visit Stern and see what the excitement is all about. MBA Admissions holds many on-site and off-site recruiting events throughout the year that give you the opportunity to speak directly with Stern admissions officers, alumni, or current students. There’s no better way to experience Stern than to speak with members of the Stern community and see for yourself what it’s like to live and study in New York, the business and cultural capital of the world. Check our website to see a complete fall recruiting schedule.

Welcome to Stern!

Once you’re admitted to Stern, you’ll be invited to attend a two-day Stern Pre-View event in April. You’ll meet your fellow classmates and get an insider’s look at life at Stern from current students, faculty members, alumni, and administration. Highlights from last spring’s Pre-View include the student-focused “Insider’s Guide to Stern,” classes taught exclusively for incoming students, a reception at the New York Stock Exchange, followed by a night out with current students; an informative presentation by the Office of Career Development, and a celebration of Stern’s diversity at the annual International Passport Day festivities.

WWW

ww2.stern.nyu.edu/admissions/fulltime/
- Admissions process
- Online application
- Up-to-date recruiting events

Key Application Deadlines

December 1
- For consideration for scholarships and off-site interviews
- Notification by February 15
January 15
- In order to complete the application and interview process in time to attend Stern’s Pre-View Day in April
- Notification by April 1
March 15
- Final deadline
- Notification by June 1
- For a step-by-step guide to the admissions process, see the Admissions Timeline on page 42.

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FINANCING YOUR MBA

A Stern MBA is a significant investment in your career and requires a serious commitment of time and money. But as our graduates will tell you, it is likely to be one of the best investments you ever make. To help lighten the investment, Stern offers its students several types of financial assistance.

Donor scholarships In the second year of the program, you will automatically be considered for a variety of named donor scholarships, which are made available through our external list of corporate and alumni donors. These scholarships are awarded according to merit and donor criteria.

Merit-based scholarships To be eligible for scholarship consideration in your first year, applicants must file a completed admission application by December 1. All applicants, both domestic and international, who apply by this deadline are considered for merit-based scholarships. In fact, Stern was one of the first U.S. business schools to grant scholarships to international students. Merit-based scholarships are funded by Stern and private donors, and the selection process is highly competitive. Awards are made solely on the basis of a student’s outstanding ability, strong management and leadership potential, and the unique contribution he or she can make to the Stern community as demonstrated in the admissions application. Availability of funds is also a factor in the number and size of scholarships awarded. Individual awards vary from partial to full tuition.

Fellowships Stern offers graduate fellowships to qualified full-time second-year MBA students. These positions, which offer opportunities to work in offices at Stern and serve as teaching assistants to Stern faculty, provide a partial tuition credit for the semester of service. They are limited in number and are typically awarded through a selection process managed by faculty members and administrators.

Loan programs Many Stern students borrow through the Federal Subsidized and Unsubsidized Stafford Student Loan Programs to defray educational costs. All U.S. citizens and permanent resident students are eligible for these loans if they meet the federal criteria. To be considered for federal financial aid, applicants must file the Free Application for Federal Student Aid (FAFSA) with the federal processing agency by January 15. Private loans are also available.

State Grants New York State residents may be eligible for student financial aid through the New York State Tuition Assistance Program (TAP). Many states have student loan programs for residents attending school in another state. Private loans are also available for both domestic and international students.

FINANCIAL AID FOR MINORITY STUDENTS

Stem is committed to increasing the number of underrepresented minority students among its ranks and to providing the financial support they may need to pay for an MBA. In keeping with that commitment, Stern is a member of the Consortium for Graduate Study in Management, a network of schools that offer full-tuition fellowships to African American, Hispanic American, and Native American full-time applicants. Fellowship winners are chosen on the basis of academic excellence and potential, and competition for the awards is intense. Consortium applicants should also follow the regular financial aid application process in order to be considered for NYU funding.

The Stern School is affiliated with the Robert A. Toigo Foundation, offering fellowships for minority MBA students pursuing careers in finance. Each year Stern nominates several applicants to compete for the prestigious fellowship award. Stern also offers several scholarships intended to reward minority scholars who have achieved a record of excellence during their time at Stern. Stern corporate partners such as Credit Suisse First Boston, Merrill Lynch, and JPMorgan Chase also provide support to minority MBA students at Stern.

FINANCIAL AID FOR INTERNATIONAL STUDENTS

All international students studying in the United States must demonstrate that they will have sufficient financial resources for the duration of their studies. Most international students at Stern are self-funded or corporate-sponsored. You should also contact the appropriate agencies of your government for information on government-sponsored scholarship or grant programs and government educational loans. To be considered for a Stern-sponsored merit scholarship, you must submit your admissions application by December 1. In addition, NYU Stern is pleased to offer two loan programs that allow eligible international students to borrow money for tuition without requiring a co-borrower. For more information, please visit the Financial Aid website.
### APPLING TO STERN

#### SUGGESTED APPLICATION TIMELINE

#### Six Months Before Applying: General Preparation
- Visit www.faith.ed.gov to review the application recommendations.
- Transcripts must be translated and verified and be accompanied by a copy and a request from the Admissions Committee.
- Become familiar with the financial aid process at www.stern.nyu.edu/mba/financial.

#### Three Months Before Applying: Working on Your Application
- Start your application online at www.stern.nyu.edu/mba/admissions/forms/app/online.
- Request transcripts from all undergraduate and graduate schools you have attended.
- Attend a Stern presentation, MBA Fair, or MBA Forum in your area.
- Start preparing for the GMAT and visit www.mba.com for GMAT information.
- Start writing your essays.

#### One Month Before Applying: The Final Details
- Put finishing touches on your essays and gather all transcripts and recommendation.
- Take the GMAT/TOEFL if you have not already done so.
- Complete and submit the Stern application forms.

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#### NYU Stern Application Deadlines for 2003-2004

<table>
<thead>
<tr>
<th>Application Deadline</th>
<th>Admissions Notification</th>
<th>Benefit</th>
<th>GMAT/TOEFL taken by</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 1, 2003</td>
<td>February 15, 2004</td>
<td>Scholarship consideration</td>
<td>December 1, 2003</td>
</tr>
<tr>
<td>January 15, 2004</td>
<td>April 1, 2004</td>
<td>Attend Stern Pre-View</td>
<td>January 15, 2004</td>
</tr>
<tr>
<td>March 15, 2004</td>
<td>June 1, 2004</td>
<td>Final deadline</td>
<td>March 15, 2004</td>
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#### FOR MORE INFORMATION

**New York University**
- Leonard N. Stern School of Business
- MBA Admissions

**Henry Kaufman Management Center**
- 55 West 4th Street, Suite 6-70
- New York, NY 10012-1126
- Phone: (212) 998-0600
- Fax: (212) 995-4545
- Website: www.stern.nyu.edu/admissions

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#### POLICY STATEMENT

**Stern Policy of Nondiscrimination**

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, gender or sexual orientation.

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**Notice of Right to Change Information at Any Time**

Schedules, activities, tuition, fees, and calendar of the school and its departments and programs set forth in this publication are subject to change without notice at any time at the sole discretion of the administration. Such changes may be of any nature, including, but not limited to, the elimination of the school, programs, classes or activities; the relocation or modification of the content of any of the aforementioned; and the cancellation of enrolled or admitted classes or other academic activities. Payment of tuition or attendance at any classes shall constitute a student’s acceptance of the administrator’s rights set forth in this paragraph.

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**THE STERN BOARD OF OVERSEERS**

#### Financial Aid Process

- Become familiar with the financial aid process at www.stern.nyu.edu/mba/financial.

#### New York University

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- Henry Kaufman Management Center
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