NYU Stern NYC Summer 2004

THE STERN ADVANTAGE PROGRAM
BUSINESS ESSENTIALS FOR NON-BUSINESS STUDENTS
AT THE CENTER OF WORLD BUSINESS
Whatever your post-college career goals may be, business know-how is an important key to success. Especially in today’s challenging job market, knowledge of basic business theory and practice will open doors and give you a competitive edge in the marketplace. Where better to acquire that edge than at one of the world’s best business schools—the top-ranked New York University Stern School of Business, located in the world’s business capital.

The Stern Advantage Program is an intensive—and selective—summer business-training program designed exclusively for talented undergraduate students with non-business majors. Over six exciting, challenging weeks, you will—

• take classes from Stern’s world-class MBA faculty
• explore the major business disciplines
• learn, practice, and apply basic business concepts
• sharpen your business communication and job-search skills
• live at NYU’s Greenwich Village campus
• experience the world of New York business up close and in action through visits to leading New York City corporations.

You will also have the opportunity to make the most of all that New York City has to offer, with one of its most historic and vibrant neighborhoods as your home base.

Even if you have had no prior business training or experience, after your six weeks at Stern you will have the knowledge, skills, and confidence you need to make a successful transition from college to the business world. The Stern Advantage Program will help you and your résumé stand out from the crowd and give you a powerful leg up on your first day at work and throughout your career. Why not make the best possible use of your time next summer? Apply today to The Stern Advantage Program.
At Stern, learning is dynamic, hands-on, and reality-based. Designed and taught by Stern’s stellar MBA faculty, The Stern Advantage Program is a 6-week, 3-credit, full-time business immersion program consisting of mini-courses in the key business disciplines of Accounting, Finance, Information Systems, Management, Marketing, and Operations.

Through classroom lectures and case analyses, you will gain an understanding of how enterprises work as well as a knowledge of basic business principles and tools. In-class simulations and group projects enable you to apply what you are learning to real-world situations. Corporate visits take you behind the scenes at major New York City companies and provide an extraordinary opportunity to interact with New York business leaders.

Business success, however, depends on more than just knowledge acquisition. You need to be able to communicate what you know effectively and present yourself in the best possible light while doing so. Sharpening your business communication and presentation skills is a major goal of The Stern Advantage Program. In addition to regular class sessions, you will attend workshops on business writing, speaking, etiquette, and presentations, as well as an invaluable workshop on resume writing and interviewing. At the end of the program, you will be able to display your newly acquired business knowledge and presentation skills in a final group project presented to a select panel of Stern faculty and New York business professionals.

A TYPICAL DAY

The Stern Advantage Program is rigorous and full-time: 9 a.m. to 5 p.m. on most Mondays through Fridays; no class on the Friday or Monday around 4th of July weekend. The typical day consists of two or three class sessions, with 30-minute breaks between sessions and a one-hour lunch break.

Career workshops and corporate visits are scheduled throughout the six-week calendar.

Students need to spend a considerable amount of evening and weekend time on team projects and other assignments, so you should not plan on taking outside employment during the Program.
PREMIER FACULTY

A business school is only as good as its faculty, and in this regard, Stern is at the forefront of global business education. Stern is home to one of the world's most renowned finance faculties, as well as top-ranked departments of Management, Marketing, Information Systems, and International Business. In The Stern Advantage Program, you will be learning from some of the finest business professors in the country. Their knowledge, creativity, and passion for teaching make for a rewarding and memorable classroom experience.

Bruce Buchanan
C.W. Nichols Professor of Business Ethics and Professor of Marketing

Roger Dunbar
Professor of Management and Organizational Behavior

Raghu Garud
Associate Professor of Management, Organizational Behavior, Entrepreneurship, and Innovation

Jarl Kallberg
Associate Professor of Finance

Sridhar Seshadri
Associate Professor of Statistics and Operations Research

Myles Shaver
Professor of Management and International Business

Christopher Tucci
Assistant Professor of Entrepreneurship, Innovation, and Operations Management

Norman White
Clinical Associate Professor of Information Systems, and Director of the Center for Digital Economy Research

Aline Wolff
Clinical Assistant Professor of Management Communication

Paul Zarowin
Associate Professor of Accounting

LIVING AND LEARNING IN NEW YORK

If location is everything, NYU Stern clearly has it all. At its Greenwich Village campus, you will be minutes away from Wall Street, Soho, Madison Avenue, Times Square, and the corporate headquarters of midtown Manhattan. One of the great advantages of The Stern Advantage Program is the opportunity to spend part of a summer in New York and explore all that the city has to offer in terms of career development, cultural richness, and just plain fun. Except for corporate visits, the entire Program is delivered on the NYU campus. You will take classes in Stern's state-of-the-art

Henry Kaufman Management Center and have access to NYU's Bobst Library, one of the nation's leading research libraries.

