

# New York University Bulletin

2008-2010



## Leonard N. Stern School of Business

THE UNDERGRADUATE COLLEGE



---

NEW YORK UNIVERSITY BULLETIN  
2008 - 2010



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

ANNOUNCEMENT FOR THE 109TH AND 110TH SESSIONS

TISCH HALL  
40 WEST FOURTH STREET  
NEW YORK, NEW YORK 10012

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

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



# Contents

<i>An Introduction to New York University</i> . . . . .	3
<i>Leonard N. Stern School of Business: The Undergraduate College</i> . . . . .	9
<i>Calendar</i> . . . . .	11
<i>Bachelor of Science Degree Program</i> . . . . .	13
<i>Academic Departments, Programs, and Initiatives</i>	
<i>Accounting, Taxation, and Business Law</i> . . . . .	20
<i>Economics</i> . . . . .	24
<i>Entertainment, Media, and Technology Specialization</i> . . . . .	30
<i>Entrepreneurship Specialization</i> . . . . .	31
<i>Finance</i> . . . . .	32
<i>Information Systems</i> . . . . .	35
<i>International Business</i> . . . . .	37
<i>Management and Organizations</i> . . . . .	39
<i>Marketing</i> . . . . .	42
<i>Statistics and Actuarial Science</i> . . . . .	45
<i>Multidisciplinary Courses</i> . . . . .	48
<i>Cross-School Minors</i> . . . . .	50
<i>Advanced Mathematical Methods</i> . . . . .	50
<i>Business of Entertainment, Media, and Technology</i> . . . . .	51
<i>Public Policy and Management</i> . . . . .	52
<i>Faculty of the Leonard N. Stern School of Business</i> . . . . .	53
<i>Admission</i> . . . . .	61
<i>Tuition, Fees, and Financial Aid</i> . . . . .	67
<i>Academic Advising, Registration, and Policies and Procedures</i> . . . . .	73
<i>Scholastic Achievement and Other Awards</i> . . . . .	83
<i>Student Life</i> . . . . .	85
<i>Community Service</i> . . . . .	89
<i>Map</i> . . . . .	90
<i>Travel Directions</i> . . . . .	92
<i>Index</i> . . . . .	93





AN INTRODUCTION TO

# New York University

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

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

The result of the founders' foresight is today a university that is recognized both nation-

ally and internationally as a leader in scholarship. Of the more than 3,000 colleges and universities in America, only 60 institutions are members of the distinguished Association of American Universities. New York University is one of the 60. Students come to the University from all 50 states and from 130 foreign countries.

The University includes 14 schools and colleges at six major centers in Manhattan. In addition, the University operates a branch campus program in Rockland County at St. Thomas Aquinas College. Certain University research facilities, notably the Nelson Institute of Environmental Medicine, are located in Sterling Forest, near Tuxedo, New York. Although overall the University is large, the divisions are small- to moderate-sized units—each with its own traditions, programs, and faculty.

Enrollment in the undergraduate divisions of the University ranges between 116 and 6,929. While some introductory classes in some programs have large numbers of students, many classes are small. More than 2,500 courses are offered, leading to more than 25 different degrees.

## FOUNDING DATES

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

## *The Schools and Colleges of the University*

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

*The School of Law* is one of the oldest law schools in the United States. It offers a comprehensive first professional program leading to the degree of Juris Doctor and a graduate curriculum leading to the degrees of Master of Laws and Doctor of Juridical Science. The law school is a leader in providing scholarships to promising students, recruiting top faculty, and improving tuition subsidies and loan forgiveness programs. The School of Law regularly posts recent graduates to the U.S. Supreme Court for the highly coveted clerkships. The Root-Tilden-Kern scholarship program has produced more than 800 of the finest public service leaders in the country. Each year, some of the world's top foreign lawyers visit to teach at the Hauser Global Law School, founded in 1995. An extraordinarily wide range of course offerings, research centers, colloquia, and special programs is made available to students. Policy makers and practitioners regularly converge on Washington Square South to explore critical issues in the law.

*The School of Medicine* and *Post-Graduate Medical School* offer the Doctor of Medicine and Doctor of Philosophy degrees and courses for accreditation designed to meet the needs of physician-scientists and physicians in practice. Much of the clinical teaching takes place at the 809-bed Bellevue Hospital Center, where the School of Medicine supervises care. Medical students and residents also gain important clinical experience through the NYU Hospitals Center, which includes the 705-bed Tisch Hospital and the 174-bed Rusk Institute of Rehabilitation Medicine. The School also maintains affiliations with select institutions for a variety of joint academic and clinical programs. Affiliated hospitals include the NYU Hospital for Joint Diseases Orthopaedic Institute; the Department of Veterans Affairs New York Harbor Health Care System;

Jamaica Hospital Medical Center; North Shore-Long Island Jewish Health System; Manhattan Eye, Ear, and Throat Hospital; Gouverneur Hospital; and Lenox Hill Hospital. The School is renowned for the excellence of its basic and clinical science enterprises as well as its clinical care through its family group practices.

*The College of Dentistry* is the third oldest and the largest private dental school in the United States. It offers a predoctoral program leading to the Doctor of Dental Surgery degree, as well as advanced education programs in the dental specialties and an allied health program in dental hygiene. The patient care clinics, laboratories, and other teaching facilities that comprise the College of Dentistry are housed within several buildings, including the Arnold and Marie Schwartz Hall of Dental Sciences and the K. B. Weissman Clinical Science Building. The center is located on First Avenue, from East 24th Street to East 25th Street, in the midst of one of the nation's most renowned health sciences complexes, which extends from East 14th Street to East 34th Street. Located within the College of Dentistry is the *College of Nursing*, one of the top programs in the country. Graduates assume positions in leading health care institutions and universities and practice in areas including acute care, community health care, pediatrics, geriatrics, mental health, and emergency care. The College offers B.S., M.S., and Ph.D. degree programs. A B.S./M.S. dual-degree program and the M.S./M.S. joint-degree program with the Robert F. Wagner Graduate School of Public Service are also available.

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

*The Steinhardt School of Culture, Education, and Human Development* offers a broad range of innovative undergraduate preprofes-

sional and professional programs and advanced graduate study in applied psychology, art, communication, education, health, and music. Undergraduate programs lead to the Bachelor of Science, Bachelor of Music, or Bachelor of Fine Arts degree and combine a solid foundation in the liberal arts with specialized course work and fieldwork, clinical practice, or internships in a wide variety of settings throughout New York City. Graduate students may enroll in master's, advanced certificate, and doctoral programs in a wide variety of disciplines. Courses are given weekdays, evenings, weekends, and summers to full-time, part-time, and special students. Study abroad is available for undergraduates during the academic year and for graduate students during the summer and January intersession. Applied research opportunities abound for all students.

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

*The Undergraduate College of the Stern School of Business* administers the undergraduate business program. This program offers an innovative curriculum that integrates liberal arts studies with business studies. Through this course of study, students are exposed to the international dimensions of business; develop strong interpersonal and team-building skills; gain a sense of professional responsibility; and undertake cross-disciplinary course work while retaining a strong individualized component through elective course work. The undergraduate curriculum is a full-time course of study.

*The School of Continuing and Professional Studies (SCPS)* has for over 70 years provided courses and professional credentials to meet the cultural and career needs of today's adult population. SCPS offers approximately 2,000 noncredit classes each semester in business and marketing; entertainment, technology, and digital arts; international studies; real estate and construction; hospitality; philanthropy; the creative arts; and more. SCPS also offers credit-bearing programs, including associate's and bachelor's degrees geared toward adults returning to college. For professionals seeking career advancement in specific industries, SCPS offers 13 Master of Science degree programs. Flexible scheduling, convenient class locations, and online offerings through the Virtual College™ draw thousands of adult students to SCPS every semester.

*The Robert F. Wagner Graduate School of Public Service* offers advanced programs leading to the professional degrees of Master of Public Administration, Master of Urban Planning, Master of Science in management, and Doctor of Philosophy. Through these rigorous programs, NYU Wagner educates the future leaders of public, nonprofit, and health institutions as well as private organizations serving the public sector. Dual-degree programs are also available with the College of Arts and Science, the Graduate School of Arts and Science, the School of Law, the School of Medicine, the College of Nursing, the Silver School of Social Work, and the Leonard N. Stern School of Business. NYU Wagner takes a broad-based, interdisciplinary approach to public service education that recognizes the importance of a cross-sector perspective and values

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

*The Silver School of Social Work* offers Bachelor of Science, Master of Social Work, and Doctor of Philosophy degrees. The bachelor's program, which consists of both a liberal arts foundation and direct professional training, prepares students for beginning social work practice immediately on graduation and for admission to graduate programs with advanced standing. The master's program prepares students for the core mission of social work through intensive training in relationship-based practices with individuals, groups, and families and provides an advanced concentration in clinical social work. The doctoral program offers a concentration in clinical social work, preparing graduates to assume leadership positions as researchers, advanced practitioners, and educators. The Master of Social Work Program is offered at St. Thomas Aquinas College in Rockland County, as well as at the Washington Square campus. First-year master's courses are offered at the College of Staten Island and at Sarah Lawrence College in Bronxville, Westchester County.

*The Tisch School of the Arts*, founded in 1965, provides undergraduate and graduate training in aspects of the performing and visual arts. Departments and programs offering professional training are acting, dance, design, drama, performance studies, film and television, cinema studies, photography and imaging, dramatic writing, musical theatre writing, recorded music, and interactive telecommunications. Degrees offered are the B.A., B.F.A., M.F.A.,

M.P.S., M.A. (moving image archiving and preservation), and, through the Graduate School of Arts and Science, the M.A. (performance studies or cinema studies) and Ph.D.

*The Gallatin School of Individualized Study* offers Bachelor of Arts and Master of Arts degrees in individualized programs of study. Gallatin provides an innovative and student-centered liberal arts education in which students create and hone their own plans of study under the mentorship of faculty advisers. The Gallatin model encourages students to integrate their studies in traditional disciplines and professions by combining Gallatin course work with independent studies, internships, and courses at other schools within NYU. Gallatin's interdisciplinary courses focus on significant texts from around the world and engage students with major historical and philosophical traditions. Programs in the arts, writing, and community learning offer students opportunities to utilize New York City as their extended classroom and to explore the relationship between theory and practice as they develop their capacity for critical thinking, effective communication, and creative work.

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

## New York University and New York

### NEW YORK UNIVERSITY LIBRARIES

The striking, 12-story Elmer Holmes Bobst Library, designed by Philip Johnson and Richard Foster, is the flagship of an nine-library, 5.1 million-volume system that provides students and faculty members with access to the world's scholarship and serves as a center for the University community's intellectual life. Located on Washington Square, the Bobst Library houses more than 3.9 million volumes, 41 thousand journal subscriptions, and over 5 million microforms and provides access to thousands of electronic resources both on site and to the NYU community around the world via the Internet. The library is visited by more than

6,800 users per day, and almost one million books circulate annually.

Bobst Library offers three specialized reference centers, 28 miles of open-stack shelving, and more than 2,000 seats for study. The stacks are open until midnight. The newly renovated Brine Library Commons, located on the two lower levels, provides students with wireless access, computer workstations, three computer classrooms, group and individual study spaces, and 24-hour access for study.

The Avery Fisher Center for Music and Media, one of the world's largest academic media centers, has over 100 audio and video viewing carrels and three media-enhanced classrooms; students and researchers use more

than 95,000 audio and video recordings per year. The Digital Studio offers a constantly evolving, leading-edge resource for faculty and student projects and promotes and supports access to digital resources for teaching, learning, research, and arts events.

Bobst Library is also home to significant special collections such as the Fales Collection of English and American Literature, one of the best collections of English and American fiction in the United States. Fales contains the unique Downtown Collection, archives documenting the downtown New York literary and arts scene from the 1970s to the present, focusing on the developments of post-modern writing and dance, perform-

ance art, outsider art, and the downtown music scene. Bobst Library houses the Tamiment Library, one of the finest collections in the world for scholarly research in labor history, socialism, anarchism, communism, and American radicalism. Tamiment includes the Robert F. Wagner Labor Archives, which holds the Jewish Labor Committee Archives and the historical records of more than 130 New York City labor organizations.

The library supports students throughout all phases of their university study and research, including instructional sessions, term paper clinics, and online tutorials. Subject specialist librarians work directly with students, at the reference centers and by appointment, to assist with specific research needs. Digital library services continue to expand, providing students and faculty with library access anywhere any time, whether on campus or off site. In addition to e-journals and other electronic resources, the library offers e-mail reference service, electronic reserves, and streaming audio services.

Beyond Bobst, the library of the renowned Courant Institute of Mathematical Sciences focuses on research-level material in mathematics, computer science, and related fields, and the Stephen Chan Library of Fine Arts at the Institute of Fine Arts houses the rich collections that support the research and curricular needs of the institute's graduate programs in art history and archaeology. The Jack Brause Real Estate Library at the Real Estate Institute is the most comprehensive facility of its kind, designed to meet the information needs of the entire real estate community. The library for the Institute for the Study of the Ancient World opened in fall 2008.

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

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

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

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

### THE LARGER CAMPUS

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

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

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

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

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

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

University apartment buildings provide housing for nearly 2,000 members of the faculty and administration, and University student residence halls accommodate over 11,500 men and women. Many more faculty and students reside in private housing in the area.

### A PRIVATE UNIVERSITY

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

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

Inquiries regarding the application of the federal laws and regulations concerning affirmative action and antidiscrimination policies and procedures at New York University may be referred to e. Frances White, Vice Provost for Faculty Affairs, New York University, Elmer Holmes Bobst Library, 70 Washington Square South, New York, NY 10012-1091, telephone 212-998-2370, for faculty; to Josephine Katcher, Senior Director of the Office of Employee Relations, New York University, 7 East 12th Street, New York, NY 10003-4475, telephone 212-998-1242, for employees; and to Thomas Grace, Director of Judicial Affairs and Title IX and VI Officer and Section 504 Coordinator, Office of the Vice President for Student Affairs, New



York University, 60 Washington Square South, Suite 601, New York, NY 10012-1019, telephone 212-998-4403, for students. Inquiries may also be referred to the director of the Office of Federal Contract Compliance, U.S. Department of Labor.

New York University is a member of the Association of American Universities and is accredited by the Middle States Association of Colleges and Schools (Commission on Higher Education of the Middle States Association of Colleges and Schools, 3624 Market Street, Philadelphia, PA

19104; 215-662-5606). Individual undergraduate, graduate, and professional programs and schools are accredited by the appropriate specialized accrediting agencies.

## University Administration

**John Sexton, B.A., M.A., Ph.D., J.D., President**

**David W. McLaughlin, B.S., M.S., Ph.D., Provost**

**Michael C. Alfano, D.M.D., Ph.D., Executive Vice President**

**Robert Berne, B.S., M.B.A., Ph.D., Senior Vice President for Health**

**Richard Foley, B.A., M.A., Ph.D., Chair, Faculty Advisory Committee on Academic Priorities; Anne and Joel Ebrenkranz Dean, Faculty of Arts and Science**

**Cheryl Mills, B.A., J.D., Senior Vice President and Secretary of the University**

**Diane C. Yu, B.A., J.D., Chief of Staff and Deputy to the President**

**Jess Benhabib, B.A., M.Phil., Ph.D., Senior Vice Provost for Planning**

**Lynne P. Brown, B.A., M.A., Ph.D., Senior Vice President for University Relations and Public Affairs**

**Martin S. Dorph, B.S., M.B.A., J.D., Senior Vice President for Finance and Budget**

**Norman Dorsen, B.A., LL.B., Counselor to the President**

**Pierre C. Hohenberg, B.A., M.A., Ph.D., Senior Vice Provost for Research**

**Debra A. LaMorte, B.A., J.D., Senior Vice President for Development and Alumni Relations**

**Alison Leary, B.S., Senior Vice President for Operations**

**Linda G. Mills, B.A., J.D., M.S.W., Ph.D., Senior Vice Provost for Undergraduate Education and University Life**

**Dianne Rekow, B.S., B.S.M.E., M.B.A., M.S.M.E., D.D.S., Ph.D., Senior Vice Provost for Engineering and Technology**

**Jeannemarie Smith, B.A., M.B.A., Senior Vice President for University International Strategies**

**e. Frances White, B.A., M.A., Ph.D., Vice Provost for Faculty Affairs**

**Ulrich Baer, B.A., Ph.D., Vice Provost for Globalization and Multicultural Affairs**

**John Beckman, B.A., Vice President for Public Affairs**

**Richard N. Bing, B.A., M.A., Ph.D., Vice President for Public Resource Administration and Development**

**Paul Boghossian, B.Sc., Ph.D., Provost Fellow**

**Catherine Casey, B.S., Vice President for Human Resources**

**Catherine DeLong, B.S.; C.P.A., Associate Provost for Academic Financial Planning and Fiscal Affairs**

**Steven Donofrio, B.S., M.B.A., Vice President for Administration and Chief of Staff to the Executive Vice President**

**Katherine Fleming, B.A., M.A., Ph.D., Vice Chancellor, Europe**

**Barbara F. Hall, B.A., Associate Provost for Enrollment Management**

**Alicia D. Hurley, B.A., M.A., Ph.D., Vice President for Government Affairs and Community Engagement**

**Anthony P. Jiga, B.A., M.P.P., Vice President for Budget and Planning**

**Robert S. Kivetz, B.A., M.S., Ph.D., Vice President for Campus Services**

**Rosemarie A. Loffredo, B.S., M.A., M.B.A., Vice President for Financial Operations and Treasurer**

**Jules Martin, B.S., M.P.A., J.D., Vice President for Global Security and Crisis Management**

**Marilyn McMillan, B.A., Associate Provost and Chief Information Technology Officer**

**Carol Morrow, B.A., M.A., Ph.D., Associate Provost for Academic Operations Planning**

**Charles P. Mullen, B.B.A., M.B.A., Treasurer (through December 31, 2008)**

**Terrance Nolan, B.A., J.D., LL.M., Acting General Counsel**

**Carolyn Sargent, B.A., M.A., Vice President for Faculty Housing**

**Jane Tylus, B.A., Ph.D., Vice Provost for Academic Affairs**

**Marc L. Wais, B.S., M.B.A., M.A., Ed.D., Vice President for Student Affairs**

**Mariët Westermann, B.A., M.A., Ph.D., Vice Chancellor for Regional Campus Development**

## DEANS AND DIRECTORS

**Roger Bagnall, B.A., M.A., Ph.D., Director, Institute for the Study of the Ancient World**

**Charles N. Bertolami, D.D.S., D.Med.Sc., Herman Robert Fox Dean, College of Dentistry**

**Sally E. Blount-Lyon, B.S.E., M.S., Ph.D., Dean, Undergraduate College; Vice Dean, Leonard N. Stern School of Business**

**Mary M. Brabeck, B.A., M.S., Ph.D., Dean, Steinhardt School of Culture, Education, and Human Development**

**Mary Schmidt Campbell, B.A., M.A., Ph.D.; hon.: D.F.A., D.H.L., Ph.D., Dean, Tisch School of the Arts**

**Dennis S. Charney, B.A., M.D., Dean, Mount Sinai School of Medicine (affiliated)**

**Dalton Conley, B.A., M.P.A., Ph.D., Dean for Social Sciences, Faculty of Arts and Science**

**Thomas F. Cooley, B.S., M.A., Ph.D., Dean, Leonard N. Stern School of Business**

**Suzanne England, B.S., M.S.W., Ph.D., M.B.A., Dean, Silver School of Social Work**

**Richard Foley, B.A., M.A., Ph.D., Anne and Joel Ebrenkranz Dean, Faculty of Arts and Science**

**Leslie Greengard, B.A., M.D./Ph.D., Director, Courant Institute of Mathematical Sciences**

**Robert I. Grossman, B.S., M.D., Saul J. Farber Dean, New York University School of Medicine and Post-Graduate Medical School**

**Robert S. Lapiner, B.A., M.A., Ph.D., Dean, School of Continuing and Professional Studies**

**Carol A. Mandel, B.A., M.A., M.S.L.S., Dean of Libraries**

**Michele D. Marincola, B.A., M.A., Interim Director, Institute of Fine Arts**

**Richard L. Revesz, B.S.E., M.S., J.D., Dean, School of Law**



Matthew S. Santirocco, B.A.; M.A. [Cantab.], M.Phil., Ph.D., *Seryl Kushner Dean, College of Arts and Science; Associate Provost for Undergraduate Academic Affairs*

Ellen Schall, B.A., J.D., *Dean, Robert F. Wagner Graduate School of Public Service*

Daniel L. Stein, B.S., M.S., Ph.D., *Dean for Science, Faculty of Arts and Science*

Catharine R. Stimpson, B.A.; B.A., M.A. [Cantab.], Ph.D.; hon.: D.H.L., Hum.D., Litt.D., LL.D., *Dean, Graduate School of Arts and Science*

Edward J. Sullivan, B.A., M.A., Ph.D., *Dean for Humanities, Faculty of Arts and Science*

Susanne L. Wofford, B.A.; B.Phil. [Oxon.], Ph.D., *Dean, Gallatin School of Individualized Study*

## Board of Trustees

Martin Lipton, B.S. in Econ., LL.B., *Chair*

Ronald D. Abramson, B.A., J.D.; hon: D.F.A.

Phyllis Putter Barasch, B.S., M.A., M.B.A.

Maria Bartiromo, B.A.

Marc H. Bell, B.S., M.S.

William R. Berkley, B.S., M.B.A.

Daniel J. Brodsky, B.A., M.U.P.

Arthur L. Carter, B.A., M.B.A.

Evan R. Chesler, B.A., J.D.

Michael R. Cunningham, B.B.A., M.A., Ph.D.

Florence A. Davis, B.A., J.D.

Barry Diller

Joel S. Ehrenkranz, B.S., M.B.A., LL.B., LL.M.

Laurence D. Fink, B.A., M.B.A.

Jay M. Furman, B.S., J.D.

H. Dale Hemmerdinger, B.A.

Charles J. Hinkaty, B.S., M.S.

Mitchell Jacobson, B.A., J.D.

Richard D. Katcher, B.A., LL.B.

Richard Jay Kogan, B.A., M.B.A.

Jerry H. Labowitz, B.A.

Kenneth G. Langone, B.A., M.B.A.

Jeffrey H. Lynford, B.A., M.P.A., J.D.

Donald B. Marron

Constance J. Milstein, B.A., J.D.

Khaldoon Khalifa Al Mubarak

Brooke Garber Neidich, B.A.

David C. Oxman, B.A., LL.B.

Catherine B. Reynolds, B.A.

Courtney Sale Ross, B.A.

William C. Rudin, B.S.

John Sexton, B.A., M.A., Ph.D., J.D.

Constance Silver, B.S., M.S.W., Ph.D.

Lisa Silverstein, B.A.

Joel E. Smilow, B.A., M.B.A.

Jay Stein

Joseph S. Steinberg, B.A., M.B.A.

Judy Steinhart, B.A., Ed.M.

Michael H. Steinhart, B.S.

Daniel R. Tisch

John L. Vogelstein

Casey Wasserman, B.S.

Anthony Welters, B.A., J.D.

Shelby White, B.A., M.A.

Leonard A. Wilf, B.A., J.D., LL.M. (in Taxation)

William D. Zabel, B.A., LL.B.

### LIFE TRUSTEES

Diane Belfer

Mamdouha Bobst, B.A., M.A., M.P.H.; hon.: L.H.D.

John Brademas (President Emeritus), B.A.; D.Phil. [Oxon.]; hon.: D.C.L., L.H.D., Litt.D., LL.D.

Geraldine H. Coles

John J. Creedon, B.S., LL.B., LL.M.

Maurice R. Greenberg, LL.B.; hon.: J.D., LL.D.

Henry Kaufman, B.A., M.S., Ph.D.; hon.: L.H.D., LL.D.

Helen L. Kimmel, B.A.

Thomas S. Murphy, B.S.M.E., M.B.A.

L. Jay Oliva (President Emeritus), B.A., M.A., Ph.D.; hon.: D.H.L., Litt.D., LL.D., Ph.D.

Herbert M. Paul, B.B.A., M.B.A., J.D., LL.M.

Lester Pollack, B.S., LL.B.

E. John Rosenwald, Jr., B.A., M.B.A.

William R. Salomon

Marie Schwartz

Larry A. Silverstein, B.A., LL.B.

Sheldon H. Solow

Henry Taub, B.S.

Lillian Vernon

Robert F. Wright, B.A., M.B.A.

Baroness Mariuccia Zerilli-Marimò

### TRUSTEE ASSOCIATES

Bruce Berger, B.S.

Leonard Boxer, B.S., LL.B.

Jane Eisner Bram, B.A., M.S.W., Ph.D.

Betty Weinberg Ellerin, B.A., J.D.

Norman Goodman, B.A., J.D.

Marvin Leffler, B.S., M.B.A.



# *Leonard N. Stern School of Business*

THE UNDERGRADUATE COLLEGE

As the 19th century drew to a close, business was growing in complexity, and the need for more sophisticated and scientific approaches to it was evident. Yet, there was little opportunity to study business at America's universities. In 1899, representatives of the New York State Society of Certified Public Accountants and New York University came together to plan a new school—one of the first of its kind—to offer professional training for young people in the business world. The NYU School of Commerce, Accounts, and Finance was founded in 1900 with Charles Waldo Haskins as its first dean. By the end of the School's first decade, significant demand had arisen for graduate courses. In 1916, the Graduate School of Business Administration was launched at the School's satellite division near Wall Street.

From the start, the School of Commerce took the lead in formulating objective scholarly standards of academic excellence. In doing so, it became a charter member of the American Assembly of Collegiate Schools of Business

(AACSB), and was also the first school to award the Bachelor of Science degree that included a solid grounding in the liberal arts and sciences.

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

Now, more than 20 years later, the challenges facing business leaders continue to grow in scope and complexity amid unprecedented rates of technological and social change. In response, the Stern School perseveres as an innovator while remaining committed to the principle of an integrated four-year curriculum, combining a first-rate business education with a broad-based liberal arts foundation. Engagement in NYU's College of Arts and Science continues to be a cornerstone of the undergraduate

experience, as does a rigorous and challenging analytical approach to study of the business enterprise.

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

- Achieve proficiency—by instilling professional levels of competence in the core functions of business
- Encourage intellectualism—by inspiring intellectual curiosity, high levels of intellectual engagement, and open mindedness to new ideas and alternative points of view
- Foster collaboration—by developing the skills needed to thrive in groups, organizations, and communities
- Promote an awareness of social impact—by providing opportunities for discussion and reflection and frameworks for understanding the role of business within our global society

---

## *College Administration*

*Office of the Dean*  
Tisch Hall, Suite 600  
40 West Fourth Street  
212-998-0921  
Web site: [www.stern.nyu.edu](http://www.stern.nyu.edu)

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

**Susan Greenbaum**, B.S., M.B.A.,  
Ed.D., *Associate Dean of the  
Undergraduate College, Leonard N. Stern  
School of Business*

*Office of Academic Advising*  
Tisch Hall, Suite 616  
40 West Fourth Street  
212-998-4020

*Office of International Programs*  
Tisch Hall, Suite 203  
40 West Fourth Street  
212-998-0277

*Office of Student Life*  
Tisch Hall, Suite 203  
40 West Fourth Street  
212-998-0277

---

## *Accreditation*

The Undergraduate College of the  
Leonard N. Stern School of Business  
is accredited by the American  
Assembly of Collegiate Schools of

Business (AACSB). The College is  
also accredited separately by AACSB  
for its accounting programs of study.





# Calendar

## Academic Year and Summer 2008-2010

(All dates are inclusive)

2008

2008 Summer Session I	Monday-Friday	May 19-June 27
Memorial Day: Holiday	Monday	May 26
2008 Summer Session II	Monday-Friday	June 30-August 8
Independence Day: Holiday	Friday	July 4
Labor Day: Holiday	Monday	September 1
Fall Classes Begin	Tuesday	September 2
No Classes Scheduled	Monday-Tuesday	October 13-14
Last Day for Withdrawing from a Course	Monday	November 3
Legislative Day	Wednesday	November 26 (classes meet on a Monday schedule)
Thanksgiving Recess	Thursday-Saturday	November 27-29
Last Day of Classes	Thursday	December 11
Reading Day	Friday	December 12
Fall Semester Exams	Monday-Friday	December 15-19
Winter Recess	Saturday-Saturday	December 20-January 17

2009

Winter Session	Monday-Sunday	January 5-18
Martin Luther King Day: Holiday	Monday	January 19
Spring Classes Begin	Tuesday	January 20
Presidents' Day: Holiday	Monday	February 16
Spring Recess	Monday-Saturday	March 16-21
Last Day for Withdrawing from a Course	Monday	March 30
Last Day of Classes	Monday	May 4
Reading Day	Tuesday	May 5
Spring Semester Exams	Wednesday-Wednesday	May 6-13
Commencement	Thursday	May 14
2009 Summer Session I	Monday-Friday	May 18-June 26
Memorial Day: Holiday	Monday	May 25
2009 Summer Session II	Monday-Friday	June 29-August 7
Independence Day: Holiday	Friday	July 3
Labor Day: Holiday	Monday	September 7
Fall Classes Begin	Tuesday	September 8
Last Day for Withdrawing from a Course	Monday	November 9
Thanksgiving Recess	Thursday-Saturday	November 26-28
Legislative Day	Tuesday	December 15 (classes meet on a Thursday schedule)

Last Day of Classes	Tuesday	December 15
Reading Day	Wednesday	December 16
Fall Semester Exams	Thursday-Wednesday	December 17-23
Winter Recess	Thursday-Saturday	December 24-January 16

2010

Winter Session	Monday-Sunday	January 4-17
Martin Luther King Day: Holiday	Monday	January 18
Spring Classes Begin	Tuesday	January 19
Presidents' Day: Holiday	Monday	February 15
Spring Recess	Monday-Saturday	March 15-20
Last Day for Withdrawing from a Course	Monday	March 29
Legislative Day	Tuesday	May 4 (classes meet on a Monday schedule)
Last Day of Classes	Tuesday	May 4
Reading Day	Wednesday	May 5
Spring Semester Exams	Thursday-Wednesday	May 6-12
Commencement	Thursday	May 13
2010 Summer Session I	Monday-Friday	May 17-June 25
Memorial Day: Holiday	Monday	May 31
2010 Summer Session II	Monday-Friday	June 28-August 6
Independence Day: Holiday	Monday	July 5
Labor Day: Holiday	Monday	September 6
Fall Classes Begin	Tuesday	September 7
No Classes Scheduled	Monday	October 11
Thanksgiving Recess	Thursday-Saturday	November 25-27
Legislative Days	Tuesday-Wednesday	December 14-15 (classes meet on Thursday and Monday schedules)
Last Day of Classes	Wednesday	December 15
Reading Day	Thursday	December 16
Fall Semester Exams	Friday-Thursday	December 17-23
Winter Recess	Friday-Monday	December 24-January 17

**Additional Important Calendar Dates:**

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



# Bachelor of Science Degree Business Program

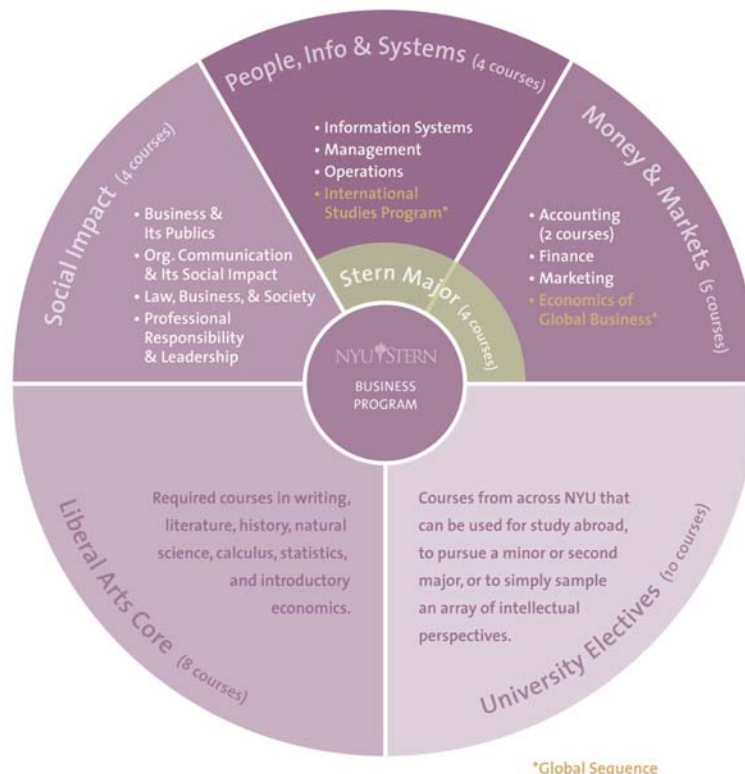
The Stern School of Business offers a Bachelor of Science degree that combines the best of two worlds: a broad-based liberal arts foundation paired with graduate-caliber courses in business fundamentals. The curriculum emphasizes a global perspective, social responsibility, and professional ethics, as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

The Stern program is cross-disciplinary, integrating liberal arts and business courses

with Stern's unique Social Impact Core and International Studies sequence. This curricular structure affords students a comprehensive approach to learning and provides a foundation to explore a wide range of areas in business and liberal arts, enabling them to make informed decisions about their path of study. Students also take elective courses from across the University to broaden their intellectual experience. Many students choose to minor or pursue a second major in the College of

Arts and Science in areas ranging from psychology to the fine arts, or they can choose to minor in a subject at the Steinhardt School of Culture, Education, and Human Development. Students can also participate in one of our many cross-school interdisciplinary minors or specializations. To round out their education, students are strongly encouraged to study abroad through one of the many programs offered through Stern and NYU.

## An Integrated Four-Year Curriculum



### The Liberal Arts Core (8 courses)

1. Expository Writing Program:
  - Writing the Essay
  - The Advanced College Essay
2. Foundations of Contemporary Culture:
  - Conversations of the West
  - World Cultures
3. Foundations of Scientific Inquiry:
  - Natural Science I, II, or a course in biology, chemistry, physics, environmental science, or neural science
  - Calculus I (or higher-level mathematics)
  - Statistics
  - Introductory Economics—Microeconomics

### Business Core (9 courses)

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



### Money and Markets Core (5 courses)

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

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

### People, Information, and Systems Core (4 courses)

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

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

### Social Impact Core (4 courses)

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

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

### International Studies Sequence (2 courses)

The Stern experience is designed to broaden each student's view of the world. Given the undeniably global scope of business in the 21st century, all students are required to take a two-course International Studies sequence. It begins in the sophomore year with the Economics of Global Business, a course combining the study of macroeconomics and interna-

tional trade. In the spring term of their junior year, students take the International Studies Program, a strategy-based course that teaches students how to understand the competitive positioning of a company in its industry, country, and international context. The course includes a one-week visit to a country in Asia, Europe, or Latin America to experience the culture firsthand and to meet with the executives of a major corporation based in that country.

### Cohort Leadership Project (1 course)

*See page 18 for full description.*

### University Electives (10 courses)

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

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

### MAJORS, MINORS, AND SPECIALIZATIONS

Every student at Stern must select one of the business areas as a major. Majors, with requirements and courses, are described within the academic departments' sections of this bulletin. Students should consult with their academic adviser at the Stern Office of Academic Advising to determine exact course sequence and selection of electives. In addition to their Stern major, students may declare two other formally recognized designations: a second major or a minor in the College of Arts and

Science; a minor in the Steinhardt School of Culture, Education, and Human Development or the Tisch School of the Arts; or a minor in partnership with the Wagner Graduate School of Public Service, the College of Arts and Science, the Tisch School of the Arts, or the Steinhardt School of Culture, Education, and Human Development. A maximum of three designations will be included on the formal NYU Stern record. However, students may also pursue a specialization in Stern in addition to two majors and one minor.

Stern major areas include

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

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

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

### Specializations at Stern

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

- Entertainment, Media, and Technology
- Entrepreneurship

### Cross-School Minors

These minors offer Stern students an opportunity to broaden their academic interests beyond the traditional fields. Cross-school minors allow students to sample a variety of interrelated course work that marry some of

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

the most pertinent subjects from Stern and other schools at NYU. The Stern cross-school minors include

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

There are cross-school minors available through the other undergraduate colleges as well. Please visit [www.nyu.edu/advisement/majors.minors](http://www.nyu.edu/advisement/majors.minors) for more information on these options.

### Minors Through Other NYU Schools

- College of Arts and Science (**Please note:** Stern students may not declare a minor in computer applications, economics, or journalism—see CAS Web site for requirements and restrictions.)
- Steinhardt School of Culture, Education, and Human Development (See Steinhardt Web site for requirements and restrictions)
- Tisch School of the Arts—producing minor only (See Tisch Web site for requirements and restrictions)

### THE LIBERAL ARTS CORE

#### Economics

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

#### Microeconomics

C30.0001 4 credits.  
*Prerequisite:* V63.0121 or equivalent (AP Calculus AB/BC scores of 4 or 5).  
*Full course description can be found in the Department of Economics section (page 25).*

#### Mathematics

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

MAJOR	INDICATOR	LOCATION	PAGE
Accounting	C10	KMC, <sup>1</sup> Suite 10-180	20
Economics	C30	KMC, Suite 7-140	24
Finance	C15	KMC, Suite 9-190	32
Information Systems	C20	KMC, Suite 8-160	35
International Business	N/A	KMC, Suite 8-85	37
Management and Organizations	C50	KMC, Suite 7-150	39
Marketing	C55	Tisch Hall <sup>2</sup> , 8th and 9th Floors	42
Statistics and Actuarial Science	C22	KMC, Room 8-160	45

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

#### Calculus I

V63.0121 4 credits.  
*Prerequisite:* V63.0009 with a grade of C or better or equivalent; or AP Calculus AB score of 4 or better; or AP Calculus BC score of 3 or better; or SAT I Mathematics 750 or higher; or ACT/ACTE 34 or higher; or passing placement examination.\*

Derivatives, antiderivatives, and integrals of functions of one real variable. Trigonometric, inverse trigonometric, logarithmic, and exponential functions. Applications, including graphing, maximizing, and minimizing functions. Areas and volumes.

#### Statistics for Business Control and Regression and Forecasting Models

C22.0103 6 credits.  
*Prerequisite:* V63.0121.  
Combines both Statistics for Business Control (4 credits) and Regression and Forecasting Models (2 credits) into a single 6-credit course. This 6-credit course is recommended.

or

#### Statistics for Business Control

C22.0001 4 credits.  
*Prerequisite:* V63.0121.  
*Full course description can be found in the Department of Statistics section (page 46).*

#### Regression and Forecasting Models

C22.0003 2 credits.  
*Prerequisite:* C22.0001 or equivalent.  
*Required of students who have passed the statistics proficiency examination.*  
*Full course description can be found in the Department of Statistics section (page 46).*

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

### MORSE ACADEMIC PLAN

#### Expository Writing

(8 Credits)  
Stern students are required to take two writing courses, one from the Morse Academic Plan (MAP) in the Expository Writing Program (EWP), and one through the Stern Social Impact Core. International students may take courses required for and limited to qualified students for whom English is a second language. Such students may fulfill their expository requirement by taking International Writing Workshop I and II and passing the proficiency examination. All other students must complete Writing the Essay, V40.0100, during their first year. Those placed into the Prose Writing or International Writing Workshop sequences must begin in their first semester and must register for their remaining writing course(s) in the semester(s) immediately following. For information regarding the writing proficiency examination, please see page 79.

#### Writing the Essay

V40.0100 4 credits.  
*Required of all CAS, Stern, Steinhardt, and Silver Social Work freshmen and transfer students who have not completed an equivalent course at another college. No exemptions.*

\* For more information regarding the calculus placement examination, please see the Department of Mathematics Web site at [www.math.nyu.edu](http://www.math.nyu.edu).

This is the foundational writing course in expository writing. Provides instruction and practice in critical reading, creative thinking, and clear writing. Provides additional instruction in analyzing and interpreting written texts, the use of written texts as evidence, the development of ideas, and the writing of both exploratory and argumentative essays. Stresses exploration, inquiry, reflection, analysis, revision, and collaborative learning.

#### **Business and Its Publics: Inquiry and Discourse**

C40.0125 4 credits.

*Prerequisite:* V40.0100 or equivalent.

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

#### **Business and Its Publics**

C40.0001 0 credits.

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

<i>BACHELOR OF SCIENCE DEGREE PROGRAMS<sup>1</sup></i>	
<b>Program</b>	<b>HEGIS<sup>2</sup> Code</b>
Accounting	0502
Actuarial Science	0507
Business Economics	0517
Business and Political Economy	2204
Economic Theory	2204
Finance	0504
Information Systems	0701
International Business (comajor only)	0513
Management and Organizational Behavior	0516
Marketing	0509
Statistics	0507

<sup>1</sup> Registered by the New York State Education Department, Office of Higher Education and the Professions, Cultural Education Center, Room 5B28, Albany, NY 12230; telephone: 518-474-5851.

<sup>2</sup> Higher Education General Information Survey.

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

#### **International Writing Workshop I**

V40.0004 4 credits.

*Prerequisite:* Expository Writing Program permission.

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

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

#### **International Writing Workshop II**

V40.0009 4 credits.

*Prerequisite:* V40.0004.

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

Provides advanced instruction in analyzing and interpreting written texts from a variety of academic disciplines,

the use of written texts as evidence, the development of ideas, and the writing of argumentative essays through a process of inquiry and reflection. Stresses analysis, revision, inquiry, and collaborative learning. Includes appropriate conventions in English grammar and style as part of instructor feedback.

#### **Prose Writing I**

V40.0005 4 credits.

*Corequisite:* Prose Writing Workshop, E79.0631. Open only to students in the HEOP or C-Step program, for which V40.0005, V40.0006, and passing the proficiency examination fulfill the CAS expository writing requirement.

Stresses principles of organization and standards of clarity and coherence. Students receive the practical assistance needed to formulate a topic, select and organize subtopics, and write orderly and clear expository essays. Effectiveness of expression through the study of expository styles (narration, description, definition, causal analysis, analogy, comparison, and contrast); exposure to logical modes of thinking; and the writing of full-length essays in these expository modes. Emphasis is on developing editing skills. Essay material addresses a range of contemporary and debatable issues designed to pique analytical thinking.

#### **Foundations of Contemporary Culture**

(8 Credits)

Students are required to take two courses from the Morse Academic Plan (MAP) in contemporary culture,



including Conversations of the West and World Cultures.

#### **Conversations of the West**

V55.04XX 4 credits.

Through exploration of contrasting and complementary works in the humanities from different periods, Conversations of the West provides a historical, literary, and philosophical context for education in the liberal arts. Students may choose from four tracks: (1) Antiquity and the Middle Ages, (2) Antiquity and the Renaissance, (3) Antiquity and the Enlightenment, and (4) Antiquity and the 19th Century. In each case, the classes begin with works from some of the ancient civilizations that have shaped the development of cultures in the West. Typically, the classes have the following readings in common: the books of Genesis and Exodus from the Hebrew Scriptures; the Gospel According to Luke and Acts of the Apostles from the Christian New Testament; a Platonic dialogue and a Sophoclean or Euripidean tragedy; Virgil's *Aeneid*; and Augustine's *Confessions*. In the second half of the courses, the themes and ideas emerging from these texts are followed as they are maintained, reinterpreted, or disputed by later thinkers. Conversations of the West courses are not surveys but, rather, examinations of how texts influence subsequent thinking, create traditions, and reflect societal ideals. The courses thus aim to provide a richer understanding of how cultures are constructed, modified, and represented.

#### **World Cultures**

V55.05XX 4 credits.

The World Cultures courses introduce students to the ways in which cultural traditions are created and the ways in which cultures define themselves against internal and external alternatives. These courses introduce students to the methods and problems of cultural studies. Like Conversations of the West, World Cultures is not intended as a set of historical surveys. Each course is designed to examine the challenges of "translation"—of appreciating cultural traditions other than one's own; to introduce students to the major texts, artifacts, and values of another cultural tradition; and to develop a sense of the diversity and similarity of the ways in which people in different cultural traditions understand, experience, and imagine their lives.

#### **Foundations of Scientific Inquiry: Natural Science**

(4 Credits)

Students choose one course from the Morse Academic Plan (MAP) Natural Science I or II area or any course from biology, chemistry, physics, or environmental science, provided prerequisites have been met. The Human Evolution course (V14.0002) in the Department of Anthropology and the Neuroscience courses (V89.0024 and V89.0025) in the Department of Psychology can also be used to fulfill the natural science requirement.