HOUSING

Rooms are reserved for The Stern Advantage Program students in one of NYU's air-conditioned residence halls. Rooms are double-occupancy; single rooms are available at an additional charge. Students are encouraged to live on campus to reinforce the group interactions developed in class.
Week 1 is an intensive introduction to the basics of business management, with a focus on the seven key elements—the “Seven S’s” (structure, strategy, style, systems, skills, staffing and, superordinate goals)—that organizations must manage effectively in order to succeed.

Your journey into the world of business begins with an exploration of the relationships that exist between business and society. You will go on to examine each of the Seven S’s in detail and study the dynamics of teamwork.

Other highlights of the week include your first corporate visit and a detailed discussion of the final project that you and your fellow group members will present at the end of the program.

Monday

SESSION I: ORIENTATION, REGISTRATION, AND WELCOME LUNCH

SESSION II: INTRODUCTION TO BUSINESS AND ITS PUBLICS

In your first classroom session, we will explore the interconnectivity of and tensions between business and society and how effective business leaders successfully manage these tensions. Using cases and concepts, you will analyze the ties between a business, its shareholders, and its surrounding communities to learn how to effectively manage these fragile and necessary relationships. We will also examine the role of law in creating and maintaining this balance of interests.

Tuesday

SESSION I: OVERALL FRAMEWORK: THE SEVEN S’S

In this first session, you will be presented with an overview of business and the Seven Ss that distinguish the different organizational components that must be managed: structure, strategy, style, systems, skills, staffing, and superordinate goals. Throughout the week, the Seven Ss will be explored in greater detail as well as provide a guideline for your own management group projects.

SESSION II: THE FIRST S: STRUCTURE

Organizational structures are put in place to bring a degree of order to the work environment and help tasks get done. This session highlights the importance of this structure and how it can foster productivity.

SESSION III: WORKING IN GROUPS

People in organizations—whether in large firms or project groups—must learn to work together. Inevitably, beliefs and routines develop that either help everyone to work well together or make things extremely difficult for the group. In this session, you will identify the issues you may encounter as you work together and learn how to develop effective work teams.

SESSION IV: STRATEGIC COMMUNICATION AND CREATIVITY
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<tr>
<td><strong>SESSION I:</strong> CORPORATE VISIT</td>
<td><strong>SESSION I:</strong> THE THIRD S: STYLE</td>
<td><strong>SESSION I:</strong> THE SIXTH S: STAFFING</td>
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<td><strong>SESSION II:</strong> THE SECOND S: STRATEGY</td>
<td>One aspect of a business is the style its leadership and management attempt to portray. In this session, the class will be divided into groups to perform an exercise to become familiar with the different types of management style. You will learn how alternative management styles may be relevant at different times, even within the same organization.</td>
<td>Staffing involves everything from hiring the right mix of personality and talent to motivating and rewarding performance. Learn how structure and culture influence staffing and how they contribute to the motivation techniques used by the firm.</td>
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<td>Each firm pursues a different strategy to retain customers and beat the competition. In this session, we will compare and contrast the strategies of two well-known firms to illustrate how corporate goals drive strategy development.</td>
<td><strong>SESSION II:</strong> THE FOURTH S: SYSTEMS</td>
<td><strong>SESSION II:</strong> THE SEVENTH S: SUPERORDINATE GOALS</td>
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<td>This piece of the Seven S framework shows how businesses establish systems to promote efficiency and reliability. Yet effective systems can encourage overconfidence and a belief that more can be achieved than is possible. Learn how systems develop, their power, and their limitations.</td>
<td>Superordinate goals guide all activities within an organization. While they may be presented at a very general level, goals must be made concrete through a firm’s strategy and culture. A video will be used in this session to demonstrate how in practice, superordinate goals are combined with fundamental beliefs to establish a firm’s strategy and culture.</td>
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<td><strong>SESSION III:</strong> THE FIFTH S: SKILLS</td>
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<td>Explore skills from two perspectives: the capability that firms look for and develop in their employees and the proficiency and talent that you, as the employee, would like to attain.</td>
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<td><strong>SESSION IV:</strong> OVERVIEW OF FINAL PROJECTS</td>
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<td>The final project assignment, which incorporates the full program will be discussed in detail. We will cover all of the steps necessary to prepare this challenging assignment.</td>
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What do consumers want, why do they want it, and how are those needs and desires met and influenced? In this week’s marketing sessions, you will learn how consumer demand is measured and how products are designed, promoted, distributed, and sold in a competitive, media-saturated marketplace.