##### **Natural Science I**

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

##### **Natural Science II**

The complexity of the biological realm continues to fascinate and challenge modern scientists, who are currently engaged in such diverse pursuits as exploring the organization and function of the brain, reconstructing the origin of the human species, linking the multiplicity of interactions in ecosystems, and deciphering the influence of heredity on complex traits. The courses in Natural Science II take a nontraditional approach to the life sciences, with an emphasis on approaching science as a dynamic process of investigation and discovery. Each course selects a broad theme that is at the forefront of contemporary research, and then uses specific questions and examples to introduce students to the methodology of scientific inquiry, the critical evaluation of results, and the mathematical tools used to quantify scientific information.

#### **MONEY AND MARKETS CORE**

Full course descriptions can be found in corresponding departmental sections.

##### **Principles of Financial Accounting**

C10.0001 4 credits.

Department of Accounting (page 21).

##### **Principles of Managerial Accounting**

C10.0002 2 credits.

Department of Accounting (page 21).

##### **Foundations of Financial Markets**

C15.0002 4 credits.

Department of Finance (page 32).

##### **Introduction to Marketing**

C55.0001 4 credits.

Department of Marketing (page 42).

##### **Economics of Global Business**

C30.0011 4 credits.

Department of Economics (page 25).

#### **PEOPLE, INFORMATION, AND SYSTEMS CORE**

Full course descriptions can be found in corresponding departmental sections.

##### **Information Technology in Business and Society**

C20.0001 4 credits.

Department of Information Systems (page 35).

##### **Management and Organizational Analysis**

C50.0001 4 credits.

Department of Management (page 39).

##### **Competitive Advantage from Operations**

C60.0001 4 credits.

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

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

##### **International Studies Program**

C50.0011 3 credits.

Department of Management (page 39).

## **SOCIAL IMPACT CORE**

### **Business and Its Publics**

C40.0001 0 credits.

*Full course description can be found under the Morse Academic Plan section (page 16).*

### **Business and Its Publics: Inquiry and Discourse**

C40.0125 4 credits.

*Full course description can be found under the Morse Academic Plan section (page 16).*

### **Cohort Leadership Project**

C40.0009 0 credits. Graded pass/fail. Required for all freshmen.

As a member of Stern's global learning community, you have a once-in-a-lifetime opportunity to find your passion and develop meaningful, lifelong connections with the Stern Undergraduate College and your peers. The Cohort Leadership Project (CLP) is your first college experience, among many, in which you will learn more about yourself, others, and the role you play in creating dynamic relationships and strong, high-performing teams.

Through the Cohort Leadership Project, you will

- Gain a better understanding of your learning and communication styles and how these impact your experiences in the classroom and with classmates.
- Develop your personal brand, while also moving from an "I"-centered perspective to the "We"-centered perspective of Stern.
- Receive guidance on how to navigate the NYU community with political savvy and grace.
- Understand ethical decisions you will need to make throughout your four years at Stern.

### **Organizational Communication and Its Social Context**

C40.0065 4 credits.

*Prerequisite: Sophomore standing.*

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

cal fundamentals, and action learning is stressed, which includes applying communication strategy to the following:

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

**Please note:** Contact the Department of Management Communications at <http://w4.stern.nyu.edu/mc> for specific questions and/or concerns regarding this course.

### **Law, Business, and Society**

C40.0006 4 credits.

*Prerequisite: Junior standing.*

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

### **Professional Responsibility and Leadership**

C40.0012 2 credits.

*Prerequisite: Senior standing.*

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

## **GLOBAL OPPORTUNITIES**

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

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

## **International Studies Sequence**

The Stern experience is designed to broaden students' views of the world, and the curricular structure reflects that global focus. See the Bachelor of Science Degree Business Program section on page 14 for more information.

### **Edward and Nancy Barr Family International Studies Program**

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

## **Study Abroad**

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

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

## World Studies Track

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

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

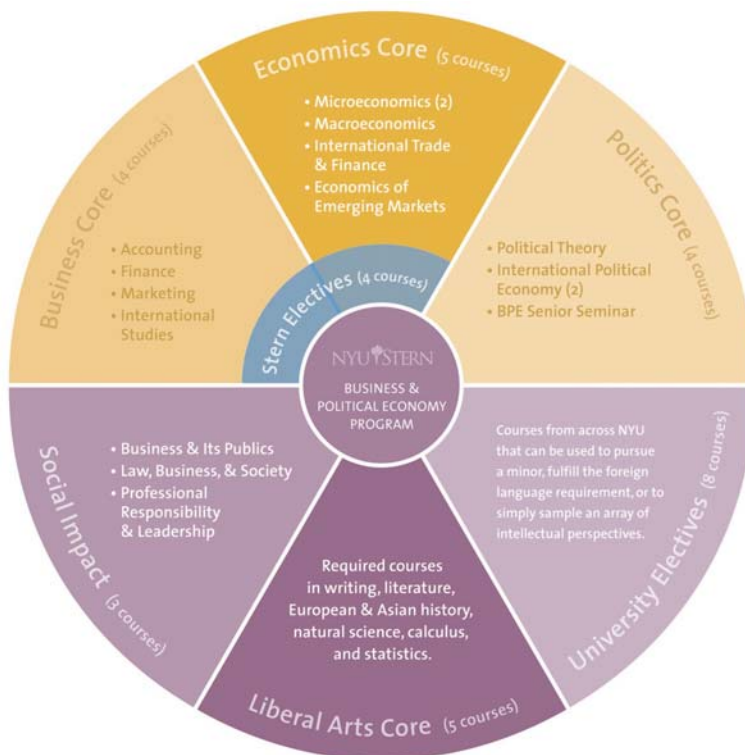
## Business and Political Economy Program

For students applying to NYU in fall 2008 or later, Stern is offering a new Bachelor of Science degree program in Business and Political Economy (BPE). The program has been carefully designed to prepare students for the increasingly complex global business environment by focusing on the intersection of markets, governments, laws, and cultures. The program features a groundbreaking curriculum that combines course work in business, politics, and economics with integrated study at NYU's campuses in three of the world's most important global marketplaces—NYU's Washington Square campus in New York City and NYU's global campuses in London and Asia.

Reflecting the interconnections found in today's globalized world, the BPE curriculum will provide students with a deep understanding of key business, political, and economic concepts through a series of carefully tailored courses. Like students in our core Bachelor of Science degree Business Program, BPE students will also take courses in the liberal arts that are designed to develop the critical thinking and communications skills needed for advanced course work. Students will also take courses in the Social Impact Core and choose electives of interest to broaden their intellectual experience.

Prospective students must apply directly for the BPE program when applying to NYU for freshman admission. For more information, please visit [www.stern.nyu.edu/uc/BPE](http://www.stern.nyu.edu/uc/BPE).

## CURRICULUM OVERVIEW FOR THE BPE PROGRAM



## NYU Study Abroad

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

## International Business Exchange Program (IBEX)

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

another country. For more information and a list of partner schools, visit [www.stern.nyu.edu/uc](http://www.stern.nyu.edu/uc) or contact [uc.international@stern.nyu.edu](mailto:uc.international@stern.nyu.edu). See also page 75 in this bulletin.

## For information regarding NYU Study Abroad Programs:

New York University  
Office of Global Programs  
110 East 14th Street, Lower Level  
New York, NY 10003-4170  
Telephone: 212-998-4433  
[www.nyu.edu/studyabroad/undergraduate](http://www.nyu.edu/studyabroad/undergraduate)

## For information regarding IBEX:

New York University  
Stern School of Business  
Office of International Programs  
Tisch Hall, Suite 203  
40 West Fourth Street  
New York, NY 10012  
Telephone: 212-998-0277  
[uc.international@stern.nyu.edu](mailto:uc.international@stern.nyu.edu)





# Accounting (C10)

After August 1, 2009, in order to become a certified public accountant (CPA) in New York State, a student must complete 150 credit hours.

For Stern students who wish to sit for the CPA licensure examination after this date, the full 150 required credits will be earned through the completion of both the Stern Bachelor of Science degree

and a specially designed Master of Science degree in Certified Public Accounting at the graduate Stern School of Business. Details on this program can be found below.

## Programs of Study

### GENERAL ACCOUNTING PROGRAM REQUIREMENTS (12 CREDITS)

**Financial Statement Analysis**  
C10.0003

*Plus* three accounting electives.

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

### General Accounting Program Elective Options

**Managerial Accounting II**  
C10.0010

**Financial Reporting and Analysis**  
C10.0021

**International Accounting and Financial Statement Analysis**  
C10.0045

**Taxation of Individuals**  
C10.0063

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

**Financial Statement Analysis**  
C10.0003

**Any advanced finance course**  
C15.XXXX

*For course listings, see Department of Finance section (page 32).*

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

**Forensic Accounting and Financial Statement Fraud**  
B10.6210

**Financial Reporting and Disclosure**  
B10.6302

**Auditing**  
B10.6313

**Advanced Accounting Concepts**  
B10.6330

**Advanced Managerial Accounting**  
B10.6331

**International Reporting and Analysis**  
B10.6335

**Topics in Advanced Communication to Accounting**  
B45.6205

**Judgment and Decision-Making Accounting**  
B65.6251

**Conflict, Collaboration, and Negotiation**  
B65.6259

**Taxation of Individuals and Business Income**  
B95.6302

**Taxation of Mergers, Acquisitions, and Related Matters**  
B95.6336

Stern students interested in the B.S.-M.S. Certified Public Accounting Dual-Degree Program apply for admission in the sophomore year. Upon completion of the dual-degree program, students earn the Bachelor of Science degree in general accounting and the Master of Science degree in accounting. The M.S. degree program requires 22 additional graduate credits beyond the 128 credit B.S. requirements. Six of these graduate credits may be taken while pursuing the undergraduate degree. Upon completion of the B.S. degree, students must complete a minimum of 16 credits required for the M.S. degree in residence at the graduate NYU Stern School of Business.

Certified Public Accounting Dual-Degree Program students who wish to apply for admission to the CPA examination in New York State must present evidence of successful completion of a course of study in a college or school of accountancy registered by the New York State Education Department. The New York University Certified Public Accounting Dual-Degree Program is so registered (HEGIS code 0502/0502). Interested students should write to the New York State Education Department, Albany, NY 12230, requesting *Handbook 14*.

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

## Courses

### FUNDAMENTAL COURSES

#### Principles of Financial Accounting

C10.0001 4 credits. Fall and spring.

*Prerequisite:* One semester of course work at NYU.

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

#### Principles of Managerial Accounting

C10.0002 2 credits. Fall and spring.

*Prerequisites:* C10.0001 and sophomore standing.

Introduces students to the evolving role that managerial accounting has played and is expected to play in servicing the informational needs of managers in the planning, organizing, and controlling functions. Highlights the attention-directing, decision-support, and decision-influencing roles of management accounting. Helps students become proficient in structuring business decisions systematically and identifying the information relevant to a decision.

Trains students to think systematically about improving existing systems to further a firm's competitive advantage.

### ADVANCED COURSES

#### Financial Statement Analysis

C10.0003 3 credits. Fall and spring.

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

This course is the first part of a two-course sequence that is ideal for students who wish to pursue careers in investment banking, investment management, consulting, as well as public accounting. In addition to being a required course for accounting majors, it is a highly recommended course for majors in finance, economics, marketing, and information systems.

Analyzes how firms communicate through financial statements. Students use financial statement analysis as an integral part of the strategic analysis of firms, while understanding how accounting regulations and managerial discretion influence presented financial statements. Course modules include strategic analysis, risk and profitability analysis using ratios, accounting analysis, and prospective

analysis. At the end of the course, students are able to interpret and analyze financial statements, analyze cash flows, make judgments about earnings quality, uncover hidden assets and liabilities, and use financial statement analysis prospectively to forecast and value firms using cash flow-based and accounting-based valuation methods.

#### Managerial Accounting II

C10.0010 3 credits.

*Prerequisites:* C10.0001 and junior standing.

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

#### Financial Reporting and Analysis

C10.0021 3 credits.

*Prerequisites:* C10.0003 and sophomore standing.

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

#### International Reporting and Financial Statement Analysis

C10.0045 3 credits.

*Prerequisites:* C10.0003 and junior standing.

International business and the integration of capital markets around the globe have spurred a growing interest among financial managers and investors in the fortunes of international business enterprises. For the most part, financial information about these entities is contained in published financial statements. The problem is that readers removed from the local scene must often read and interpret financial accounts that have been prepared in an environmental context that is different from their own. This invariably leads to problems of understanding and interpretation. The objective of this course is to introduce students to the international dimensions of financial statement analysis. It examines differences in measurement practices that exist internationally, the reasons for these differences, their resultant finan-

cial statement effects, and methods that analysts and financial managers can use to deal with such differences. Additionally, the course examines some of the institutional structures that are evolving to deal with the issue of international accounting diversity.

#### Taxation of Individuals

C10.0063 3 credits.

*Prerequisites:* C10.0001 and junior standing.

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

#### Seminar in Accounting Theory and Effect on Current Issues

B10.6200 2 credits.

*Prerequisite:* C10.0003.

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

#### Forensic Accounting and Financial Statement Fraud

B10.6210 2 credits.

*Prerequisite:* C10.0003.

The objective of the course is to impart a detailed understanding of forensic accounting with particular emphasis on the methods to detect financial statement fraud. It is designed to demonstrate the various aspects of fraud, e.g., fraudulent financial reporting; identifying fraud schemes, including computer fraud and methods of concealment; as well as the analytical techniques in uncovering fraud and its prevention through effective internal control systems. It also includes an analysis of the general techniques used in working in litigation support services. It is of particular interest to accounting and finance professionals. The course content has also become of critical interest to regulators and lawmakers because of the notoriety of a series of recent financial scandals that have affected the entire business community. It reviews the new institutional structures that have been put in place recently by lawmakers and the accounting profession to deal with

fraud and its prevention, e.g., the Sarbanes-Oxley Act and self-regulating measures adopted by the accounting profession.

### **Financial Reporting and Disclosure**

B10.6302 3 credits.

*Prerequisites:* C10.0003 and sophomore standing.

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

### **Auditing**

B10.6313 3 credits.

*Prerequisite:* B10.6302.

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

### **Advanced Accounting Concepts**

B10.6330 3 credits.

*Prerequisite:* C10.0003.

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

### **Advanced Managerial Accounting**

B10.6331 3 credits.

*Prerequisites:* C10.0002 and junior standing.

Focus is on decision making in a single- and multiperiod environments where there are uncertainties and complex combinations of costs. Includes examples involving service and financial institutions. Highlights current practices in performance management and evaluation.

### **International Reporting and Analysis**

B10.6335 3 credits.

*Prerequisite:* C10.0003.

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

### **Topics in Advanced Communication to Accounting**

B45.6205 2 credits.

*Prerequisite:* C10.0003.

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

### **Judgment and Decision-Making Accounting**

B65.6251 2 credits.

*Prerequisite:* C10.0003.

Successful business management depends on a thorough understanding

of how people make decisions.

Although traditional “rational” models of human reasoning make clear predictions about how people *should* make decisions, these models fail to fully capture how people *actually* make decisions in the real world. The purpose of this course is to inform future accountants of the sometimes counterintuitive but often predictable rules, processes, and heuristics that guide everyday decision making, as well as how knowledge of these rules can be utilized to improve accuracy and effectiveness within the accounting field.

### **Conflict, Collaboration, and Negotiation**

B65.6259 2 credits.

*Prerequisite:* C10.0003.

Successful business managers and consultants must know how to collaborate effectively with other people and to resolve conflicts constructively. The goal of this course is to teach students the fundamentals of managing collaboration and conflict in one-on-one and small group settings. Our objective is to enhance students’ interpersonal skills at their jobs. Drawing from the latest findings in managerial psychology, we cover the fundamentals of effective negotiation, communication, and persuasion. Special topics include getting buy-in, coping with resistance, and building coalitions.

### **Taxation of Individual and Business Income**

B95.6302 3 credits.

*Prerequisites:* C10.0001 and junior standing.

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

---

**Taxation of Mergers, Acquisitions,  
and Related Matters**

B95.6336 3 credits.

*Prerequisite:* C10.0003.

This study of the income tax rules relating to the formation and operation of business corporations includes such topics as the organization of the corporation, redemptions, liquidations, reorganizations, divisions, mul-

tiple corporations, corporate tax attributes and carryovers, state income taxation, and U.S. taxation of foreign source income. The emphasis, however, is on the tax aspects of mergers and acquisitions on a practical rather than theoretical side of the field. Considerable independent reading and thought are required. Classroom discussions include prob-

lems and case studies. Students are assigned a group project requiring the solution of a case study in the area of corporate reorganizations and divisions.

**Independent Study in Accounting**  
1-3 credits.

*Prerequisite:* Permission of the undergraduate faculty adviser.





# Economics (C30)

## Program of Study

### MAJORS IN ECONOMICS

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

The new economics majors go into effect for the class of 2011 and later. Economics majors who are graduating before this date are expected to complete either the economics policy or theory concentrations as outlined in the 2006-2008 Stern undergraduate bulletin ([http://w4.stern.nyu.edu/emplibrary/Stern\\_Academic\\_Bulletin\\_2006-2008\\_Final.pdf](http://w4.stern.nyu.edu/emplibrary/Stern_Academic_Bulletin_2006-2008_Final.pdf)).

### BUSINESS ECONOMICS MAJOR REQUIREMENTS (12-15 CREDITS)

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

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

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

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

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

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

**Competitive Analysis**

C70.0015

**Pricing Strategies**

C55.0053

**Intermediate Macroeconomics**  
V31.0012

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

*Please note: Students who double major in marketing, finance, or management or comajor in international business cannot double count any courses taken toward the completion of their business economics major toward their other major.*

**Any Stern Economics Elective Course**

C30.xxxx

**Any CAS Economics Courses**

(All prerequisites must be observed.)

V31.xxxx

**Topics in Emerging Financial Markets**

C15.0023

**Behavioral Finance**

C15.0029

**International Financial Management**

C15.0030

**Futures and Options**

C15.0043

**International Business Management**

C50.0004

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

### ECONOMIC THEORY MAJOR REQUIREMENTS (28 CREDITS)

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

Students choosing the economics theory major should **not** take C30.0001 or C22.0103. Instead, they should take V31.0005, V31.0006, and V31.0020. However, in many instances, students may have already taken C30.0001 and/or C22.0103 before they consider the choice of a major. Students who have already taken these courses and who have an interest in the economic theory major should consult a Stern academic adviser to map out their major program. Because the economic theory major involves a sequence of courses that develop the analytical techniques of economics, students should embark on the program as early as possible in their Stern careers.

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

**Introduction to Economic Analysis**  
V31.0005

**Mathematics for Economists**  
V31.0006

**Microeconomic Theory and Analysis**  
V31.0011

**Macroeconomic Theory and Analysis**

V31.0013

**Analytical Statistics**

V31.0020

**Introduction to Econometrics**

V31.0266

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

**Choosing Between or Changing Economics Majors**

Students who are unsure about which major is appropriate for their interests should seek advice from both the Stern Office of Academic Advising and the economics department faculty adviser. Transferring between economics majors can be complex, especially when switching from the business economics to the economic theory major. Students should discuss such

changes with an adviser and are urged to do so early on in their Stern careers.

**Honors Program**

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

Business economics majors interested in the Honors Program should take Intermediate Macroeconomics (V31.0012), and they must also take Topics in Econometrics (V31.0380)

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

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

Honors students in both majors are required to take the Honors Seminar (V31.0390), as well as the Honors Tutorial (V31.0410), and the Honors Thesis (V31.0450). Students need to begin the application process during the fall semester of their junior year. The Honors Tutorial is given in the fall semester and is taken in the student's senior year. The Honors Thesis is given in the spring semester and is taken in the student's senior year.

## Courses

The list of courses below is divided into three sections: (I) Stern economics core courses, (II) economic theory major courses, and (III) economics elective courses. The elective courses in section III are divided into two categories: category A (see page 24), Stern economics elective courses and category B (see page 24), courses for business economics majors. *Note that students in either economics major can choose electives from any list.*

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

**(I) STERN ECONOMICS CORE COURSES**

**Microeconomics**

C30.0001 4 credits. Fall and spring.

*Prerequisite:* V63.0121 or equivalent

(AP Calculus AB/BC scores of 4 or 5).

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

**Economics of Global Business**

C30.0011 4 credits. Fall.

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

This course examines the forces driving toward globalization—the integration of national business activities into globally competitive markets. International trade is a key driver of global integration. The role of comparative advantage as a determinant of the location of production is examined. Also examined are the reasons for and effects of government policies that create impediments to international trade. The second part of the course surveys the role of money and finance in global economic activity. The role of exchange rates as key variables in global finance is introduced. Also examined is the role of government policies toward the foreign exchange market, including the choice between fixed and floating exchange rates and the use of exchange controls to create impediments to currency exchanges. The course also introduces the concept of foreign direct investment and discusses the rising importance of multinational corporations.

**Economic Principles I**

V31.0001 4 credits.

*Prerequisite:* V63.0009 or equivalent.

This course focuses on the economy as a whole (the “macroeconomy”). It begins with the meaning and measurement of important macroeconomic data (on unemployment, inflation, and production), then turns to the behavior of the overall economy. Topics include long-run economic growth and the standard of living; the causes and consequences of economic booms and recessions; the banking system and the Federal Reserve; the stock and bond markets;

and the role of government policy.

*Note: This course is not required of Stern economics majors, but can be taken as a general elective (but not as an advanced elective to fulfill major requirements).*

**(II) ECONOMIC THEORY MAJOR COURSES**

**Introduction to Economic Analysis (T)**

V31.0005 4 credits.

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

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

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

**Mathematics for Economists (T)**

V31.0006 4 credits.

*Identical with C31.0006. Open to freshmen and sophomores only. Prerequisite: V31.0005. Corequisite: V63.0122.*

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

**Analytical Statistics (T)**

V31.0020 4 credits.

*Identical with C31.0020. Prerequisite: V63.0122. Corequisites: V31.0006, V63.0123. Restrictions: This course is not open to any student who has taken V31.0018; it is a more analytically oriented course than V31.0018.*

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

**Microeconomics Theory and Analysis (T)**

V31.0011 4 credits.

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

Rigorous examination of consumer choice, profit-maximizing behavior on the part of firms, and equilibrium in product markets. Topics include choice under uncertainty, strategic interactions between firms in noncompetitive environments, intertemporal decision making, and investment in public goods.

**Macroeconomics Theory and Analysis (T)**

V31.0013 4 credits.

*Identical with C31.0013. Prerequisites: V31.0005, V31.0006, and V63.0123.* Study of aggregate economic analysis, with special attention to the determination of the level of income, employment, and inflation. Critically examines both the theories and the policies associated with them. This course involves more formal analysis than that used in V31.0012.**Introduction to Econometrics (T)**

V31.0266 (formerly V31.0366)

4 credits.