At some point in your career, you will be presented with a profit-and-loss statement or a monthly expense report. The accounting courses in Week 2 will teach you not only how to read and understand a company’s financial statements, but also how to analyze them and assess their strengths and limitations.

A Resumé and Interview Workshop, an Introduction to Business Writing, and a session on Management Consulting complete the Week 2 agenda.

**Monday**

**SESSION I: INTRODUCTION TO MARKETING**

This session will introduce you to the discipline of marketing and the controllable and uncontrollable variables that affect marketing decisions. You will learn the role and importance of the marketing mix including the 4 Ps—product, place, price, and promotion—as well as environmental factors that impact marketing such as technology, competition, and social, economic, and regulatory conditions.

**SESSION II: CONSUMER BEHAVIOR**

Purchasing decisions are anything but random. Consumers live in a world saturated with advertising, marketing word of mouth, and interpersonal experiences that influence their buying behavior. In this session we will examine why buyers behave as they do in the marketplace and explore consumer behavior from two perspectives: 1) as a consumer who must make a multitude of decisions every day about what products to buy and 2) as a marketing manager who needs the knowledge of consumer behavior in order to develop effective strategies.

**Tuesday**

**SESSION I: PRODUCT POLICY AND POSITIONING**

The core marketing offering is a product, a bundle of features and functions that satisfies a market need, and at the same time fits within a broader pattern of consumption behavior and cultural meaning. We will examine how marketers design products to meet needs while competing with other offerings and position them to fit meaningfully into the consumer’s lifestyle.

**SESSION II: INTEGRATED MARKETING COMMUNICATIONS**

Understand and appreciate the advertising management process. We will discuss the client/advertising agency relationship and learn the creative techniques used in successful advertising. Using a series of examples, we will examine how advertisers set objectives, select target markets, develop the message, select the type of media, determine a budget, execute the campaign, and measure its impact. We will also explore how advertising is coordinated with other elements of the communications process including sales, coupons, incentives, and public relations, to arrive at an integrated marketing communications strategy.
Wednesday

SESSION I: INTRODUCTION TO FINANCIAL REPORTING

Using actual financial statements, you will become familiar with the balance sheet, income statement, statement of cash flows, and financial statement footnotes. We will discuss the principles of accrual accounting, historical cost, revenue recognition, and matching. Finally, you will use your new understanding to review actual financial statements to analyze and to draw conclusions about financial performance.

SESSION II: INTRODUCTION TO BUSINESS WRITING

Along with verbal communications, excellent writing skills are critical to success in any business endeavor. This session will teach you the basic techniques essential to writing well. We will also perform a step-by-step review of the writing process including planning, drafting, revising, editing, proofreading, and document design. The session will conclude with an exercise in preparing and responding to business documents.

Thursday

SESSION I: WHAT FINANCIAL REPORTS TELL YOU

After gaining a basic understanding of the various financial reporting models, it will be time to build on the concepts introduced in the prior sessions. We will explore topics such as the difference between net income vs. cash flow, how to reconcile the accrual vs. cash bases of accounting and more about the differences between the income statement vs. the statement of cash flows. We will also discuss the operating, financing, and investing activities of the firm.

SESSION II: BASIC STATEMENT ANALYSIS

Our final accounting sessions will cover traditional profitability, risk, and liquidity analysis techniques, using information contained in the financial reports. In addition, you will be introduced to profitability measures such as Return on Assets (ROA) and Return on Shareholders’ Equity (ROE), risk measures based on long-term solvency such as the Debt to Equity ratio, and short-term liquidity measures such as the current ratio. We will interpret financial statement analysis ratios in the context of one or more industries, so that you can learn how to compare the potential risks and rewards of different businesses.

SESSION III: RESUME AND INTERVIEWING WORKSHOP

Critical to your career planning will be preparing for interviews and composing a résumé. Neither is an exact science, but you can learn how to state your accomplishments effectively both on paper and in person. This workshop is designed to show you how to successfully sell yourself and communicate with confidence.