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

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

**(III) ECONOMICS ELECTIVE COURSES****Stern and CAS Electives***Category A***Economies in Transition (B, T)**

C30.0031 3 credits.

*Prerequisites: C30.0001 and sophomore standing.*

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

**Economics of Behavior and Misbehavior (B, T)**

C30.0210 3 credits.

*Prerequisite: C30.0001.*

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

**Global Perspectives on Enterprise Systems (B, T)**

C30.0220 3 credits.

*Prerequisite: C30.0001.*

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

**Monetary Policy and the Financial System (B, T)**

C30.0221 3 credits.

*Prerequisite: C30.0011.*

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

**Business and the Environment (B, T)**

C30.0225 3 credits.

*Prerequisite: C30.0001.*

Environmental problems typically arise from “market failures.” This course examines several environmental issues at the local, national, and international levels, such as smog, acid rain, energy, fishing, and global

climate change. Drawing on the theories of externalities, market failure, and mechanism design, we explore the causes of these problems, and some of the potential remedies, including government regulation, voluntary associations, treaties, and markets for emissions, as well as potential related business opportunities.

**Global Macro Issues (B, T)**

C30.0230 3 credits.

*Prerequisite:* C30.0011.

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

*Category B*

**Competitive Analysis (B)**

C70.0015 3 credits.

*Prerequisite:* C30.0001 or V31.0002.

*Full course description can be found in the Multidisciplinary Courses section (page 48).*

**Pricing Strategies (B)**

C55.0053 3 credits.

*Prerequisite:* C55.0001.

*Full course description can be found in the Department of Marketing section (page 44).*

**Intermediate Macroeconomics: Business Cycles and Stabilization Policy (B)**

V31.0012 4 credits.

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

Study of aggregate economic analysis with special attention paid to the determination of the level of income, employment, and inflation. Critically examines both the theories and the policies associated with them.

*Other Stern and CAS Economics Electives*

**Topics in Emerging Financial Markets (B)**

C15.0023 3 credits.

*Prerequisites:* C15.0007 and senior standing.

*Full course description can be found in the Department of Finance section (page 32).*

**Behavioral Finance (B)**

C15.0029 3 credits.

*Prerequisite:* C15.0007.

*Full course description can be found in the Department of Finance section (page 33).*

**International Financial Management (B)**

C15.0030 3 credits.

*Prerequisites:* C15.0002 and C30.0011.

*Full course description can be found in the Department of Finance section (page 33).*

**Futures and Options (B)**

C15.0043 3 credits.

*Prerequisites:* C15.0007 and senior standing.

*Full course description can be found in the Department of Finance section (page 33).*

**International Business Management (B)**

C50.0004 3 credits.

*Prerequisites:* C30.0011, C50.0001.

*Recommended:* Junior standing.

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

**Economic History of the United States (B, T)**

V31.0205 4 credits.

*Identical with C31.0205. Prerequisites: C30.0001 and C30.0011, or V31.0005, or equivalent.*

Analytic survey of the structure of the U.S. economy. National income and its distribution; population and land; capital accumulation and development of financial institutions; labor and labor unions; technological change; the market, both domestic and foreign; and the economic effects of government policy.

**Ethics and Economics (B, T)**

V31.0207 4 credits.

*Identical with C31.0207. Prerequisite: C30.0001 or V31.0005.*

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

**Urban Economics (B, T)**

V31.0227 4 credits.

*Identical with C31.0227 and V99.0310. Prerequisite: C30.0001 or V31.0005.*

The city as an economic organization. Urbanization trends, functional specialization, and the nature of growth within the city; organization of economic activity within the city and its outlying areas, the organization of the labor market, and problems of urban poverty; the urban public economy; housing and land-use problems; transportation problems; and special problems within the public sector.

**Poverty and Income Distribution (B, T)**

V31.0233 4 credits.

*Identical with C31.0233. Prerequisite: C30.0001 or V31.0005.*

Defines poverty and welfare. Analyzes who the poor are, why some people are rich and others poor, equality of opportunity, income and status, inequality, trends in the degree of inequality, government's role in income distribution, and international comparisons of inequality.

**Gender and Choices (B, T)**

V31.0252 4 credits.

*Identical with C31.0252 and V97.0252. Prerequisites: C30.0001 and C30.0011, or V31.0005.*

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



### **Strategic Decision Theory (T)**

V31.0310 4 credits.

*Identical with C31.0310. Prerequisite:* V31.0011.

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

### **Industrial Organization (B)**

V31.0316 4 credits.

*Identical with C31.0316. Prerequisite:* C30.0001.

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

### **Market Structure and Performance (T)**

V31.0317 4 credits.

*Identical with C31.0317. Prerequisite:* V31.0011.

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

### **Economic Development (B, T)**

V31.0323 4 credits.

*Identical with C31.0323. Prerequisites:* C30.0001 and V31.0012 or V31.0011 and V31.0013.

Studies the problem of economic underdevelopment, with special reference to the countries of Asia, Latin America, and Africa. The building blocks of economic theory are used to

understand the historical experiences of these countries. Macroeconomic topics covered include economic growth, income distribution and poverty, with particular emphasis on the concept of underdevelopment as a circular, self-reinforcing trap. Microeconomic topics include the study of particular markets that are especially relevant to developing countries: those for land, labor, and credit. Notions of market fragmentation, limited information, and incentive problems receive emphasis. The course ends with international issues: trading patterns, capital flows, and global financial crises are studied from the viewpoint of developing countries.

### **Topics in the Global Economy (B)**

V31.0324 4 credits.

*Identical with C31.0324. Prerequisites:* V31.0012 and C30.0011.

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

### **Economics of Energy and the Environment (B, T)**

V31.0326 4 credits.

*Identical with C31.0326. Prerequisite:* C30.0001 or V31.0011.

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

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

V31.0340 4 credits.

*Identical with C31.0340. Prerequisite:* C30.0001 or V31.0011.

Discusses the conceptual foundations and empirical evidence concerning the effects of private ownership on corporate performance. The corporate control mechanisms in the United States, Germany, Japan, and the emerging market economies of Eastern Europe

and the former Soviet Union are reviewed. Particular attention is paid to the role of capital markets (takeovers and other shareholder control devices), banks, and other financial institutions, and various corporate institutions (such as boards of directors and shareholder meetings) in facilitating or hindering corporate control and the efficient allocation of resources.

### **Labor Economics (B, T)**

V31.0351 4 credits.

*Identical with C31.0351. Prerequisite:* C30.0001 or V31.0011.

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

### **Public Economics (B, T)**

V31.0353 4 credits.

*Identical with C31.0353. Prerequisite:* C30.0001 or V31.0011.

In alternate years, stresses policy implications and the development of the theory. Analysis of government economic policies and behavior. Normative and positive economics; the fundamental welfare theorems. What goods should the government provide (public goods)? When should the government tax private behavior (externalities)? Income redistribution and the welfare program. Who pays the tax (tax incidence)? The role of debt policy. On what should taxes be levied (optimal taxation)?

### **Law, Economics and Society (B)**

V31.0355 4 credits.

*Identical with C31.0255. Prerequisite:* C30.0001.

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

### **Experimental Economics (B, T)**

V31.0360 4 credits.

*Identical with C31.0360. Prerequisite:* C30.0001 or V31.0011.

Experimental economics is predicated on the belief that economics, like

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

#### **Advanced Micro Theory (T)**

V31.0365 4 credits.

*Identical with C31.0365. Prerequisite: V31.0011.*

Designed to introduce students to some of the main model-building techniques that have been developed by microeconomics. This course is intended for advanced undergraduates who have taken the necessary preparatory courses in economics and mathematics. Three basic topics are covered. The first topic is the static theory of consumer behavior both in a

certain world and in an uncertain world. The second topic is the theory of general equilibrium. The third topic is the theory of dynamic optimization. In addition to the coverage of the economics, the advanced mathematical techniques that are needed to understand the material are reviewed.

#### **Topics in Econometrics (B)**

V31.0380 4 credits.

*Identical with C31.0380. Prerequisites: C30.0001, V31.0012, and C22.0103.*

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

#### **Honors Tutorial (B, T)**

V31.0410 4 credits.

*Identical with C31.0410. Prerequisite: V31.0390. This course is open only to honors students. For description, see Honors Program.*

The objective of the course is to train students to write on economic topics

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

#### **Honors Thesis (B, T)**

V31.0450 (formerly V31.0400)

4 credits.

*Identical with C31.0450. Prerequisite: V31.0410. This course is open only to honors students. For description, see Honors Program.*

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



# Entertainment, Media, and Technology Specialization

## Program of Study

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

### **SPECIALIZATION IN ENTERTAINMENT, MEDIA, AND TECHNOLOGY PROGRAM REQUIREMENTS (9 CREDITS MINIMUM)**

*Stern students cannot count a required course from the Business Core or their major toward the specialization.*

To complete the EMT specialization, students must take the foundational course Entertainment and Media Industries (C55.0040), plus 7 to 8 credits of EMT courses in Stern.

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

**Entertainment and Media Industries**  
C55.0040

**Advertising Management**  
C55.0003

**Film and Television Distribution and Finance**  
C55.0020

**Entertainment Finance**  
C55.0021

**Movie Marketing**  
C55.0022

**Impact of Technology on Entertainment and Media**  
C55.0023

**Media Planning**  
C55.0041

**Television Management: Network, Cable, and Satellite**  
C55.0044

**Globalization of the Entertainment Industry**  
C55.0046

**Sports Marketing**  
C55.0047

**The Business of Producing**  
C55.0049

**Craft and Commerce of Film**  
C55.0051

**Electronic Commerce**  
C20.0038

**Strategic Analysis for Success in the Digital Age**  
C50.0016

**Negotiation and Consensus Building**  
C50.0030

**Entertainment Law**  
C70.0048



# Entrepreneurship Specialization

## Program of Study

In recent years there has been growing interest among college students to start their own business. This generation was raised with successful companies started by college entrepreneurs such as Apple, Dell, Microsoft, and Napster. A career as an entrepreneur offers flexibility, stability in an often unpredictable job market, and the opportunity to solve problems and be creative. Many Stern students strive to start their own business and some will be expected to join a family business after graduation. And for some, starting their own business in high school was what drew them to business school.

### **SPECIALIZATION IN ENTREPRENEURSHIP PROGRAM REQUIREMENTS (9 CREDITS)**

*Stern students cannot count a required course from the Business Core or their major toward the specialization.*

To complete the entrepreneurship specialization, students must take the foundational course Patterns of Entrepreneurship (C50.0085), plus one of the following options: (1) four additional entrepreneurship courses

in the Stern Undergraduate College or (2) three additional entrepreneurship courses in the Stern Undergraduate College and one approved course in the Master of Business Administration program with approval from the Stern Undergraduate College Office of Academic Advising.

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

**Patterns of Entrepreneurship**  
C50.0085

**Managing People and Teams**  
C50.0007

**Technological Innovation and  
New Product Development**  
C50.0008

**Managing Change**  
C50.0025

**Negotiation and Consensus  
Building**  
C50.0030

**New Product Development**  
C55.0060

**Entrepreneurship**  
C70.0040

**Entrepreneurship and Law in  
Practice**  
C70.0086

**Business Start-Up Senior Seminar**  
C70.0310

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

**Social Venture Capital**  
B40.3148 1.5 credits.

**Venture Capital Financing**  
B40.3173 1.5 credits.

**Entrepreneurial Finance**  
B40.3361 3 credits.

**Social Entrepreneurship**  
B65.2128 1.5 credits.

**Managing the Growing Company**  
B65.2327 3 credits.





# Finance (C15)

## Program of Study

### FINANCE MAJOR PROGRAM REQUIREMENTS (12 CREDITS)

Students who decide to major in finance must take four courses in finance in addition to the required core course, Foundations of Financial Markets (C15.0002). These four courses include the following:

**Financial Management**  
C15.0007

**Advanced Corporate Finance**  
C15.0008

Plus two electives from among the courses listed in the Advanced Courses section below. A student may elect to take a fifth course in finance.

No more than five finance courses should be taken as part of a student's program of study. The Stern School and prospective employers both believe it is beneficial for every Stern graduate to have broad exposure to the analytical styles of business management in all its dimensions.

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

## Courses

### CORE COURSE

**Foundations of Financial Markets**  
C15.0002 4 credits. Fall, spring, and summer.

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

This is a rigorous course developing the basic concepts and tools of modern finance. Basic concepts of return and risk are explored in detail with a view to understanding how financial markets work and how different kinds of financial instruments are valued. These instruments, including equities, fixed income securities, options, and other derivative securities become vehicles for exploring various financial markets and the utilization of these markets by managers in different kinds of financial institutions to enhance return and manage risk. The course includes a segment on the use and application of computer-based quantitative technology for financial modeling purposes.

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

**Financial Management**  
C15.0007 3 credits. Fall, spring, and summer.

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

Introduces the student to selected problems and issues in financial management. Topics include capital budgeting—strategy and techniques associated with the analysis and selection of capital projects, financial fore-

casting and financial planning, and corporate finance topics such as the cost of capital and issues associated with raising capital. Problem sets and case studies are integral parts of this course.

**Advanced Corporate Finance**  
C15.0008 3 credits. Fall, spring, and summer.

*Required course for finance majors.*  
*Prerequisite:* C15.0007.

The focus of this course is on major financial policy decisions of the corporation. Topics include corporate strategy in various economic settings, capital structure theory and policy, dividend theory and policy, and advanced capital budgeting analysis. These analytical tools and theories are applied to topical issues in corporate finance ranging from mergers and acquisitions decisions to corporate bankruptcy to managerial control and compensation strategies. Case studies are an integral part of this course.

### ADVANCED COURSES

**Risk Management in Financial Institutions**  
C15.0022 3 credits.

*Prerequisite:* C15.0002.

Examines the problems encountered in a wide range of activities of financial institutions, including asset liability management, liquidity management, and market risk and credit risk management. Uses quantitative models such as "value at risk" to illustrate the types of models necessary to manage modern financial

institutions. Emphasizes factors relevant to strategic planning for financial institutions, including technological change, developments in the regulatory environment, international sources of competition, developments in monetary and Federal Reserve policy, as well as entry by new types of institutions into existing financial markets.

*Note:* Money and Banking, C15.0021, is no longer being offered by the Department of Finance as a part of the regular course offerings. Students who wish to take a similar course to Money and Banking are encouraged to take Risk Management in Financial Institutions, C15.0022. Students who have already completed Money and Banking will not be allowed to enroll in Risk Management in Financial Institutions.

### Topics in Emerging Financial Markets

C15.0023 3 credits.

*Prerequisites:* C15.0007 and senior standing.

The perspective in this course is that of an investment manager who may be responsible for investment portfolios at a bank, an insurance company, a pension or endowment fund, a personal trust, or a mutual fund. Emerging financial markets around the world are examined. Problems considered include political risk, currency risk, excess speculation or market manipulation, differing accounting rules and standards, and performance measure comparison standards. Financial investments con-

sidered range from stocks to bonds to derivatives to real estate. Class discussion and reading focus on both the theoretical background and the practical knowledge necessary to deal effectively with the risks and opportunities that are a part of emerging financial markets.

#### **Debt Instruments**

C15.0026 3 credits.

*Prerequisite:* C15.0002.

Covers the valuation of fixed income securities and investment strategies utilizing them. Topics include the mathematics of bond valuation, immunization, history of interest rate structures, varieties of debt instruments, default, and country risk considerations. The role of financial futures and options on bond portfolio strategies is analyzed, as well as more traditional approaches to debt portfolio strategies.

#### **Behavioral Finance**

C15.0029 3 credits.

*Prerequisite:* C15.0007.

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

#### **International Financial Management**

C15.0030 3 credits.

*Prerequisites:* C15.0002 and C30.0011.

Examines the operation of international currency exchange and capital markets and applies financial management principles to the financial decisions of multinational corporations. Addresses such topics as exchange rate forecasting, hedging of exchange and political risk, and financing and capital budgeting by multinational corporations. Readings and case studies employed.

#### **Real Estate and Capital Markets**

C15.0038 3 credits.

*Prerequisite:* C15.0002.

Introduces students to real estate securitization from both an equity and debt perspective. Analyzes alternative types of equity securitization vehicles including real estate invest-

ment trusts (REITs), commingled real estate funds (CREFs), real estate limited partnerships (RELPs), master limited partnerships (MLPs), and real estate swaps. Introduces students to mortgage-backed securities (MBSs) as an example of real estate debt securitization. Explores mortgages with respect to differences in their cash flows, prepayment, and default probabilities. Discusses the dynamics of mortgage prepayments and pricing the embedded call option in a mortgage, followed by real-world applications. Explores such mortgage derivatives as mortgage pass throughs, interest-only and principal-only strips, floaters and inverse floaters, and various types of collateralized mortgage obligations such as planned amortization classes.

#### **Real Estate Finance**

C15.0039 3 credits.

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

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

#### **Equity Valuation**

C15.0041 3 credits.

*Prerequisite:* C15.0007.

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

#### **Investment Topics**

C15.0042 3 credits.

*Prerequisites:* C15.0007 and senior standing.

Focuses on more advanced topics in investments. The course is somewhat quantitative in nature as the primary focus is on specialized types of securities. Topics may include securities

trading practices, derivatives valuation models, hedging and risk management techniques, and bond valuation analysis. Other topics may include empirical studies of price behavior in security markets and portfolio management techniques in complex markets. Readings, problem sets, and short cases are employed.

#### **Futures and Options**

C15.0043 3 credits.

*Prerequisites:* C15.0007 and senior standing. *Restriction:* cannot be taken for credit in addition to C31.0337.

Covers derivatives and securities markets. The primary focus is on financial futures and options, but there are also references to the markets in commodity market instruments. Topics include market institutions and trading practices, valuation models, and hedging and risk management techniques. The material is inherently more quantitative than in some other courses, and doing homework problems is an essential part of the work expected.

#### **Investment Banking**

C15.0045 3 credits.

*Limited enrollment. Prerequisites:* C15.0007 and senior standing.

This course is a broad overview of the role of investment banking in modern societies. Explains which functions are performed and how these tasks are carried out in competitive and non-competitive environments. Concepts discussed include the origination, syndication, and distribution of security issues. Other topics include the pricing of new issues and the management of issues in the after markets, the role of investment bankers in restructuring industry, financing governments, and facilitating saving and investment. Ethical issues investment bankers must face are considered.

#### **Mergers, Acquisitions, and Restructuring**

C15.0050 2 credits.

*Prerequisite:* C15.0008.

Presents the theories and empirical evidence on mergers, acquisitions, and restructuring. The effects of various policy options are analyzed in the context of their effects on firm value. Topics related to M and A include evaluating acquisition targets, strategies of acquisition, and defensive measures against hostile acquisitions, their purpose and their consequences. Topics related to restructuring include restructuring transactions and strategies, divestitures (spin-offs and sell-offs), and leverage buyouts (LBOs). Reorganization under financial distress and bankruptcy and management reorganization are also

---

considered. Combines lecture material, analysis of cases, quantitative and qualitative analyses, and discussions of relevant news on such transactions. Suitable elective for students majoring in finance as well as students in management.

**Risk and Insurance**

C15.0081 3 credits.

*Prerequisite:* C15.0007.

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

**Distinguished Professor Seminar**

C15.0095 3 credits.

*Prerequisites:* C15.0007, senior standing, and permission of the undergraduate faculty adviser.

This seminar explores the research interests and professional philosophy of one or more of the Department of Finance's distinguished professors. In the past, the course has focused on such issues as the rapidly changing technology of Wall Street, investment banking opportunities and disasters, and the growth of the international financial markets. Outside senior finance executives may be brought in as guest lecturers. Students are expected to participate in this tutorial seminar both by active class participation and by written essay work.

**Independent Study in Finance**

1-3 credits.

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

An opportunity for a select group of seniors each year to work one-on-one with a faculty member on a topic the student selects and is approved by the supervising faculty member. The student is expected to spend as much time on the independent study as would be spent on a regular course, and the topic selected may not replicate an existing course. An information sheet on the course is available at the front desk of the departmental office (Henry Kaufman Management Center, Room 9-190) or on the department's Web site at [www.stern.nyu.edu/fin](http://www.stern.nyu.edu/fin).



# Information Systems (C20)

## Program of Study

### INFORMATION SYSTEMS MAJOR REQUIREMENTS (12 CREDITS)

An information systems major at Stern requires four information systems electives in addition to the core course, C20.0001, Information Technology in Business and Society. Students may also take selected computer science electives, with the permission of the undergraduate faculty adviser.

### INFORMATION SYSTEMS TRACKS (9 CREDITS)

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

#### Financial Systems

This track is designed for students co-majoring in finance who want to

understand systems in the financial services industry.

**Financial Information Systems**  
C20.0050 (required for track)

**Computational Approaches to Financial Engineering**  
C20.0036

**Database Management Systems**  
C20.0046

**Data Mining for Business Intelligence**  
C20.0057

**Operations in Financial Services**  
C60.0006

**Decision Models**  
C70.0007

**Trading Strategies and Systems**  
C70.0035

#### Enterprise Systems

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

**Electronic Commerce**  
C20.0038 (required for track)

**Design and Development of Web-Based Systems**  
C20.0022

**Database Management Systems**  
C20.0046

**Data Mining for Business Intelligence**  
C20.0057

**Decision Models**  
C70.0007

#### Web-Based Systems

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

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

**Design and Development of Web-Based Systems**  
C20.0022

**Electronic Commerce**  
C20.0038

**Database Management Systems**  
C20.0046

**Search and the New Economy**  
C70.0036

## Courses

### FUNDAMENTAL COURSE

**Information Technology in Business and Society**

C20.0001 4 credits. Fall and spring.  
*Prerequisite: Sophomore standing.*

Provides the background necessary to make decisions about computer-based information systems and to be an "end-user." Two major parts of the course are (1) hands-on experience with personal computers and (2) information systems management. Group and individual computer assignments expose students to electronic spreadsheet analysis and database management on a personal computer. Management aspects focus

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

### ADVANCED COURSES

**Design and Development of Web-Based Systems**  
C20.0022 3 credits.

This course covers the issues and concepts in developing data-driven Web sites. Students evaluate a variety of different Web development approaches and architectures, including Java, Active Server Pages, .NET, and Web services. A variety of alternative development approaches are

compared, looking at issues such as the development environment and the security, performance, scalability, and maintainability of systems developed with the different approaches. The class is divided into student teams. Each team implements a small system using one of the supported technologies. Students should have the ability to build a simple Web page and be proficient with common Microsoft Office business applications, especially Access. Light programming is used.