Friday

SESSION I: BASIC STATEMENT ANALYSIS (CONTINUED)

SESSION II: MANAGEMENT CONSULTING: INTRODUCTION AND CASE STUDIES

What exactly is a consultant and what are the duties associated with being one? In this session, we will examine the day-to-day workings of the management consulting business. We will introduce you to the concept of the consultant as a client service provider, a problem solver, and solution implementer. Client relationships are explored and case studies are provided for a unique look into this intriguing field.
The Marketing story continues in Week 3 with a session on the past, present, and future of the Internet as a marketing tool.

Last week’s Accounting sessions are the springboard for this week’s Corporate Finance sessions, in which you will study the function of investment banks and the various ways firms raise capital to finance corporate objectives and guard against financial risk.

**Monday**

**SESSION I:** CORPORATE FINANCE

Building on the fundamental accounting concepts covered in the prior week, we will examine the closely related notions of “cash flow” and “the time value of money” and how financial managers use these ideas to make real-world decisions. We will explore the basic issues that financial managers of modern corporations face everyday, learn how corporations raise funds to pay for expenditures, such as equipment or a new plant; the role investment banks play in assisting corporations to raise funds; and the advantages and disadvantages of issuing bonds vs. shares of stock as a means of generating capital.

**SESSION II:** CORPORATE VISIT

**SESSION III:** ALUMNI NETWORKING PANEL & RECEPTION

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**Tuesday**

**SESSION I:** CORPORATE FINANCE (CONTINUED)

Conclusions

Use to fight off a takeover by a rival shareholders make the deal shareholders appear to maximize takeover managers may end up with an (golden parachute)
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<tr>
<td><strong>SESSION I:</strong> CORPORATE FINANCE (CONTINUED)</td>
<td><strong>SESSION I:</strong> INTERNET MARKETING</td>
<td><strong>SESSION I:</strong> CORPORATE FINANCE (CONTINUED)</td>
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<td>The Internet is proving to be a revolutionary marketing tool, though not in the way it was originally thought. We will look at the history of the Internet and the Worldwide Web to understand this dynamic technological and creative evolution. We will explore Internet marketing as part of a larger set of concepts and theories in the marketing discipline to create our own predictions for the future of marketing on the Internet.</td>
<td><strong>SESSION II:</strong> MARKETING GROUP PROJECT</td>
<td><strong>SESSION II:</strong> BUSINESS ETIQUETTE WORKSHOP</td>
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<td><strong>SESSION III:</strong> JOB SEARCH STRATEGIES FOR NON-BUSINESS MAJORS</td>
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<td>Ever stick your foot in your mouth, dress inappropriately, or flounder in a faux pas? In this session we will get acquainted with the subtle ways in which people are scrutinized in work situations and will learn how to control how you are perceived by colleagues and superiors through professional business etiquettes. As a result, you will gain a greater appreciation of the importance of conversational skills, appearance, dress, and grooming. Finally, you will attend a mock dinning experience and will learn how to outshine the competition with your polished appearance and professional manner.</td>
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"I decided to go into the Stern Advantage Program because I was really interested in the pharmaceutical industry. As a neuroscience major at the University of Pennsylvania, I had studied the science aspect of the industry, but definitely not the business aspect. I wasn't exactly sure what direction I wanted to take, but I knew I wanted to veer more toward business. The Stern Advantage Program was great, especially the professors. They took the time to get to know us and to offer a lot of career guidance. The Program helped increase my confidence and made a difference on my resumé. Even in a difficult market, I was able to find a job in the sector I wanted to be in. I'm now working in health care consulting, and the business background I acquired at Stern was crucial in my interview."

Adriana Samper, Stern Advantage Alumna
BA, Biological Basic of Behavior, University of Pennsylvania

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*SCHEDULE IS SUBJECT TO CHANGE*
You start the week with a morning session on Professional Responsibility addressing issues straight out of recent headlines: business ethics and corporate responsibility toward shareholders and the society at large. The process of sharpening your basic business and interpersonal skills continues this week with an Introduction to Business Speaking.

At the end of the week, the focus shifts to Operations—the methods and systems companies use to provide customers with goods and services. In these sessions, you will see how effective management of business processes, supply chains, and inventories can enhance a company’s competitive edge.

Monday

SESSION I: PROFESSIONAL RESPONSIBILITY

This module will ask you to examine the economic and ethical responsibilities of business professionals. We will compare and contrast modern models and themes of "leadership" with classic works of philosophy, psychology, religion, law, and the arts. Through discussion, you, your peers, and instructors will synthesize the classic and the contemporary to arrive at new ways to consider business behavior.