### **Fundamentals of Computer Systems**

C20.0035 3 credits.

*Prerequisite:* Programming experience.

This course provides an in-depth introduction to some of the major computer technologies, including computer systems organization, operating systems, Java programming, and Web technologies. The material covered in this course is divided into the following modules: (1) a crash course in Java, (2) an overview of some of the key Web technologies, and (3) computer organization and operating systems. It is assumed that the student is either already familiar with basic programming concepts (such as variables, arrays, conditional branching, loops, etc.) or will be able to learn them fast. Upon the completion of this course, students are able to (1) understand some of the current important Web technologies, including Java, XML, DOM/SAX/JAXP, and Web services technologies; (2) understand the organization of modern computers and the principles of operations of operating systems; and (3) develop practical hands-on skills by learning Java, XML, and other Web technologies.

### **Electronic Commerce**

C20.0038 3 credits.

*Prerequisite:* Sophomore standing.

This course provides an understanding of e-commerce and its impact on firms, industries, and markets. The fundamental architecture of information processing within the firm is changing as new Internet technologies appear. How well firms are able to master these new technologies and business models is having an important impact on their overall success. This course describes the technologies used in electronic commerce; discusses the resulting changes in organization structure, industry, and societal behavior; and seeks to understand the forces that bring about these changes.

### **Database Management Systems**

C20.0046 3 credits.

*Prerequisite:* Some programming experience.

This course focuses on the overall management of the data needs of an organization and the design and development of database applications. Topics include conceptual data modeling, data security and integrity, distributed data management, recovery strategies, and overall database administration. Students learn the SQL language—an industry standard

for relational databases—and design their own database applications using an available database management system such as Microsoft Access or Oracle.

### **Financial Information Systems**

C20.0050 3 credits.

This course teaches students how modern financial markets function as a network of systems and information flows, and how to use information technology for decision making in trading and managing customer relationships. The first part of the course describes how systems facilitate various kinds of payment and settlement mechanisms, enable financial markets such as exchanges and ECNs, and support interinstitution communication. The second part of the course describes how traders, analysts, and risk managers use systems to cope with the vast amounts of data on the economy, markets, and customers that flow into their systems each day. The course features a mix of case studies, Excel-based illustrations and assignments, and the latest industry tools. It is particularly suited for finance and marketing students interested in understanding information technologies in financial services from a practical career standpoint.

### **Computational Approaches to Financial Engineering**

C20.0055 3 credits.

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

This course introduces the student to a variety of financial engineering problems and solution approaches using software systems like Excel, Matlab, and SAS. Emphasis is on the underlying data and how to access it, as well as techniques for attacking common problems such as the pricing of derivatives, evaluating risk, approaches to building quantitative trading systems, and monte carlo simulation approaches in Value at Risk calculations. While by its nature, the course requires some mathematical skills and an understanding of probability theory, there is no assumption that the student has a background in many of the advanced mathematical concepts used in the theory of financial engineering.

### **Data Mining for Business Intelligence**

C20.0057 3 credits.

This course teaches students how to structure and solve business problems using data-driven analysis and modeling. The course has three closely related goals:

1. To introduce students to state-of-the-art data-mining methods that support decision making by extracting useful knowledge from the increasingly large volume of data that organizations collect.
2. To provide an analytical framework within which students can apply these data-mining techniques successfully to data-rich business problems.
3. To give students hands-on experience with using the techniques to extract knowledge from data.

The emphasis is on creative problem formulation and analysis. The course assumes prior knowledge of Microsoft Excel and the fundamentals of finance, marketing, and operations at the level of the core courses at Stern. Prior experience with a programming language or with data mining is useful but not necessary.

### **Independent Study in Information Systems**

1-3 credits.

*Prerequisite:* Permission of the undergraduate faculty adviser.

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

### **ADDITIONAL COURSES THAT CAN BE TAKEN AS ADVANCED INFORMATION SYSTEMS ELECTIVES**

#### **Decision Models**

C70.0007 3 credits.

*Full course description can be found in the Multidisciplinary Courses section (page 48).*

#### **Trading Strategies and Systems**

C70.0035 3 credits.

*Full course description can be found in the Multidisciplinary Courses section (page 48).*

#### **Search and the New Economy**

C70.0036 3 credits.

*Full course description can be found in the Multidisciplinary Courses section (page 48).*



# International Business

## Program of Study

### INTERNATIONAL BUSINESS COMAJOR REQUIREMENTS (12-14 CREDITS)

**International Business Management**  
C50.0004

and either

**International Financial Management**  
C15.0030

or

**International Marketing Management**  
C55.0064

Plus two electives; chosen from either international business or international nonbusiness, or a combination thereof. **Note:** "Double Counting of Stern Course Work" (refer to page 78 in the Policies and Procedures of the College section of this bulletin)—a Stern elective course may satisfy only one major requirement (e.g., *International Financial Management* can count toward the IB comajor requirement OR as an advanced finance elective, but it cannot satisfy both requirements).

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

### International Business Elective Options (3-4 credits)

**International Financial Management**  
C15.0030  
(based on selection above)

**Economies in Transition**  
C30.0031

**Topics in Emerging Financial Markets**  
C15.0023

**International Marketing Management**  
C55.0064  
(based on selection above)

**International Accounting and Financial Statement Analysis**  
B10.3335

**Economic Development**  
V31.0323

**Introduction to Economic Issues: Spain and Europe**  
(offered at NYU in Madrid)  
V31.9170

### International Nonbusiness Elective Options (4-8 credits)

#### Foreign Language

Students comajoring in international business are strongly encouraged to fulfill one of their elective requirements for the comajor with the foreign language option.

Any 8 credits (or more) of course work in a single foreign language will count as one of the two electives for an international business comajor. For example, a student choosing this option would also need to choose one additional course from the business or nonbusiness options to satisfy the department core requirements. **Note:**

Students may also take any 6-credit intensive language course (such as V45.0010, *Intensive Elementary French I*) to satisfy this requirement.

#### Nonforeign Language

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

#### Examples of appropriate courses include

- Modern South Africa and Ghana
- Comparative Economic Systems
- Cities in a Global Context
- NYU in Florence—Italian Politics
- NYU in Prague—Ownership and Corporate Control in Advanced and Transition Economies

#### Examples of inappropriate courses include

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

---

## Courses

### CORE COURSES

#### Economics of Global Business

C30.0011 3 credits. Fall.  
*Prerequisites:* V31.0001 and V31.0002 or C30.0001, and sophomore standing.  
*Full course description can be found in the Department of Economics section (page 25).*

#### International Studies Program

C50.0011 3 credits. Spring.  
*Prerequisites:* C30.0011 and junior standing.  
*Full course description can be found in the Department of Management section (page 39).*

### ADVANCED COURSES

(for juniors and seniors only)

#### International Business Management

C50.0004 3 credits. Fall and spring.  
*Prerequisites:* C30.0011, C50.0001.  
*Recommended:* Junior standing.  
*Full course description can be found in the Department of Management section (page 39).*

#### Topics in Emerging Financial Markets

C15.0023 3 credits.  
*Prerequisites:* C15.0007 and senior standing.  
*Full course description can be found in the Department of Finance section (page 32).*

#### International Financial Management

C15.0030 3 credits.  
*Prerequisites:* C15.0002 and C30.0011.  
*Full course description can be found in the Department of Finance section (page 33).*

#### Global Macro Issues

C30.0230 3 credits.  
*Prerequisite:* C30.0011.  
*Full course description can be found in the Department of Economics section (page 27).*

#### Economies in Transition

C30.0031 3 credits.  
*Prerequisites:* C30.0001 and sophomore standing.  
*Full course description can be found in the Department of Economics section (page 26).*

#### International Marketing Management

C55.0064 3 credits.  
*Prerequisite:* C55.0001.  
*Full course description can be found in the Department of Marketing section (page 44).*

#### Independent Study in International Business

1-3 credits.  
*Prerequisite:* Permission of the undergraduate faculty adviser.



# Management and Organizations (C50)

## Program of Study

### MANAGEMENT MAJOR REQUIREMENTS (12 CREDITS)

Students who decide to major in management must take four courses (12 credits) in advanced management electives in addition to the required Business Core course Management and Organizational Analysis

(C50.0001). Some multidisciplinary (C70) courses have also been approved to count toward fulfilling management major requirements.

Students majoring in management and organizations should consult with their adviser in the Stern Office of Academic Advising by the end of their sophomore year to ensure that course distribution requirements

are being met and to formally declare the management major. The Department of Management and Organizations undergraduate faculty adviser is always available to advise on management course selection or other matters management students may wish to discuss.

## Courses

### CORE COURSES

#### Management and Organizational Analysis

C50.0001 4 credits. Fall and spring. Prerequisite: Sophomore standing. Highly recommended for all sophomores.

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

#### International Studies Program

C50.0011 3 credits. Spring. Prerequisites: C30.0011 and junior standing.

The International Studies Program (ISP) builds on the historical and cultural courses of the first two years of undergraduate study and on Economics of Global Business (C30.0011). Students develop frameworks and techniques for analyzing how countries differ and the impact of those differences on opportunities for the growth and profitability of

multinational firms headquartered in or investing in different countries. Students also develop concepts and tools useful in formulating competitive strategy for multinational firms competing in global industries.

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

### ADVANCED COURSES

#### International Business Management

C50.0004 3 credits.

Prerequisites: C30.0011, C50.0001.

Recommended: Junior standing.

This course focuses on the "strategic" and "organizational" challenges facing the multinational firm. The following are the types of questions that we address. What differentiates a global from a domestic industry? How does/should a multinational operate in these different environments? What are the sources of competitive advantage in a global context? How does a multinational company (MNC) play the global chess game? Why and when do/should companies engage in cross-border strategic alliances? What are the associated risks and how to guard

against them? What potential roles can foreign subsidiaries play in an MNC's global strategy? What organizational structural alternatives are available to multinational companies? How do companies ensure coordination between the center and the subsidiaries and among subsidiaries? How do/should multinational companies manage knowledge and innovations? What do/should companies do about the multicultural environment in which they operate?

#### Managing People and Teams

C50.0007 3 credits.

Prerequisite: C50.0001.

This course combines theory with skill building to help students learn how to be effective managers and team members. Topics include issues such as power and politics, managing collaboration in and across teams, motivating effort, performance, social judgment, and cross-cultural issues. Students learn (1) how organizations can improve their effectiveness through better management of people and (2) how individual managers can be more effective in working with and leading others. This course builds on the Management and Organizational Analysis course by providing a more in-depth look at behavior within organizations. Extensive use is made of experiential exercises and small group discussions.

#### Technological Innovation and New Product Development

C50.0008 3 credits.

Technology, innovation, and entrepreneurship are some of the most frequently used terms in today's business environment. Indeed, we are bombarded by products and technolo-



gies that are changing how we live and work, e.g., MP3 and wireless or high definition television. The following are some of the topics that are covered. What is technology? What are the forces that shape its evolution? How should we forecast? What roles do strategic alliances, standards, and intellectual property play? How should we create product development teams? How should we create organizations that foster innovation? What is the role of creativity in the development of new technologies?

#### **Strategic Analysis for Success in the Digital Age**

C50.0016 2 credits.

*Prerequisite:* C50.0001.

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

#### **Strategic Analysis for Leaders, Analysts, and Consultants**

C50.0020 2 credits.

*Prerequisite:* C50.0001.

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

and understanding of multiproduct, multilocation, and multibusiness firms. This portion of the course investigates the economic logic and organizational constraints associated with diversification and horizontal and vertical integration.

#### **Managerial Skills**

C50.0021 3 credits.

*Prerequisite:* C50.0001.

Many companies bestow a management title on key talent and expect appropriate behavior to follow. That is not the most effective way to develop future business leaders. Increasing self-awareness and being open to feedback are important first steps in leading today's business for tomorrow's results. This course focuses primarily on the practical aspects of managing. While based on solid research, it stresses a hands-on approach to improving students' management skills. Each session focuses on (a) developing personal skills: self-awareness, managing stress, solving problems, and creativity; (b) interpersonal skills: coaching, counseling, supportive communication, gaining power and influence, motivating self and others, and managing conflict; and (c) group skills: empowering, delegating, and building effective teams.

#### **Women in Leadership**

C50.0023 3 credits.

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

#### **Managing Change**

C50.0025 3 credits.

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

Managing change is a central concern for today's managers, as business environments become increasingly com-

petitive, knowledge driven, and complex. Managing change is the primary focus of the management consulting industry. Yet according to management experts, 70 percent of corporate change initiatives fail for various reasons including internal resistance and distrust, difficulties aligning the new strategic direction with existing capabilities, and lack of vision. Managing in turbulent times requires a solid understanding of what change is about, what are its critical aspects, and how one can lead change initiatives in a disciplined and successful way. Case analysis and applied projects are the major vehicles for learning in this course. Assignments are designed not only to assess students' grasp of relevant theories and analytical tools, but also to enhance communication skills relevant to general management. This course is particularly relevant for students who plan to pursue careers as general managers or management consultants.

#### **Negotiation and Consensus Building**

C50.0030 2 credits.

Effective negotiation and consensus-building skills are essential for success in almost any work life domain—whether your goal is to be an entrepreneur, film producer, business manager, or political leader. The purpose of this course is to study how people reach agreement and to develop an analytical approach for reaching more effective agreements in organizational settings. The course draws from research in psychology and economics to provide academic content, while making use of role-playing exercises and experiential learning to emphasize key applied lessons.

#### **Patterns of Entrepreneurship**

C50.0085 3 credits.

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

#### **Senior Seminar: Organization Design**

C50.0300 3 credits.

*Prerequisite:* Senior standing.

This seminar introduces students to concepts of organization design and how they have developed and

---

changed, moving from static notions based on unchanging, objective worlds, to dynamic notions based on changing subjective worlds that designers construct and influence. The emphasis in discussions and projects is on exploring how organization designs adapt and evolve over time, generating not only anticipated but also unanticipated outcomes. Students learn how in their evolution, organization designs affect not only organizational performance but also the quality of organizational life.

#### **Independent Study in Management and Organizations**

*1-3 credits.*

*Prerequisite: Permission of the undergraduate faculty adviser.*

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

#### **ADDITIONAL COURSES THAT CAN BE TAKEN AS ADVANCED INFORMATION SYSTEMS ELECTIVES**

##### **Decision Models**

C70.0007 3 credits.

*Full course description can be found in the Multidisciplinary Courses section (page 48).*

##### **Competitive Analysis**

C70.0015 3 credits.

*Full course description can be found in the Multidisciplinary Courses section (page 48).*



# Marketing (C55)

## Program of Study

### MARKETING MAJOR REQUIREMENTS (12 CREDITS)

Students who wish to major in marketing must take 12 credits of marketing courses in addition to the required Business Core course Introduction to Marketing (C55.0001). These 12 credits include the following courses:

**Consumer Behavior**  
C55.0002

**Marketing Research**  
C55.0009

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

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

Students interested in augmenting their studies of marketing research are encouraged to consider a double major in marketing and statistics. Students interested in this area of study should meet with the faculty advisers for marketing and statistics and their academic adviser to discuss how this combination might impact their chosen curricular path. Please see page 45 for more information on the statistics major.

## Courses

### CORE COURSE

**Introduction to Marketing**  
C55.0001 4 credits. Fall, spring, and summer.

*Prerequisite:* Sophomore standing.

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

### FUNDAMENTAL COURSES

**Consumer Behavior**  
C55.0002 3 credits. Fall, spring, and summer.

*Prerequisites:* C55.0001 and sophomore standing.

Presents a comprehensive, systematic, and practical conceptual framework for understanding people as consumers—the basic subject matter of all marketing. Draws on the social sciences to evaluate the influence of both individual and ecological factors on market actions. Discusses relevant psychological and sociological theories and demonstrates how they can be used to predict consumers' reac-

tions to strategic marketing decisions. Basic methodologies for research in consumer behavior are developed and applied. Emphasis is on developing applications of behavioral concepts and methods for marketing actions.

### Marketing Research

C55.0009 3 credits. Fall and spring.  
*Prerequisites:* C55.0001 and either C22.0001 or C22.0103, and sophomore standing.

Designed to provide the student with both research and managerial perspectives in the development and application of marketing research tools and procedures. Describes the development of research designs from problem formulation to analysis and submission of the research report. Analyzes techniques of marketing research such as focus groups, experimental design, surveys, sampling, statistical analysis, and reporting. Cases are utilized in the development of methods and in specific areas of application.

### ADVANCED COURSES

(for juniors and seniors)

#### Advertising Management

C55.0003 3 credits.

*Prerequisite:* C55.0001.

Provides students with a comprehensive framework and the tools to understand the advertising process and to appreciate managerial and the-

oretical perspectives in advertising. Describes the stages in developing an advertising plan from analyzing the situation and defining clear advertising objectives to execution. Presents students with tools related to various skill areas in advertising, including account planning, media planning and buying, and copywriting/art direction, while allowing a broader appreciation of how each of these skill areas fit into the overall structure of the advertising process. Course work involves a comprehensive group project that utilizes learning in all functional areas of advertising while simulating development of an advertising campaign.

#### Film and Television Distribution and Finance

C55.0020 2 credits.

Designed to give business and film students a basic understanding of how the production of feature films and cable and broadcast television films and series are financed. Explores the players who invest in production, why they are investing, and how these transactions are accomplished. Covers the basic elements of these transactions, such as copyright exploitation, distribution, and the flow of funds. Examines examples of "real-world" transactions involving bank financing of feature films, distributor and producer coproductions and cofinancings, cable television financings, and the funding of series

for broadcast television. The course also includes a case study of producing in Canada.

#### **Entertainment Finance**

C55.0021 2 credits.

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

#### **Movie Marketing**

C55.0022 2 credits.

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

#### **Impact of Technology on Entertainment and Media**

C55.0023 2 credits.

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

#### **Entertainment and Media Industries**

C55.0040 2 credits.

Provides students with a framework for understanding key marketing issues facing organizations in the entertainment industry. Establishes a basis for the formulation of marketing tactics and strategies for firms competing for consumers' discretionary spending. Covers recent developments in major sectors of the entertainment industry, including movies, television, cable, theatre, and sports. Examines issues that cut across all types of entertainment marketing, including licensing and promotion. Uses case studies and projects.

#### **Media Planning**

C55.0041 2 credits.

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

#### **Television Management: Network, Cable, and Satellite**

C55.0044 2 credits.

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

#### **Globalization of the Entertainment Industry**

C55.0046 2 credits.

Provides a framework for understanding the global expansion of media and entertainment companies. Examines the impact that the significant export growth of American leisure products and services has on the U.S. economy. Analyzes the strategies of several leading entertainment and media multinational companies and the

development of their entertainment businesses within the major world economic zones. International speakers, cases, and readings are used in this course.

#### **Sports Marketing**

C55.0047 2 credits.

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

#### **The Business of Producing**

C55.0049 2 credits.

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

#### **Craft and Commerce of Cinema: Tribeca Film Festival**

C55.0051 2 credits.

This is a master class for undergraduate students in cinema development, financing, distribution, marketing, and producing, to be taught at the Stern School in coordination and partnership with the Tribeca Film



Festival. The course will take place each spring, from February to May, with several lectures held at Stern before the festival. The course will be restricted to 25 students only, selected by the professors from applicants.

#### **Pricing Strategies**

C55.0053 3 credits.

*Prerequisite:* C55.0001.

Pricing is one of the most important but least understood marketing decisions. This course is designed to equip participants with the frameworks, techniques, and latest thinking on assessing and formulating pricing strategies. Students learn the process of making pricing decisions and explore innovative approaches for setting prices. Emphasis is on ways to help firms in diverse industries improve their pricing. Topics of discussion include pricing of durable goods, pricing of consumer package goods, pricing of services, pricing of informational goods, new product pricing, price promotions, behavior-based pricing, price bundling, non-linear pricing, targeted pricing, pricing through a distribution channel, and international pricing. Upon successful completion of this course, students (1) gain a solid understanding of pricing practices across different industries, (2) learn state-of-the-art frameworks for analyzing pricing issues, and (3) master the essential techniques for making profitable pricing decisions while thinking strategically.

#### **Strategic Marketing Planning and Management**

C55.0055 3 credits.

*Prerequisites:* C55.0001 and two advanced marketing courses.

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

#### **New Product Development**

C55.0060 3 credits.

*Prerequisite:* C55.0001.

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

#### **International Marketing Management**

C55.0064 3 credits.

*Prerequisite:* C55.0001.

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

#### **Decision-Making Strategies in Marketing and Management**

C55.0065 3 credits.

*Prerequisite:* C55.0001.

Successful marketing and business strategy depends on a thorough understanding of how people make decisions. Although traditional "rational" models of human reasoning make clear predictions about how

people should make decisions, these models fail to fully capture how managers and consumers actually make decisions in the real world. The purpose of this course is to inform future managers and consultants of the sometimes counterintuitive but often predictable rules, processes, and heuristics that guide everyday judgment and decision making, as well as how knowledge of these rules can be utilized to improve marketing and business strategy.

#### **Independent Study in Marketing** 1-3 credits.

*Prerequisites:* Senior standing,

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

An opportunity to work one-on-one with a faculty member on an advanced topic selected by the student that is not covered in any marketing course.

### **ADDITIONAL COURSES THAT CAN BE TAKEN AS ADVANCED MARKETING ELECTIVES**

#### **Decision Models**

C70.0007 3 credits.

*Prerequisite:* C60.0001.

Full course description can be found in the *Multidisciplinary Courses* section (page 48).

#### **Competitive Analysis**

C70.0015 3 credits.

*Prerequisite:* C30.0001 or V31.0002.

Full course description can be found in the *Multidisciplinary Courses* section (page 48).

#### **Search and the New Economy**

C70.0036 3 credits.

*Prerequisite:* C20.0001.

Full course description can be found in the *Multidisciplinary Courses* section (page 48).



# Statistics and Actuarial Science (C22)

## Programs of Study

It is highly recommended that a student complete a second major in Stern if statistics is selected as one of the majors. Some examples of double major combinations include the following: statistics and finance; statistics and marketing; and statistics and economics.

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

Students interested in augmenting their studies of marketing research are encouraged to consider a double major in marketing and statistics. Students interested in this area of study should meet with the faculty advisers for marketing and statistics and their academic adviser to discuss how this combination might impact their chosen curricular path. Please see page 42 for more information on the marketing major.