SESSION II: INTRODUCTION TO BUSINESS SPEAKING

Communication is the medium by which business happens. Every aspect of organizational life depends on communication—team operations, customer relations, information technology implementation, marketing, product development, and financial reporting to give just a few examples. To succeed in any organization, you must communicate effectively. In this session you will learn how to prepare and deliver effective presentations and to develop self-confidence while communicating.

Tuesday

SESSION I: OPERATIONS: MANAGING BUSINESS PROCESSES

Operations management deals with the design and management of business processes to achieve organizational goals and competitive advantage. In this module, you will learn about different business processes and how to analyze them in terms of cost, quality, and responsiveness.

SESSION II: OPERATIONS: THE GOAL

Businesses seek an “edge” in everything they do. So, how do firms derive competitive advantage from their methods and systems of operation? This session will begin with a comparison of United Parcel Service, Federal Express, and the United States Postal Service to see how they each operate to achieve the same goal: delivering a package to a customer. We will then develop a framework for understanding the connections between a firm’s strategy, its products or services, and the capabilities and processes needed to deliver them to its customers.
Wednesday

SESSION I:
OPERATIONS: SUPPLY CHAIN MANAGEMENT

The supply chain consists of all parties involved in fulfilling a customer request. Fulfilling a customer request requires three kinds of flows: material, information, and financial flows. Supply chain management is the effective management of the various flows to maximize the overall value generated. In this session, we will see simple examples of supply chains and illustrations of the management principles that can be used to design supply chains.

SESSION II:
OPERATIONS: INVENTORIES

Inventories represent a significant proportion of investment and risk carried by many firms. We will study inventory management principles that can be used to analyze inventories, determine how much inventory to stock, and operate systems to achieve a given service level to customers.

Thursday

SESSION I:
PROPOSAL PRESENTATIONS

Friday

NO CLASS
JULY 4TH HOLIDAY
Week 5 is all about information technology—how it works and how it is being used to increase the effectiveness and efficiency of organizations. Classroom sessions cover the basics of computing and communications technologies, databases and data mining, and networked multimedia. Computer-lab sessions will give you hands-on experience building interactive web pages and working with databases.

In anticipation of next week's final group presentation, the Week 5 calendar also includes a session on Preparing Team Presentations as well as a session on project coaching and team rehearsals.

Monday
NO CLASS
JULY 4TH HOLIDAY

Tuesday
SESSION I: INTRODUCTION TO TECHNOLOGY AND E-COMMERCE
What does “being digital” mean? How do computing devices work? Why is it important to have network access? This session provides an overview of computing and communication technology and its role in the modern business. The concepts that underlie electronic commerce, how the Web works, network externalities, and recent changes in the way many companies operate will be introduced and illustrated.

SESSION II: PREPARING TEAM PRESENTATIONS
In earlier sessions, you will learn business speaking and writing. We will now turn our attention to the fundamentals of team-oriented presentations. Good team presentation skills such as analysis, planning, structuring and organizing, providing supporting data, handling questions, and effective practicing will be addressed. The principles of creating and using visual aids effectively in presentations will also be discussed.
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<tr>
<td><strong>SESSION I:</strong> TECHNOLOGY, INTERNET CONCEPTS, AND THE WEB</td>
<td><strong>SESSION I:</strong> INTRODUCTION TO SPREADSHEETS AND DATA MODELING</td>
<td><strong>SESSION I:</strong> BUSINESS COMMUNICATIONS PROJECT COACHING &amp; TEAM REHEARSALS</td>
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<td>In this session, we will discuss the fundamental ideas of computing and communications that are transforming the modern world. You will learn the concept of client server computing and how the World Wide Web is organized. We will also look at how the Internet has turned the business world on its head by understanding how the Internet, Web pages, HTTP and HTML work. We will then explore how application programs work on the Web to do both simple and complicated tasks.</td>
<td>Spreadsheets have become the standard business method for executing numerous types of data analysis. Knowledge of spreadsheets will be an important skill in working on your group projects and out in the marketplace.</td>
<td>Through practice and rehearsal, you will receive personal coaching to help you prepare for your final presentations. Teams will review their presentations and receive coaching on structure, content, and delivery.</td>
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<td><strong>SESSION II:</strong> COMPUTER LAB: BUILDING WEB PAGES</td>
<td><strong>SESSION II:</strong> COMPUTER LAB: SPREADSHEETS AND DATA MODELING</td>
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<td>What better way to demonstrate your understanding of the Internet than to design and publish your own Web pages. Building on material presented earlier in the day we will head to the Stern computer lab and will develop a series of interactive Web pages.</td>
<td>We will move to the computer lab to work through a series of short Excel exercises. A tutorial will be available in the labs for students who are interested in advanced topics.</td>
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<td><strong>SESSION III:</strong> COMPUTER LAB: ADVANCED WEB AND POWERPOINT*</td>
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<td>We will continue in the computer lab adding more content to your web projects. In addition, we will look at PowerPoint* and how it can be used to generate web presentations. A PowerPoint* on-line tutorial will be available for those who wish to learn more.</td>
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<td><strong>SESSION IV:</strong> COMPUTER LAB: GROUP PROJECT PREPARATION</td>
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<td>Students will work in the lab on their group project presentation.</td>
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After the prior week’s team coaching and rehearsal session and a full-day preparation session, you will be ready to display your newly acquired business knowledge and skills in the final group project presentations that conclude The Stern Advantage Program.