### STATISTICS MAJOR REQUIREMENTS (12 CREDITS)

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

**Regression and Multivariate Data Analysis\***  
C22.0017

or

**Statistical Inference and Regression Analysis†**  
C22.0015/B90.3302

Plus any three of the following courses:

**Regression and Multivariate Data Analysis\***

C22.0017 (if not already selected)

**Forecasting of Time Series Data\***  
C22.0018

**Applied Stochastic Processes for Financial Models\***  
C22.0008

**Mathematics of Investment†**  
C22.0027/B90.2309

**Introduction to the Theory of Probability†**  
C22.0014/B90.3301

**Statistical Inference and Regression Analysis†**  
C22.0015/B90.3302 (if not already selected)

**Introduction to Stochastic Processes†**  
C22.0021

**Life Contingencies†**  
C22.0037

**Financial Engineering\***  
C20.0055

**Data Mining and Business Intelligence\***  
C20.0057

**Decision Models\***  
C70.0007

### ACTUARIAL SCIENCE MAJOR REQUIREMENTS (31 CREDITS)

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

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

**Introduction to the Theory of Probability**  
C22.0014/B90.3301

**Mathematics of Investment**  
C22.0027/B90.2309

**Financial Management**  
C15.0007

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

**Calculus I**  
V63.0121

**Calculus II**  
V63.0122

**Calculus III**  
V63.0123

**Linear Algebra**  
V63.0124

Plus two of the following four courses‡:

**Statistical Inference and Regression Analysis**  
C22.0015/B90.3302

**Forecasting of Time Series Data**  
C22.0018/B90.2302

**Life Contingencies**  
C22.0037/B90.3335

**Introduction to Stochastic Processes**  
C22.0021/B90.3321

\* Courses that only require the Business Core at Stern.

† Courses that have additional mathematics and other prerequisite requirements.

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

## CORE COURSE

### Statistics for Business Control and Regression and Forecasting Models

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

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

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

### Statistics for Business Control

C22.0001 4 credits. Fall and spring. This course is not to be taken by students who have taken C22.0103. *Prerequisite:* V63.0121.

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

### Regression and Forecasting Models

C22.0003 2 credits. Fall and spring. This course is not to be taken by students who have taken C22.0103. *Prerequisite:* C22.0001 or equivalent.

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

## ADVANCED COURSES

### Applied Stochastic Processes for Financial Models

C22.0008 3 credits. Cross-listed with B90.2308. *Prerequisite:* C22.0103 or C22.0003. Presents a mathematical background for the stochastic processes that are widely employed as modeling tools in finance. The emphasis is on an intuitive approach and examples rather than on proofs and mathematical rigor. Topics include random walks,

martingales, Markov chains, Poisson process and other continuous time Markov chains, Brownian motion, geometric Brownian motion, and other diffusion processes. The relevance of the considered processes to financial modeling is stressed throughout. In particular, applications to pricing of derivative securities and to modeling of the term structure of interest rates are discussed.

### Categorical Data

C22.0010 3 credits. Cross-listed with B90.3307. *Prerequisite:* C22.0015/B90.3302. Introduces discrete random variables, with most of the emphasis going to the bivariate and multivariate situations. Major topics are the chi-squared statistic, Fisher's exact test, odds ratio estimates and intervals, sets of tables, the log-linear model, model fitting, and logit analysis. Minor topics that may be covered are the Mantel-Haenszel statistic, rate standardizing, and detailed modeling of interaction in the two-dimension table.

### Sampling Techniques

C22.0011 3 credits. Cross-listed with B90.3308. *Prerequisite:* C22.0015/B90.3302. Considers commonly used sampling schemes such as simple, random, stratified, multistage, and double sampling and examines their efficiency. Studies methods of estimation, including ratio and regression. Other topics include poststratification, multivariate surveys, analytic studies, problems of nonresponse, nonsampling errors, and randomized response technique. Theory is illustrated with examples from diverse fields.

### Introduction to the Theory of Probability

C22.0014 3 credits. Cross-listed with B90.3301. *Prerequisites:* V63.0121 and V63.0122; also suggested C22.0103. Covers the basic concepts of probability. Topics include the axiomatic definition of probability; combinatorial theorems; conditional probability and independent events; random variables and probability distributions; expectation of functions of random variables; special discrete and continuous distributions, including the chi-square,  $t$ ,  $F$ , and bivariate normal distributions; law of large numbers; central limit theorem; and moment generating functions. The theory of statistical estimation is introduced with a discussion on maximum likelihood estimation.

### Statistical Inference and Regression Analysis

C22.0015 3 credits. Cross-listed with B90.3302. *Prerequisites:* V63.0121, V63.0122, V63.0124, and C22.0014. Consists of two distinct components: statistical inference and regression analysis. Statistical inference topics include the principles of statistical estimation and inference, Neyman Pearson Lemma, testing of means, variances, tests of independence, and nonparametric methods. Regression analysis discusses the general linear regression model, least squares estimation, departures from standard assumptions, autocorrelation, multicollinearity, analysis of residuals, choice of variables, and nonlinear models.

### Regression and Multivariate Data Analysis

C22.0017 3 credits. Cross-listed with B90.2301 and B90.3312. Can be substituted for C22.0015 (B90.3302). *Prerequisite:* C22.0103 or C22.0003. A data-driven, applied statistics course focusing on the twin subjects of regression and multivariate data analysis. Emphasizes applications to the analysis of business data and makes extensive use of computer statistical packages. Topics include data analysis and management, multiple linear and nonlinear regression, selection of variables, residual analysis, model building, autoregression, and multicollinearity. Topics in multivariate data analysis include principal components, analysis of variance, categorical data analysis, factor analysis, cluster analysis, discriminant analysis, and logistic regression.

### Forecasting Time Series Data

C22.0018 3 credits. Cross-listed with B90.2302 and B90.3312. *Prerequisite:* C22.0103 or C22.0003. The course is an exposition of time series and forecasting techniques with emphasis on ideas, methods, and interpretations. Discusses the determination of the best analytical model for a given problem and the application of this model in the decision-making process for purposes that include description, explanation, and control of time-dependent data. Illustrates all techniques with case studies and uses computer program packages as an aid for obtaining solutions. The major focus is the Box-Jenkins approach to modeling and forecasting time series. Topics include model building, model selecting,

descriptions of timing and correlation relationships among data sets and forecasting models, estimation, and diagnostic checking. Other topics are seasonal adjustment, exponential smoothing models, state space models, and nonlinear models.

**Introduction to Stochastic Processes**

C22.0021 3 credits.

*Cross-listed with B90.3321.*

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

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

**Mathematics of Investment**

C22.0027 3 credits.

*Cross-listed with B90.2309.*

*Prerequisites:* V63.0121 and

V63.0122; C15.0002 also suggested.

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

**Life Contingencies**

C22.0037 3 credits.

*Cross-listed with B90.3335.*

*Prerequisites:* C22.0014 and

C22.0027/B90.2309.

Applies probability and mathematics of investment to problems of premiums and reserves on annuities and insurance policies. Topics include probabilities of mortality, laws of mortality, joint life probabilities and annuities, and multiple decrement theory. Applications to pension plans are discussed.

**Independent Study in Statistics, Operations Research, or Actuarial Science**

1-3 credits.

*Prerequisite:* Permission of the undergraduate faculty adviser.

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

**ADDITIONAL COURSE THAT CAN BE TAKEN AS ADVANCED STATISTICS ELECTIVE**

**Decision Models**

C70.0007 3 credits.

*Prerequisite:* C60.0001.

*Full course description can be found in the Multidisciplinary Courses section (page 48).*





# Multidisciplinary Courses

**M**ultidisciplinary courses may count toward multiple majors and/or are specialized

classes that do not neatly fit into one department or another. Courses that have been offered in the past are listed below. Students are

encouraged to research the multidisciplinary course offerings each semester on the Stern Web site and on Albert.

## Decision Models

C70.0007 3 credits.

*Prerequisite:* C60.0001.

*Counts toward statistics, information systems, marketing, and management majors.* An introduction to basic principles and techniques of applied mathematical modeling for managerial decision making (models used in fields such as finance, operations, and marketing). Students learn the use of important analytical methods (e.g., spreadsheet modeling, Monte-Carlo simulation) to recognize their assumptions and limitations and to employ them in decision making. Emphasis is placed on model formulation and interpretation of results, not mathematical theory. Aimed at undergraduates with little prior exposure to modeling and quantitative analysis, but appropriate for all students who wish to strengthen their quantitative skills.

## Competitive Analysis

C70.0015 3 credits.

*Prerequisite:* C30.0001 or V31.0002.

*Counts toward business economics, marketing, and management majors.*

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

## Trading Strategies and Systems

C70.0035 3 credits.

*Prerequisites:* C20.0001 and C15.0002.

*Counts toward information systems major.* This course describes how equity and derivatives markets work and the commonly employed trading strategies employed by professionals in

these markets. The course focuses on how to construct indicators that measure the state of a market, the development of trading strategies based on these indicators, and the measurement and management of risk associated with the strategies. The course is useful to anyone interested in hedge funds, sales and trading, operations, and technology.

## Search and the New Economy

C70.0036 3 credits.

*Prerequisite:* C20.0001.

*Counts toward information systems and marketing majors.*

Introduces students to the changes that search technology brought in business and society. The course examines information asymmetries, which are at the very core of many industries. Many business models rely (even without realizing this) on such information asymmetries (real estate industry, banking, news, and so on).

## Entrepreneurship

C70.0040 2 credits.

*Counts toward entrepreneurship specialization.*

Discusses how the Internet has created a truly global and completely interconnected world economy. The ability to reach and target your customer is much greater and the cost to sell your product is much cheaper, creating businesses that can get to market rapidly, build scale with capital efficiency, and create value for its founders and investors. Focuses on the dynamics of this new business environment and the steps necessary to build a business in a Web 2.0 economy. Also focuses on the steps one should evaluate when launching a new venture and how (and when and whether) to secure financing. The

course mixes case studies, lectures, and field trips to actual companies. Students work to create a business plan that is presented to the class. The top three business concepts are invited to a leading NYC-based venture firm for a presentation to its partners for funding.

## Entertainment Law

C70.0048 2 credits.

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

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

## Entrepreneurship and Law in Practice

C70.0086 2 credits.

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

*Counts toward entrepreneurship specialization.*

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

---

**Business Start-up Senior Seminar**

C70.0301 3 credits.

*Counts toward entrepreneurship specialization.*

This course is a senior undergraduate seminar elective that provides students the opportunity to write a business plan for their for-profit or social impact venture. It focuses on tying together the disciplines of finance, marketing, management, and operations in a practical and applied way.

Using lectures and discussions, case studies, guest speakers, and consulting by the course faculty, teams of students complete a business plan beginning with idea generation and finishing by presenting their completed plan before a panel of evaluators. The content of the course revolves around sections of a business plan including idea generation, market research and planning, financial analysis, venture funding, operations,

and management. Each of those topics is covered in class with a focus on how they need to be integrated into a coherent, logical, compelling story. The teams then apply those lessons while developing their own plans. The basic format of the class is “listen/discuss/learn/do.” It is a highly interactive class with an emphasis on class participation and application.



# Cross-School Minors

## Advanced Mathematical Methods with the College of Arts and Science

### ADVANCED MATHEMATICAL METHODS MINOR REQUIREMENTS (15-16 CREDITS)

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

**Calculus III**  
V63.0123

**Linear Algebra**  
V63.0140 or equivalent.

*Statistics and Probability Theory:* The probability and statistics requirement is satisfied through C22.0014, in conjunction with either the core course in Statistics (C22.0103) required of every Stern student or Statistics (V31.0018) offered through the CAS Department of Economics. CAS students who have already taken either of the CAS Department of Mathematics Probability courses (V63.0233 or V63.0235) are also required to take either Statistical Inference and Regression Analysis (C22.0015/B90.3302) or Introduction to Stochastic Processes (C22.0021) to fully complete this component of the minor.

**Numerical Analysis**  
V63.0252

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

**Ordinary Differential Equations**  
V63.0262

**Partial Differential Equations**  
V63.0263

**Statistical Inference and Regression Analysis**  
C22.0015/B90.3302

### COURSES

#### Calculus III

V63.0123 4 credits.

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

Functions of several variables. Vectors in the plane and space. Partial derivatives with applications, especially Lagrange multipliers. Double and triple integrals. Spherical and cylindrical coordinates. Surface and line integrals.

#### Linear Algebra

V63.0140 4 credits.

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

Systems of linear equations, Gaussian elimination, matrices, determinants, Cramer's rule. Vectors, vector spaces, basis and dimension, linear transformations. Eigenvalues, eigenvectors, and quadratic forms.

#### Introduction to the Theory of Probability

C22.0014 3 credits.

*Cross-listed with* B90.3301.

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

*Full course description can be found in the Department of Statistics section (page 46).*

#### Statistical Inference and Regression Analysis

C22.0015 3 credits.

*Cross-listed with* B90.3302.

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

*Full course description can be found in the Department of Statistics section (page 46).*

#### Numerical Analysis

V63.0252 4 credits.

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

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

#### Ordinary Differential Equations

V63.0262 4 credits.

First and second order equations. Series solutions. Laplace transforms. Introduction to partial differential equations and Fourier series.

#### Partial Differential Equations

V63.0263 4 credits.

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

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

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

## BUSINESS OF ENTERTAINMENT, MEDIA, AND TECHNOLOGY (BEMT) MINOR REQUIREMENTS (16 CREDITS)

Stern students cannot count a required course from the Business Core or from their major toward the minor. All students are required to take 8 credits of their minor at Stern. All students must take the following core requirement:

### Entertainment and Media Industries C55.0040

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

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

*For Stern Students:* If a course is not listed below and a student would like to count it toward the minor, please submit the request to the Stern Undergraduate College Office of Academic Advising. The office will request permission from the BEMT academic director. If the course is approved for the minor and is offered by Tisch (versus Stern), the student must follow procedures for nonmajors wishing to take film courses ([http://filmtv.tisch.nyu.edu/object/UFTV\\_NonMajor.html](http://filmtv.tisch.nyu.edu/object/UFTV_NonMajor.html)).

## COURSES

### Core Course

#### Entertainment and Media Industries

C55.0040 2 credits.

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

### Stern Elective Courses

#### Film and Television Distribution and Finance

C55.0020 2 credits.

Full course description can be found in the Department of Marketing section (page 42).

#### Entertainment Finance

C55.0021 2 credits.

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

#### Movie Marketing

C55.0022 2 credits.

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

#### Impact of Technology on Entertainment and Media

C55.0023 2 credits.

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

#### Television Management: Network, Cable, and Satellite

C55.0044 2 credits.

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

#### Globalization of the Entertainment Industry

C55.0046 2 credits.

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

#### Sports Marketing

C55.0047 2 credits.

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

#### The Business of Producing

C55.0049 2 credits.

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

#### Electronic Commerce

C20.0038 3 credits.

Prerequisite: Sophomore standing.

Full course description can be found in the Department of Information Systems section (page 36).

#### Strategic Analysis for Success in the Digital Age

C50.0016 2 credits.

Prerequisite: C50.0001.

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

#### Negotiation and Consensus Building

C50.0030 2 credits.

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

#### Entertainment Law

C70.0048 2 credits.

Full course description can be found in the Multidisciplinary Courses section (page 48).

### Tisch Film and Television Elective Courses

Please see the NYU Tisch Web site at [www.tisch.nyu.edu](http://www.tisch.nyu.edu) for detailed course descriptions and prerequisites.\*

#### Language of Film

H56.0004 4 credits.

#### Producing the Short Screenplay

H56.1023 3 credits.

#### Producing for Television

H56.1028 3 credits.

Summer course only.

#### TV Nation: Inside and Out of the Box

H56.1086 3 credits.

#### Film Marketing and Distribution

H56.1093 3 credits.

#### Legal Aspects of the Entertainment Industry

H56.1195 3 credits.

### Steinhardt Music Business Elective Courses

#### Business Structure of the Music Industry

E85.0221 2 credits.

#### Music in the Media Business

E85.1214 2 credits.

#### Entrepreneurship in the Music Industry

E85.1216 2 credits.

#### Economic and Legal Setting of the Music Industry

E85.1222 2 credits.

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



---

**Production and A and R in the Music Industry**  
E85.1223 2 credits.

**Concert Management**  
E85.1226 2 credits.

**International Music Business Marketplace**  
E85.1230 2 credits.

**Music Publishing**  
E85.1700 2 credits.

*Steinhardt Media, Culture, and Communication Elective Courses*

**Television: History and Form**  
E59.1006 4 credits.

**Film: History and Form**  
E59.1007 4 credits.

**Video Games: Culture and Industry**  
E59.1008 4 credits.

**Media Audiences**  
E59.1016 4 credits.

**Media and Globalization**  
E59.1300 4 credits.

**Copyright, Commerce, and Culture**  
E59.1405 4 credits.

**Marketing for Mass Media**  
E59.1785 4 credits.

---

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

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

### **PUBLIC POLICY AND MANAGEMENT MINOR REQUIREMENTS (16 CREDITS)**

Stern students cannot count a required course from the Business Core or from their major toward the minor. The public policy and management minor consists of a minimum of 16 credits. Stern students may take no more than 4 credits worth of Stern course work to fulfill this minor. All students must take one of the following courses as the core requirement:

**Introduction to Public Service**  
P11.0020

or

**The Politics of Public Policy: City, Nation, and Globe**  
P11.0022

### **COURSES**

#### *Core Courses*

**Introduction to Public Service**  
P11.0020 4 credits.  
*Please see the NYU Wagner Web site at <http://wagner.nyu.edu> for detailed course descriptions and prerequisites.*

**The Politics of Public Policy: City, Nation, and Globe**  
P11.0022 4 credits.  
*Please see the NYU Wagner Web site at <http://wagner.nyu.edu> for detailed course descriptions and prerequisites.*

*Stern Elective Courses*  
**Law, Business, and Society**  
C40.0006 4 credits.  
*Full course description can be found in the Social Impact Core section (page 18).*

**Professional Responsibility and Leadership**  
C40.0012 2 credits.  
*Full course description can be found in the Social Impact Core section (page 18).*

**Management and Organizational Analysis**  
C50.0001 4 credits.  
*Full course description can be found in the Department of Management section (page 39).*

**Managing People and Teams**  
C50.0007 3 credits.

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

**Managing Change**  
C50.0025 3 credits.  
*Full course description can be found in the Department of Management section (page 40).*

### *Wagner Graduate School of Public Service Elective Courses*

Please see the NYU Wagner Graduate School of Public Service Web site at <http://wagner.nyu.edu> for detailed course descriptions and prerequisites.

**Politics of New York**  
P11.0015 4 credits.

**U.S. Immigration Policy in Global Perspective**  
P11.0018 4 credits.

**Health and Society**  
P11.0030 4 credits.

**Topics in Health: Policy, Politics, and Power**  
P11.0036 4 credits.

**From Degas to Disney: Public Policy and the Arts**  
P11.0063 4 credits.



# Faculty of the Leonard N. Stern School of Business

## Accounting

**Kashi R. Balachandran**

Professor of Accounting  
B.E. 1962, Madras; M.S. 1964, Ph.D. 1968, California (Berkeley)

**Eli Bartov**

Professor of Accounting; Research Professor of Accounting  
B.A. 1977, Tel Aviv; Ph.D. 1989, California (Berkeley)

**John S. Bildersee**

Professor of Accounting  
B.A. 1966, Princeton; M.B.A., Ph.D. 1971, Chicago

**Mary Billings**

Assistant Professor of Accounting  
B.A. 1975, Cornell; J.D. 1978, Georgetown

**Jeanne Calderon**

Clinical Associate Professor of Business and Law  
B.A. 1975, Cornell; J.D. 1978, Georgetown

**Frederick D. S. Choi**

Distinguished Service Professor of Accounting; Chairperson, Department of Accounting, Taxation, and Business Law  
B.B.A. 1965, M.B.A. 1968, Hawaii; Ph.D. 1972, Washington

**Daniel Cohen**

Assistant Professor of Accounting  
B.A. 1997, M.B.A. 1999, Hebrew; Ph.D. 2004, Northwestern

**Alex Dontoh**

Associate Professor of Accounting; Deputy Chairperson, Department of Accounting Taxation, and Business Law  
B.Sc. 1973, Ghana; M.B.A. 1976, California (Berkeley); Ph.D. 1984, New York

**Haim Dov Fried**

Associate Professor of Accounting  
B.Com. 1971, Sir George Williams (Montreal); M.B.A. 1974, Ph.D. 1978, New York

**Dhananjay Gode**

Clinical Associate Professor of Accounting  
B.S. 1986, Banaras Hindu; M.B.A. 1988, Indian Institute of Management; M.S. 1990, 1992, Ph.D. 1994, Carnegie Mellon

**Richard M. Hendler**

Clinical Associate Professor of Business Law  
B.S. 1985, J.D. 1988, New York

**Aaron Hipscher**

Clinical Professor of Accounting  
B.A. 1965, M.B.A. 1966, Rutgers

**Seymour Jones**

Clinical Professor of Accounting  
B.A. 1952, City College (CUNY); M.B.A. 1954, New York

**April Klein**

Associate Professor of Accounting  
B.A. 1977, Pennsylvania; M.B.A. 1979, Ph.D. 1983, Chicago

**Rachel S. Kowal**

Clinical Associate Professor of Business Law  
B.A. 1977, Cornell; J.D. 1981, Yeshiva

**Baruch I. Lev**

Philip Bardes Professor of Taxation; Director, Vincent C. Ross Institute of Accounting Research  
B.A. 1962, Hebrew; M.B.A. 1967, Ph.D. 1968, Chicago

**Joshua Livnat**

Professor of Accounting  
B.Sc. 1973, Hebrew; M.Phil. 1978, Ph.D. 1978, New York

**Ajay Maindiratta**

Associate Professor of Accounting  
B.Tech. 1975, Indian Institute of Technology; Ph.D. 1984, Carnegie Mellon

**James Ohlson**

Professor of Accounting  
M.B.A. 1968, Ph.D. 1972, California (Berkeley)

**Christine Petrovits**

Assistant Professor of Accounting  
B.A. 1994, M.B.A. 1999, College of William and Mary; Ph.D. 2005, North Carolina (Chapel Hill); CPA

**Joshua Ronen**

Professor of Accounting  
B.A. 1959, M.S. 1963, Hebrew; Ph.D. 1969, Stanford; CPA

**Stephen G. Ryan**

Professor of Accounting; Peat Marwick Faculty Fellow  
B.A. 1981, Dartmouth College; Ph.D. 1988, Stanford

**Paul Zarowin**

Professor of Business Law and Accounting; Charlotte Lindner MacDowell Faculty Fellow  
B.A. 1977, Pennsylvania; M.B.A. 1981, Ph.D. 1985, Chicago

**John Asker**

Assistant Professor of Economics  
B.A. 1999, Australian National; M.A.  
2002, Ph.D. 2004, Harvard

**Mariagiovanna Baccara**

Assistant Professor of Economics  
B.A. 1994, Trieste (Italy); M.A. 1997,  
Ph.D. 2003, Princeton

**David K. Backus**

Heinz Riehl Professor of Finance  
and Economics; Chairperson,  
Department of Economics  
B.A. 1975, Hamilton College; Ph.D.  
1981, Yale

**Yeheskel (Heski) Bar-Isaac**

Assistant Professor of Economics  
B.A. 1995, Oxford; M.S. 1997, London  
School of Economics

**William Baumol**

Harold Price Professor of  
Entrepreneurship; Academic  
Director, Berkley Center for  
Entrepreneurship Studies; Professor  
of Economics  
B.S.S. 1942, City College (CUNY);  
Ph.D. 1949, London

**Adam M. Brandenburger**

J. P. Valles Professor of Business  
Economics and Strategy; Joint  
Appointment, Department of  
Management and Organizations  
B.A. 1981, M.Phil. 1982, Ph.D. 1986,  
Cambridge

**Luís Cabral**

William R. Berkley Term Professor  
of Economics  
B.A. 1983, Catholic University of  
Portugal; M.S. 1985, New University of  
Lisbon; Ph.D. 1989, Stanford

**Gian Luca Clementi**

Assistant Professor of Economics  
B.A. 1993, Bologna (Italy); M.A. 1998,  
Ph.D. 2000, Rochester

**Thomas F. Cooley**

Paganelli-Bull Professor of  
Business and International Trade;  
Professor of Economics and  
International Business; Dean,  
Leonard N. Stern School of  
Business  
B.S. 1965, Rensselaer Polytechnic  
Institute; M.A. 1969, Ph.D. 1971,  
Pennsylvania

**Jan DeLoecker**

Assistant Professor of Economics  
B.A. 1998, Katholieke Universiteit  
Brussels; M.A. 2001, M.S. 2003, Ph.D.  
2006, Katholieke Universiteit Leuven

**Nicholas S. Economides**

Professor of Economics  
B.S. 1976, London School of  
Economics; M.A. 1979, Ph.D. 1981,  
California (Berkeley)

**Christian Edmond**

Assistant Professor of Economics  
B.A. 1996, B.Econ. 1997, Queensland  
(Australia); M.A. 2000, Ph.D. 2004,  
California (Los Angeles)

**Ignacio Esponda**

Assistant Professor of Economics  
B.A. 1998, M.A. 1999, Universidad de  
San Andrés; Ph.D. 2006, Stanford

**Joseph Foudy**

Clinical Assistant Professor of  
Economics and Management  
B.A. 1996, American; Ph.D. 2004,  
Cornell

**Alessandro Gavazza**

Assistant Professor of Economics  
B.A. 1998, Università degli Studi di  
Torino (Italy); M.Sc. 2000, London  
School of Economics; Ph.D. 2005,  
New York

**William H. Greene**

Professor of Economics;  
Entertainment and Media Faculty  
Fellow  
B.S. 1972, Ohio State; M.A. 1974,  
Ph.D. 1976, Wisconsin

**Deb Joyee**

Assistant Professor of Economics  
B.Sc. 1997, St. Stephen's College  
(Delhi); M.B.A. 1999, Indian Institute  
of Management; Ph.D. 2008,  
Northwestern

**Barbara G. Katz**

Professor of Economics  
B.A. 1968, M.A. 1969, Ph.D. 1973,  
Pennsylvania

**Robert A. Kavesh**

Professor Emeritus of Economics  
B.S. 1949, New York; M.A. 1950,  
Ph.D. 1954, Harvard

**Robin Lee**

Assistant Professor of Economics  
B.A. 2003, M.A. 2005, Ph.D. 2008,  
Harvard

**Edward J. Lincoln**

Clinical Professor of Economics;  
Director, Center for Japan-U.S.  
Business and Economic Studies  
B.A. 1971, Amherst College; M.A.  
1974, Ph.D. 1978, Yale

**Thomas A. Pugel**

Professor of Economics and Global  
Business; Academic Director,  
Langone Program, Faculty  
Director, Executive M.B.A.  
Programs  
B.A. 1974, Michigan State; Ph.D.  
1978, Harvard

**Roy Radner**

Leonard N. Stern Professor of  
Business; Professor of Economics  
and Information Systems; Professor  
of Environmental Studies  
Ph.B. 1945, B.S. 1950, M.S. 1951,  
Ph.D. 1956, Chicago

**Nouriel Roubini**

Associate Professor of Economics  
and International Business  
B.A. 1982, Bocconi (Italy); Ph.D. 1988,  
Harvard

**Kim Ruhl**

Assistant Professor of Economics  
B.S. 1999, Bowling Green State; Ph.D.  
2004, Minnesota

**Thomas Sargent**

Professor of Economics  
B.A. 1964, California (Berkeley); Ph.D.  
1968, Harvard

**Vasiliki Skreta**

Assistant Professor of Economics  
B.A. 1995, Athens University of  
Economics and Business; M.A. 1999,  
Ph.D. 2001, Pittsburgh

**George D. Smith**

Clinical Professor of Economics  
and International Business  
B.A. 1968, Fairleigh Dickinson; M.A.  
1970, Ph.D. 1976, Harvard

**Venkataramani Srivatsan**

Clinical Associate Professor of  
Economics  
B.Tech. 1985, Indian Institute of  
Technology (India); Ph.D. 1992,  
Columbia

**Richard Sylla**

Henry Kaufman Professor of the  
History of Financial Institutions  
and Markets; Professor of  
Economics  
B.A. 1962, M.A. 1965, Ph.D. 1969,  
Harvard

**Laura Veldkamp**

Assistant Professor of Economics  
B.A. 1996, Northwestern; Ph.D. 2001,  
Harvard

---

**Paul A. Wachtel**

Professor of Economics  
B.A. 1966, Queens College (CUNY);  
M.A. 1968, Ph.D. 1971, Rochester

**Michael Waugh**

Assistant Professor of Economics  
B.A. 2001, Saint Anselm College; M.A.  
2003, Fordham; Ph.D. 2008, Iowa

**Lawrence J. White**

Arthur E. Imperatore Professor of  
Entrepreneurial Studies  
B.A. 1964, Harvard; M.Sc. 1965,  
London School of Economics; Ph.D.  
1969, Harvard

**Robert Wright**

Clinical Associate Professor of  
Economics  
B.A. 1990, Buffalo State College; M.A.  
1994, Ph.D. 1997, SUNY (Buffalo)

**Bernard Yeung**

Abraham Krasnoff Professor of  
Global Business  
B.S. 1979, Western Ontario; M.B.A.  
1981, Ph.D. 1984, Chicago

---

*Finance***Viral Acharya**

Professor of Finance  
B.Tech. 1995, Indian Institute of  
Technology (Bombay); Ph.D. 2001,  
New York

**Ashwini Agrawal**

Assistant Professor of Finance  
B.S. 2002, Massachusetts Institute of  
Technology; M.B.A., Ph.D. 2008,  
Chicago

**William T. Allen**

Clinical Jack H. Nusbaum  
Professor of Law and Business;  
Adjunct Professor of Law; Director,  
Center for Law and Business  
B.S. 1969, New York; J.D. 1972, Texas;  
hon.: LL.D. 1972, Dickenson School of  
Law

**Edward I. Altman**

Max L. Heine Professor of Finance  
B.A. 1963, City College (CUNY);  
M.B.A. 1965, Ph.D. 1967, California  
(Los Angeles)

**Yakov Amihud**

Ira Rennert Professor of  
Entrepreneurial Finance  
B.A. 1969, Hebrew; M.S. 1973, Ph.D.  
1975, New York

**Menachem Brenner**

Professor of Finance; Bank and  
Financial Analysts Faculty Fellow;  
Deputy Chairperson, Department  
of Finance  
B.A. 1969, Hebrew; M.A. 1971, Ph.D.  
1974, Cornell

**Stephen J. Brown**

David S. Loeb Professor of Finance  
B.S. 1971, Monash (Australia); M.B.A.  
1974, Ph.D. 1976, Chicago

**Jennifer N. Carpenter**

Associate Professor of Finance  
B.S. 1987, M.A. 1993 (mathematics),  
M.A. 1994, Ph.D. 1995, Pennsylvania

**Aswath Damodaran**

Professor of Finance; David  
Margolis Teaching Fellow  
B.Com. 1977, Madras; M.S. 1979,  
Indian Institute of Management;  
M.B.A. 1981, Ph.D. 1985, California  
(Los Angeles)

**Edwin J. Elton**

Nomura Professor of Finance  
B.A. 1961, Ohio Wesleyan; M.S. 1965,  
Ph.D. 1970, Carnegie Mellon

**Robert Engle**

Michael Armellino Professor of the  
Management of Financial Services  
B.S. 1964, Williams College; M.S.  
1966, Ph.D. 1969, Cornell

**Stephen C. Figlewski**

Professor of Finance  
B.A. 1969, Princeton; Ph.D. 1976,  
Massachusetts Institute of Technology

**Kenneth C. Froewiss**

Clinical Professor of Finance  
B.A. 1967, Ph.D. 1977, Harvard

**Xavier Gabaix**

Associate Professor of Finance  
M.A. 1995, École Normale Supérieure  
(France); Ph.D. 1999, Harvard

**Martin J. Gruber**

Nomura Professor of Finance  
B.S. 1959, Massachusetts Institute of  
Technology; M.B.A. 1961, Ph.D. 1966,  
Columbia

**Joel Hasbrouck**

Kenneth G. Langone Professor of  
Business  
B.S. 1974, Haverford; M.A. 1980,  
Ph.D. 1981, Pennsylvania

**Kose John**

Charles William Gerstenberg  
Professor of Banking and Finance  
B.S. 1970, India; M.S. 1974, Florida  
Institute of Technology; Ph.D. 1978,  
Florida

**Marcin Kacperczyk**

Assistant Professor of Finance  
M.A. 1998, Warsaw School of  
Economics; Ph.D. 2004, Michigan

**Michael Keenan**

Professor Emeritus of Finance  
B.S. 1960, Case Western Reserve; M.S.  
1962, Ph.D. 1967, Carnegie Mellon;  
CFA

**Martin Lettau**

Assistant Professor of Finance  
B.Sc. 1990, Karlsruhe (Germany); M.A.  
1992, Ph.D. 1994, Princeton

**Richard M. Levich**

Professor of Finance and  
International Business  
B.A. 1971, M.B.A. 1971, Ph.D. 1977,  
Chicago

**Alexander Ljungqvist**

Associate Professor of Finance;  
Research Director, Berkley Center  
for Entrepreneurial Studies;  
Research Professor of Finance  
M.S. 1992, Lund (Sweden); M.Phil.  
1994, Ph.D. 1995, Oxford

**Anthony W. Lynch**

Associate Professor of Finance;  
Andre Meyer Faculty Fellow  
B.A. 1986, M.A. 1988, J.D. 1989,  
Queensland (Australia); Ph.D. 1994,  
Chicago

**Anthony Marciano**

Clinical Professor of Finance  
B.A. 1983, Dartmouth; M.B.A. 1998,  
Massachusetts Institute of Technology

**Holger Mueller**

Associate Professor of Finance  
M.B.A. 1993, Ph.D. 1997, St. Gallen  
(Switzerland)

**Lasse H. Pedersen**

Professor of Finance, Research  
Professor of Finance  
M.S. 1997, Copenhagen; Ph.D. 2001,  
Stanford



---

**Thomas Philippon**

Assistant Professor of Finance;  
Charles Schaefer Family Fellow  
B.S. 1997, École Polytechnique  
(France); M.A. 1998, École Normale  
Supérieure, DELTA (France); M.A.  
1999, London School of Economics;  
Ph.D. 2003, Massachusetts Institute of  
Technology

**Fred B. Renwick**

Professor Emeritus of Finance  
B.S. 1950, Morehouse College; M.S.  
1956, Harvard; M.B.A. 1965, Ph.D.  
1966, New York

**Matthew P. Richardson**

Charles Simon Professor of Applied  
Financial Economics; Professor of  
Finance; Sydney Homer Director,  
NYU Salomon Center  
B.A. 1984, M.A. 1984, California (Los  
Angeles); Ph.D. 1989, Stanford

**Gerald Rosenfeld**

Clinical Professor of Business  
B.A. 1968, M.A. 1970, City College  
(CUNY); Ph.D. 1973, New York

**Anthony Saunders**

John M. Schiff Professor of Finance  
B.S. 1971, M.S. 1972, Ph.D. 1981,  
London School of Economics

**Anjolein Schmeits**

Clinical Associate Professor of  
Finance  
B.S./M.Sc. 1991, Tilburg; Ph.D. 1999,  
Amsterdam

**Philipp Schnabl**

Assistant Professor of Finance  
B.A/M.A. 2000, Vienna University of  
Economics and Business  
Administration; M.P.A. 2003, Ph.D.  
2008, Harvard

**William L. Silber**

Marcus Nadler Professor of Finance  
and Economics; Director, L.  
Glucksman Institute for Research  
in Securities Markets  
B.A. 1963, Yeshiva; M.A. 1965, Ph.D.  
1966, Princeton

**Roy C. Smith**

Clinical Kenneth Langone Professor  
of Entrepreneurship and Finance  
B.S. 1960, U.S. Naval Academy;  
M.B.A. 1966, Harvard

**Marti G. Subrahmanyam**

Charles E. Merrill Professor of  
Finance  
B.Tech. 1967, Indian Institute of  
Technology; Dipl. 1969, Indian  
Institute of Management; Ph.D. 1974,  
Massachusetts Institute of Technology

**Rangarajan K. Sundaram**

Professor of Finance; Yamaichi  
Faculty Fellow  
B.A. 1982, Madras; M.B.A. 1984,  
Indian Institute of Management; M.A.  
1987, Ph.D. 1988, Cornell

**Otto van Hemert**

Assistant Professor of Finance  
M.S. 1999, Utrecht; M.S. 2000,  
Amsterdam; M. Phil. 2000, Tinbergen  
Institute (Netherlands); Ph.D. 2006,  
Amsterdam

**Stijn Van Nieuwerburgh**

Assistant Professor of Finance;  
Charles Schaefer Family Fellow  
B.A. 1998, Gent (Belgium); M.A.  
2000, M.Sc. 2001, Ph.D. 2003,  
Stanford

**Ingo Walter**

Seymour Milstein Professor of  
Ethics and Corporate Governance  
and Strategy  
B.A. 1962, M.S. 1963, Lehigh; Ph.D.  
1966, New York

**Robert F. Whitelaw**

Edward C. Johnson 3D Professor of  
Entrepreneurial Finance;  
Chairperson, Department of  
Finance  
B.S. 1984, Massachusetts; Ph.D. 1993,  
Stanford

**Jeffrey A. Wurgler**

Associate Professor of Finance,  
Research Professor of Finance  
B.A.S. 1994, Stanford; M.A., Ph.D.  
1999, Harvard

**David Yermack**

Professor of Finance; Yamaichi  
Faculty Fellow; Daniel P. Paduano  
Faculty Fellow  
B.A. 1985, J.D. 1991, M.B.A. 1991,  
M.A. 1993, Ph.D. 1994, Harvard

---

*Information  
Systems Group***Sinan Aral**

Assistant Professor of Information,  
Operations, and Management  
Sciences  
B.A. 1996, Northwestern; M.Sc. 1999,  
London School of Economics; M.P.P.  
2001, Harvard; Ph.D. 2007,  
Massachusetts Institute of Technology

**Yannis Bakos**

Associate Professor of Information  
Systems  
B.S. 1980, M.S. 1984, Ph.D. 1988,  
Massachusetts Institute of Technology

**Vasant Dhar**

Professor of Information Systems;  
Deputy Chairperson, Information  
Systems Group in Information,  
Operations, and Management  
Sciences  
B.S. 1978, Indian Institute of  
Technology; M.Phil. 1982, Ph.D. 1984,  
Pittsburgh

**Anindya Ghose**

Assistant Professor of Information,  
Operations, and Management  
Sciences  
B.Tech. 1996, Regional Engineering  
College (Jalandhar, India); M.B.A.  
1998, Indian Institute of Management  
(Calcutta); M.S. 2002, Ph.D. 2004,  
Carnegie Mellon

**Panagiotis G. Ipeirotis**

Assistant Professor of Information  
Systems, Operations, and  
Management Sciences  
B.Sc. 1999, Patras (Greece); M.S. 2000,  
M.Phil. 2003, Ph.D. 2004, Columbia

**Natalia Levina**

Associate Professor of Information  
Systems  
B.A. 1994, M.A. 1994, Boston; Ph.D.  
2001, Massachusetts Institute of  
Technology

**Foster Provost**

Associate Professor of Information  
Systems; NEC Faculty Fellow;  
Danielle P. Paduano Faculty Fellow  
B.S. 1986, Duquesne; M.S. 1988, Ph.D.  
1992, Pittsburgh

**Roy Radner**

Leonard N. Stern Professor of  
Business; Professor of Economics  
and Information Systems; Professor  
of Environmental Studies  
Ph.B. 1945, B.S. 1950, M.S. 1951,  
Ph.D. 1956, Chicago

**Lee S. Sproull**

Leonard N. Stern Professor of  
Business; Professor of Information  
Systems and Management; Vice  
Dean of Academic Affairs  
B.A. 1967, Wellesley College; M.A.T.  
1969, Wesleyan; M.A. 1975, Ph.D.  
1977, Stanford

---

**Arun Sundarajan**  
Associate Professor of Information Systems; NEC Faculty Fellow  
B.Tech. 1993, Indian Institute of Technology; M.S. 1995, D.Phil. 1997, Rochester

**Prasanna Tambe**  
Assistant Professor of Information Systems  
B.S. 1996, M.Eng. 1997, Massachusetts Institute of Technology; Ph.D. 2008, Pennsylvania

**Norman H. White**  
Clinical Professor of Information Systems; Faculty Director, Center for Research Computing  
B.A. 1966, Harvard; M.S. 1971, Ph.D. 1974, New York

**Alexander Tuzhilin**  
Professor of Information Systems; NEC Faculty Fellow  
B.A. 1980, New York; M.S. 1981, Stanford; Ph.D. 1989, New York

---

## *International Business*

**Juan Alcacer**  
Assistant Professor of International Business  
M.B.A. 1993, Instituto de Estudios Superiores en Administracion; M.A. 1998, Ph.D. 2001, Michigan

**Frederick D. S. Choi**  
Distinguished Service Professor of Accounting; Chairperson, Department of Accounting, Taxation, and Business Law  
B.B.A. 1965, M.B.A. 1968, Hawaii; Ph.D. 1972, Washington

**Thomas F. Cooley**  
Paganelli-Bull Professor of Business and International Trade; Professor of Economics and International Business; Dean, Leonard N. Stern School of Business  
B.S. 1965, Rensselaer Polytechnic Institute; M.A. 1969, Ph.D. 1971, Pennsylvania

**Susan P. Douglas**  
Paganelli-Bull Professor of Marketing and International Business; Professor of Marketing  
B.A. 1962, M.A. 1964, Manchester; Ph.D. 1969, Pennsylvania

**John Fayerweather**  
Professor Emeritus of International Business and Management  
B.S. 1943, Princeton; M.B.A. 1948, Ph.D. 1954, Harvard

**Richard M. Levich**  
Professor of Finance and International Business  
B.A. 1971, M.B.A. 1971, Ph.D. 1977, Chicago

**Thomas A. Pugel**  
Professor of Economics and Global Business; Academic Director, Langone Program, Faculty Director, Executive M.B.A. Programs  
B.A. 1974, Michigan State; Ph.D. 1978, Harvard

**Nouriel Roubini**  
Associate Professor of Economics and International Business  
B.A. 1982, Bocconi (Italy); Ph.D. 1988, Harvard

**George D. Smith**  
Clinical Professor of Economics and International Business  
B.A. 1968, Fairleigh Dickinson; M.A. 1970, Ph.D. 1976, Harvard

**Venkataramani Srivatsan**  
Clinical Associate Professor of Economics  
B.Tech. 1985, Indian Institute of Technology; Ph.D. 1992, Columbia

**Bernard Yeung**  
Abraham Krasnoff Professor of Global Business  
B.A. 1979, Western Ontario; M.B.A. 1981, Ph.D. 1984, Chicago

---

## *Management and Organizations*

**Steven L. Blader**  
Assistant Professor of Management  
B.A. 1994, Pennsylvania; M.A. 1999, Ph.D. 2002, New York

**Adam M. Brandenburger**  
J. P. Valles Professor of Business Economics and Strategy; Joint Appointment, Department of Management and Organizations  
B.A. 1981, M.Phil. 1982, Ph.D. 1986, Cambridge

**Karen Brenner**  
Clinical Professor of Business  
B.S. 1976, Pennsylvania; M.A. 2007, New York

**Sally E. Blount-Lyon**  
Dean Abraham L. Gitlow Professor of Management and Organizations; Dean, Leonard N. Stern School of Business, Undergraduate College; Vice Dean, Leonard N. Stern School of Business  
B.S.E. 1983, Princeton; M.S. 1991, Ph.D. 1992, Northwestern-Kellogg

**Gino Cattani**  
Assistant Professor of Management and Organizations  
B.A. 1991, Pisa; M.A. 2001, Ph.D. 2004, Wharton

**Dolly Chugh**  
Assistant Professor of Management and Organizations  
B.A. 1990, Cornell; M.B.A. 1994, M.A. 2003, Harvard Business School; Ph.D. 2006, Harvard

**Gina Dokko**  
Assistant Professor of Management and Organizations  
B.S. 1985, Wharton; M.S. 1991, Carnegie Mellon; Ph.D. 2004, Wharton

**Roger L. Dunbar**  
Professor of Management  
B.Com. 1963, M.Com. 1966, Otago; Ph.D. 1970, Cornell

**Jamie (JP) Eggers**  
Assistant Professor of Management and Organizations  
B.A. 1993, Amherst College; M.B.A. 1999, Emory; Ph.D. 2008, Pennsylvania