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<tr>
<td>FINAL PROJECT PREPARATION</td>
<td>PRESENTATION OF FINAL PROJECTS &amp; AWARDS CEREMONY</td>
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At the program’s conclusion, you will have cultivated a strong foundation of business knowledge, refined your presentation skills, created a strong group dynamic, and will be ready to present your final project. This is your opportunity to demonstrate your intelligence, creativity, and newfound expertise to a select panel of Stern faculty and business professionals.

**SESSION II:**

FAREWELL LUNCH
“New York is the business capital of the world and a great place to learn about business. My favorite part of The Stern Advantage Program was the corporate visits that complemented what we were studying in class. We went to Ogilvy & Mather for advertising and to the Steinway piano plant for operations. A.T. Kearney came in to speak to us about consulting. I applied to the Program because I wanted to get a general background in business, particularly finance, and I definitely got that. In our accounting class, for example, we worked with the actual spreadsheets of existing companies. I also wanted to explore different industries, and the corporate visits were a great way to get an interactive experience of what these businesses are like.”

Heather Harlan, Stern Advantage Alumna
BA, Organizational Studies, University of Michigan
GENERAL INFORMATION

ELIGIBILITY REQUIREMENTS
The Stern Advantage Program is highly selective. We admit a talented group of college sophomores, juniors and seniors in non-business majors. Although there are no minimum GPA or grade requirements, your transcripts and your personal essay will be important factors under consideration. The program is intended to build on your potential for success.

Your dedication to learning and desire to challenge yourself will determine your achievement in The Stern Advantage Program. We encourage anyone interested in the program to apply.

ADMISSIONS
Due to the rigorous nature of this program, the admissions process is highly selective. To be considered, you must:
• be a sophomore, junior or senior in college
• have a competitive grade point average
• be computer literate
• complete the attached application form and submit it along with the $50 application fee
• send an official transcript from all colleges that you have attended.

Applications will be accepted on a rolling basis. The final deadline for application submission is Friday, April 9, 2004. Please note that applications submitted after the final deadline will be considered only on a space available basis. Housing is not guaranteed after the deadline.

Completed applications and transcripts should be mailed to:
The Stern Advantage Program
NYU Stern School of Business
40 West Fourth Street, Suite 800
New York, New York 10012

To download an application online, please visit our website at: http://www.stern.nyu.edu/sternadvantage/

FEES
Application Fee: $50 (non-refundable)

TUITION
$8,450 (Note: We encourage all students to reside in NYU housing. However, if you have a housing alternative, program tuition without housing is $7,550)

Program tuition includes class instruction, housing, textbooks, course materials, site visits to corporations and social events.

REGISTRATION
Once accepted into The Stern Advantage Program you will receive information regarding program registration. There is a non-refundable $1,000 deposit to reserve housing and your place in the program due at the time of registration.

WITHDRAWAL
All withdrawals must be confirmed in writing. If written notification is not received from the registered participant and the participant does not attend the program no refund is available.

IF WRITTEN NOTICE IS RECEIVED
on or before May 17, 2004 100% of tuition refunded
May 18 - June 7, 2004 55% of tuition refunded
after June 7, 2004 no refund is available

Note: All refunds exclude the initial non-refundable $1,000 deposit.

LIBRARY ACCESS
Once admitted into The Stern Advantage Program you will be issued a student ID card. Your student ID will grant you access to New York University’s Bobst Library.

CONTACT
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