**Christina Fang**  
Assistant Professor of Management  
B.A. 1997, Nanyang Technological (Singapore); M.A. 2001, Ph.D. 2003, Pennsylvania

---

**Seth Freeman**

Clinical Associate Professor of Management and Organizations  
B.A. 1981, Cornell; J.D. 1984, Pennsylvania Law School

**Ari Ginsberg**

Professor of Management  
B.H.L. 1975, Israel; M.A. 1977, Columbia; M.B.A. 1982, Ph.D. 1985, Pittsburgh

**William D. Guth**

Professor Emeritus of Management; Adjunct Professor of Management  
B.S. 1953, Washington; M.B.A. 1954, Indiana; D.B.A. 1960, Harvard

**Douglas Guthrie**

Professor of Management; Daniel P. Paduano Faculty Fellow; Professor of Sociology, Joint Appointment, Department of Sociology, Faculty of Arts and Sciences; Faculty Director, Custom and Nondegree Executive Programs; Academic Director, TRIUM Global Executive M.B.A. Program  
B.A. 1992, Chicago; M.A. 1994, Ph.D. 1997, California (Berkeley)

**R. Kabaliswaran**

Clinical Assistant Professor of Management  
B. Tech. 1975, Indian Institute of Technology; M.E. 1981, Manhattan College; Ph.D. 1991, New York

**Aimee Kane**

Assistant Professor of Management and Organizations  
B.A. 1996, Duke; M.S. 2001, Ph.D. 2004, Carnegie Mellon

**Michael Katz**

Harvey Golub Professor in Business Leadership; Professor of Management and Organizations  
A.B. 1978, Harvard; Ph.D. 1982, Oxford

**Jill Kickul**

Clinical Professor of Management and Organizations  
B.B.A. 1991, College of St. Francis; M.B.A. 1993, DePaul; M.A. 1996, Ph.D. 1998, Northern Illinois

**Theresa K. Lant**

Associate Professor of Management; Deputy Chairperson, Department of Management and Organizations  
B.A. 1981, Michigan; Ph.D. 1987, Stanford

**Anat Lechner**

Clinical Associate Professor of Management and Organizations  
B.S. 1998, Tel Aviv; M.B.A. 1994, Ph.D. 2000, Rutgers

**Sonia Marciano**

Clinical Associate Professor of Management and Organizations  
B.A., M.B.A., Ph.D. 2000, Chicago

**Stephen J. Mezas**

Professor of Management  
B.A. 1980, Columbia; M.S. 1985, Ph.D. 1987, Stanford

**Frances J. Milliken**

Professor of Management; Peter Drucker Faculty Fellow  
B.A. 1978, Columbia; M.B.A. 1982, Ph.D. 1985, City College (CUNY)

**Elizabeth Morrison**

ITT Professor of Creative Management; Professor of Management and Organizations  
B.A. 1984, Brown; M.S. 1988, Ph.D. 1991, Northwestern

**Gabriel Natividad**

Assistant Professor of Management and Organizations  
B.A. 1999, Universidad del Pacifico (Peru); M.A. 2005, Ph.D. 2008, California (Los Angeles)

**Glen Okun**

Clinical Professor of Management and Entrepreneurship  
B.A. 1984, Wesleyan; J.D. 1989, Harvard Law School

**Gonalo Pacheco-de-Almeida**

Assistant Professor of Management  
B.A. 1995, M.B.A. 1996, Nova (Lisbon); M.S. 1999, Ph.D. 2002, INSEAD (France)

**Joseph Porac**

George Daly Professor in Business Leadership; Chairperson, Management and Organizations  
B.S. 1974, Pittsburgh; Ph.D. 1979, Rochester

**Yuval Rottenstreich**

Assistant Professor of Management  
B.A. 1991, Pennsylvania; Ph.D. 1996, Stanford

**Robert Salomon**

Assistant Professor of Management  
B.B.A. 1995, Michigan; M.Phil. 2000, Ph.D. 2002, New York

**Melissa A. Schilling**

Associate Professor of Management  
B.S. 1990, Colorado; Ph.D. 1997, Washington

**Kelly E. See**

Assistant Professor of Management and Organizations  
B.S. 1996, Wisconsin, Madison; Ph.D. 2004, Duke

**Zur B. Shapira**

William R. Berkley Professor of Entrepreneurship; Professor of Management  
B.Sc. 1970, M.Sc. 1972, Hebrew; Ph.D. 1976, Rochester

**Lee S. Sproull**

Leonard N. Stern Professor of Business; Professor of Information Systems and Management; Vice Dean of Academic Affairs  
B.A. 1967, Wellesley College; M.A.T. 1969, Wesleyan; M.A. 1975, Ph.D. 1977, Stanford

**Sheila Wellington**

Clinical Professor of Management  
B.A. 1952, Wellesley College; M.A. 1968, Yale

**Batia Mishan Wiesenfeld**

Associate Professor of Management; Robert L. and Dale Atkins Rosen Faculty Fellowship; Daniel P. Paduano Faculty Fellow  
B.A. 1988, Ph.D. 1996, Columbia

**Geraldine Wu**

Assistant Professor of Management and Organizations  
B.S., B.A. 1997, M.A. 1997, Stanford; M.Phil. 2001, Ph.D. 2006, Columbia

## Henry Assael

Professor of Marketing  
B.A. 1957, Harvard; M.B.A. 1959, Pennsylvania; Ph.D. 1965, Columbia

## Bruce Buchanan

C. W. Nichols Professor of Business Ethics; Director, Markets, Ethics, and Law Program

B.S. 1977, Massachusetts Institute of Technology; Ph.D. 1983, Columbia

## Jeffrey A. Carr

Clinical Associate Professor of Marketing and Entrepreneurship; Executive Director, Berkley Center for Entrepreneurial Studies

B.A. 1978, Wright State; M.B.A. 1986, Tulane

## Amitav Chakravarti

Assistant Professor of Marketing

B.A. 1994, M.A. 1995, Bombay; M.B.A. 1997, Indian Institute of Foreign Trade; Ph.D. 2002, Florida

## Yuxin Chen

Associate Professor of Marketing; Harold MacDowell Faculty Fellow

B.S. 1992, Fudan (China); M.S. 1997, Ph.D. 1999, Washington (St. Louis)

## Kim P. Corfman

Professor of Marketing; Academic Director, Langone Program; Vice Dean for M.B.A. Programs

B.A. 1977, Princeton; M.B.A. 1982, Ph.D. 1985, Columbia

## C. Samuel Craig

Catherine and Peter Kellner Professor of Entrepreneurship and Arts and Media Management; Director, Entertainment, Media, and Technology Program

B.A. 1965, Westminster College; M.S. 1967, Rhode Island; Ph.D. 1971, Ohio State

## John A. Czepiel

Professor of Marketing

B.S. 1964, Illinois Institute of Technology; M.S. 1972, Ph.D. 1972, Northwestern

## Susan P. Douglas

Paganelli-Bull Professor of Marketing and International Business; Professor of Marketing  
B.A. 1962, M.A. 1964, Manchester; Ph.D. 1969, Pennsylvania

## Tülin Erdem

Leonard N. Stern Professor of Business; Professor of Marketing; Research Director, Center for

## Digital Economy Research

B.A. 1986, Boğaziçi (Turkey); M.A. 1987, Ph.D. 1993, Alberta

## Scott Galloway

Clinical Associate Professor of Marketing

B.A. 1987, California (Los Angeles); M.B.A. 1992, California (Berkeley)

## Peter N. Golder

Associate Professor of Marketing; George and Edythe Heyman Faculty Fellow

B.S. 1984, Pennsylvania; M.S. 1988, National; Ph.D. 1994, Southern California

## Jeffrey Green

Clinical Associate Professor of Marketing

B.A. 1979, Chicago; M.B.A. 1983, Columbia; M.A. 2005, New York

## Eric A. Greenleaf

Associate Professor of Marketing

B.S. 1977, New Hampshire; M.B.A. 1981, Ph.D. 1986, Columbia

## Sam Hui

Assistant Professor of Marketing

B.S., M.S. 2003, Stanford; Ph.D. 2008, Pennsylvania

## Jacob Jacoby

Merchants' Council Professor of Retail Management and Consumer Behavior

B.A. 1961, M.A. 1963, Brooklyn College (CUNY); Ph.D. 1966, Michigan State

## Justin Kruger

Associate Professor of Marketing

B.S. 1993, Santa Clara; Ph.D. 1999, Cornell

## Al Lieberman

Clinical Professor of Marketing; Executive Director, Entertainment, Media, and Technology Program

B.S. 1960, Cornell; M.B.A. 1963, New York

## Durairaj Maheswaran

Pananelli-Bull Professor of Marketing

B.Tech. 1973, Madras; M.B.A. 1976, Indian Institute of Management; Ph.D. 1987, Northwestern

## Geeta Menon

Professor of Marketing; Chairperson, Department of

## Marketing

B.A. 1981, M.A. 1983, Madras; Ph.D. 1991, Illinois

## Tom Meyvis

Associate Professor of Marketing

Licentiaat 1996, Catholique de Louvain (Belgium); Ph.D. 2001, Florida

## Vicki G. Morwitz

Professor of Marketing, Research Professor of Marketing

B.S. 1983, Rutgers; M.S. 1986, Polytechnic; M.S. 1989, Ph.D. 1991, Pennsylvania

## Eitan Muller

Professor of Marketing

B.Sc. 1973, Israel; M.B.A. 1975, Ph.D. 1977, Northwestern

## Sunder Narayanan

Clinical Associate Professor of Marketing

B.Sc. 1980, Indian Institute of Technology; Post-Grad Diploma 1982, Indian Institute of Management; M.Phil. 1990, Ph.D. 1990, Columbia

## Priya Raghubir

Professor of Marketing

B.A. 1983, St. Stephen's College (Delhi); M.B.A. 1985, Indian Institute of Management; M.Phil. 1993, Ph.D. 1994, New York

## Anne-Laure Sellier

Clinical Assistant Professor of Marketing

M.P.A. 1995, Bocconi (Italy); M.B.A. 1996, Warwick (England); Ph.D. 2003, INSEAD (France)

## Vishal Singh

Associate Professor of Marketing

B.A. 1992, Delhi; M.S. 1997, Iowa State; Ph.D. 2003, Northwestern

## Joel H. Steckel

Professor of Marketing; Director, Doctoral Program

B.A. 1977, Columbia; M.B.A. 1979, M.A. 1980, Ph.D. 1982, Pennsylvania

## Russell S. Winer

William H. Joyce Professor of Marketing

B.A. 1973, Union College; Ph.D. 1977, Carnegie Mellon

## Sha Yang

Assistant Professor of Marketing

B.A. 1994, Renmin (China); M.A. 1995, M.S. 1998, Ph.D. 2000, Ohio State



---

## *Operations Management Group*

**Victor F. Araman**

Assistant Professor of Information,  
Operations, and Management  
Sciences  
Engineering degree 1996, École  
Centrale (Nantes/Paris); M.S. 1997,  
Ph.D. 2002, Stanford

**Mor Armony**

Associate Professor of Operations  
Management  
B.S. 1993, M.S. 1996, Hebrew; M.S.  
1997, Ph.D. 1999, Stanford

**René A. Caldenteu**

Associate Professor of Operations  
Management  
M.A. 1994, Chile; Ph.D. 2001,  
Massachusetts Institute of Technology

**Harry G. Chernoff**

Clinical Associate Professor of  
Information, Operations, and  
Management Sciences  
B.A. 1968, M.S. 1975, Ph.D. 1985,  
New York

**Ganesh Janakiraman**

Assistant Professor of Information,  
Operations, and Management  
Sciences  
B.Tech. 1998, Indian Institute of  
Technology (Madras); Ph.D. 2002,  
Cornell

**Irwin Kabak**

Professor Emeritus of Operations  
Research  
B.S. 1956, M.E. 1958, Ph.D. 1964,  
New York

**Praveen Nayyar**

Associate Professor of Operations  
Management  
B.Tech. 1978, Indian Institute of  
Technology; M.B.A. 1981, Indian  
Institute of Management; Ph.D. 1988,  
Michigan

**Manfred Padberg**

Professor Emeritus of Operations  
Management  
B.S. 1964, M.S. 1967, Westfälische  
Wilhelms (Münster); Ph.D. 1971,  
Carnegie Mellon

**Michael Pinedo**

Julius Schlesinger Professor of  
Business Administration;  
Chairperson, Information,  
Operations, and Management  
Sciences  
M.S. 1973, Delft (Netherlands); M.S.  
1975, Ph.D. 1978, California (Berkeley)

**Joshua Reed**

Assistant Professor of Information,  
Operations, and Management  
Sciences  
B.S. 2000, Illinois; Ph.D. 2007,  
Georgia Institute of Technology

**Gustavo J. Vulcano**

Assistant Professor of Information,  
Operations, and Management  
Sciences  
B.Sc. 1994, M.Sc. 1997, Buenos Aires;  
M.Phil. 2000, Ph.D. 2003, Columbia

**Wenqiang Xiao**

Assistant Professor of Information,  
Operations, and Management  
Sciences  
B.S. 1999, Tsinghua (China); Ph.D.  
2002, Hong Kong University of Science  
and Technology; Ph.D. 2006, Columbia

**Eitan Zemel**

W. Edwards Deming Professor of  
Quality and Productivity; Vice  
Dean of Strategic Initiatives  
B.S. 1970, Hebrew; M.S. 1972,  
Weizmann Institute of Science; Ph.D.  
1976, Carnegie Mellon

**Jaiwei Zhang**

Assistant Professor of Operations  
Management  
B.S. 1996, M.S. 1999, Tsinghua  
(China); Ph.D. 2004, Stanford

---

## *Statistics Group*

**Richard P. Brief**

Professor Emeritus of Statistics and  
Accounting  
B.A. 1955, M.B.A. 1958, Dartmouth  
College; Ph.D. 1964, Columbia

**Samprit Chatterjee**

Professor Emeritus of Statistics  
B.S. 1960, M.S. 1962, Calcutta; Ph.D.  
1967, Harvard

**Rohit S. Deo**

Professor of Statistics and  
Operations Research; Robert A.  
Miller Faculty Fellow  
B.S. 1988, Fergusson College (India);  
M.S. 1990, Poona (India); Ph.D. 1995,  
Iowa State

**Halina Frydman**

Associate Professor of Statistics and  
Operations Research  
B.Sc. 1972, Cooper Union; M.A. 1974,  
M.Phil. 1976, Ph.D. 1978, Columbia

**Clifford M. Hurvich**

Professor of Statistics and  
Operations Research; Research  
Professor of Information,  
Operations, and Management  
Sciences  
B.A. 1980, Amherst College; M.A.  
1982, Ph.D. 1985, Princeton

**Peter Lakner**

Associate Professor of Statistics and  
Operations Research  
B.A. 1978, M.A. 1980, Eötvös Loránd  
(Budapest); Ph.D. 1989, Columbia

**Edward L. Melnick**

Professor of Statistics  
B.A. 1960, Lehigh; M.S. 1963, Virginia  
Polytechnic Institute; Ph.D. 1970,  
George Washington

**Joel Owen**

Professor Emeritus of Statistics  
B.A. 1956, Yeshiva; M.A. 1957,  
Boston; Ph.D. 1966, Harvard

**Melvin F. Shakun**

Professor Emeritus of Statistics and  
Operations Research; Adjunct  
Professor of Operations  
Management  
B.M.E. 1950, City College (CUNY);  
M.S. 1951, Eng.Sc.D. 1953, Columbia

**Gary A. Simon**

Professor of Statistics; Deputy  
Chairperson, Statistics Group in  
Information, Operations, and  
Management Sciences  
B.S. 1966, Carnegie Mellon; Ph.D.  
1972, Stanford

**Jeffrey S. Simonoff**

Professor of Statistics; Robert  
Stansky Research Faculty Fellow  
B.S. 1976, SUNY (Stony Brook);  
M.Phil. 1978, Ph.D. 1980, Yale

**Aaron Tenenbein**

Professor of Statistics; Director,  
Actuarial Science Program  
B.S. 1965, Manitoba; M.A. 1966,  
Ph.D. 1969, Harvard



# Admission

Applicants to the Undergraduate College of the Leonard N.

Stern School of Business are admitted to the fall semester as freshmen and as transfer students. The applicant's capacity for successful undergraduate work is measured through careful consideration of secondary school and/or college records; scores on standardized tests; recommendations from guidance

counselors, teachers, and others; and the personal essay.

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

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

Office of Undergraduate  
Admissions  
212-998-4500  
Web site: [admissions.nyu.edu](http://admissions.nyu.edu)

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

Applicants who are neither U.S. citizens nor permanent residents should see "Applicants with International Credentials" on pages 63-64.

## RECOMMENDED HIGH SCHOOL PREPARATION

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

The minimum requirements for consideration are as follows:

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

Students most competitive for admission will exceed these minimums. It is strongly recommended that you continue mathematics and language courses in the senior year of high school.

For required testing, see page 62.

## THE ADMISSION PROCESS

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

- a. The Undergraduate Application for Admission (online application only at [admissions.nyu.edu](http://admissions.nyu.edu)) or the Common Application (online or paper version).
- b. Supplement is required for applicants using the Common Application.
- c. Nonrefundable \$65.00 application fee (\$75.00 for international students and U.S. citizens living abroad).
- d. Official high school and/or college records for which academic credit has been earned (and General Educational Development test scores if applicable).
- e. All required testing should be completed and official results forwarded electronically by one testing agency to the Undergraduate Admissions Processing Center.
- f. Recommendations.
- g. Personal Statement/Essay.

Candidates are urged to complete and file their applications by the stated deadline (see page 62 for application filing deadlines). *No admission decision will be made without complete information.* The Office of Undergraduate Admissions reserves the right to substitute or waive particular admissions requirements at the discretion of the Admissions Committee.

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

Admission of external transfers in any term is limited by space availability. Applications submitted after the filing deadlines will be considered in the order received as long as space is available. The application for admission will contain the most current information regarding enrollment.

## CAMPUS VISITS

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

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

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

## NYU GUEST ACCOMMODATIONS

Prospective students and their families visiting New York University are invited to stay in Club Quarters, a private hotel convenient to the University. Located in a turn-of-the-19th-century building in New York's historic Financial District, the hotel offers concierge services, a health club, and room service, among other amenities. If space is available, weekend University guests may also stay at the midtown Club Quarters, located in a landmark building that is close to shopping, Broadway theatres, and Rockefeller Center. For information and reservations, call 212-575-0006.

## REQUIRED TESTING

Freshman applicants must take the SAT Reasoning Test or the ACT (with Writing Test) and have official scores sent directly from the testing service to the University. Freshman applicants must also submit scores from two SAT Subject Tests. The test booklets will provide a space in which applicants who want their scores sent to New York University may enter the appropriate code number. For the SAT, the University's code number is 2562. For the ACT, the code number is 2838.

Arrangements to take these examinations should be made during senior year in high school and one month prior to the examination date. It is recommended that applicants seeking September admission take the SAT

Reasoning Test or ACT (with Writing Test) examinations during the preceding October, November, or December.

Early Decision applicants are encouraged to complete all testing by the October test date although November scores usually arrive in time to be considered.

Transfer students *must* submit SAT or ACT scores. If you are applying as a transfer student and you took either one of these tests while in high school, you should not retake the tests now; simply submit the results of your high school SAT or ACT examinations. If you did not take the SAT or ACT examinations in high school and have been in college less than one year, you must take one of these tests and submit the results as part of your application. We encourage all applicants to submit the results of two SAT Subject Tests.

International students who are in an area where the ACT (with Writing Test) is not offered must take the SAT. If English is not your native language and if your primary language of instruction has not been English, you should also take the Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS) examination. (See "Applicants with International Credentials" on pages 63-64 for additional information.)

Detailed information on the SATs may be obtained from the College Board, 45 Columbus Avenue, New York, NY 10023-6917; telephone: 212-713-8000; [www.collegeboard.com](http://www.collegeboard.com). Detailed information on the ACT may be obtained from ACT, 500 ACT Drive, P.O. Box 168, Iowa City, IA 52243-0168; 319-337-1270; [www.act.org](http://www.act.org).

## ADMISSION APPLICATION FILING DEADLINES

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

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

## FINANCIAL AID APPLICATION

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

All students applying for any federal financial aid must file the Free Application for Federal Student Aid (FAFSA). The FAFSA is the only

application students must complete to be considered for most student aid programs. We recommend that students apply electronically; see our NYU Web site at [www.nyu.edu/financial.aid](http://www.nyu.edu/financial.aid). There is no fee charged to file the FAFSA. Students must include the NYU federal school code number 002785 in the school section of the FAFSA to ensure that their submitted information is transmitted by the processor to New York University.

New York State residents should also complete the separate application for the Tuition Assistance Program (TAP); for information, visit [www.nyu.edu/financial.aid/tap.html](http://www.nyu.edu/financial.aid/tap.html). Students from other states may be required to complete separate applications for their state programs if their state grants can be used at New York University. See pages 69-72 for more information.

## EARLY DECISION PLAN FOR HIGH SCHOOL SENIORS

Entering freshman with clearly acceptable high school records and SAT Reasoning Test or ACT (with Writing Test) scores may be considered under the Early Decision Plan. All early decision applicants must submit scores from two SAT Subject Tests. Every applicant whose native language is not English *must* take the Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS) examination. Under the Early Decision Plan, students should submit their applications, all supporting credentials, and all standardized test scores no later than *November 1*.

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

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

Application for Federal Student Aid (FAFSA) by *February 15*.

### **PART-TIME STUDY**

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

### **TRANSFER APPLICANTS**

Transfer applicants will be considered for fall admission only. Admission of external transfers for the fall term is limited by space availability. (See "Admission Process," page 61.) Credit will be granted for most collegiate work completed with a grade of C or better within the last 10 years that satisfies degree requirements and that falls within the residency requirement, with the exception of certain courses of a vocational nature or courses not consistent with the educational objectives of the Stern Undergraduate College. Within these provisions, applicants from regionally accredited colleges are eligible for admission.

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

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

Applicants for transfer admission should have completed (or be in the process of completing) the following courses in order to receive serious consideration for admission: microeconomics, calculus, expository writ-

ing, and introductory accounting (a combination of managerial accounting and financial accounting totaling at least 6 semester hours).

Please note that all degree candidates in Stern must complete at least 64 consecutive credits of course work in residence at Stern immediately preceding the date of graduation; 48 of these credits must be in "C" (Stern) courses.

Also note that the Leonard N. Stern School of Business will not consider for transfer admission students who enter NYU by transferring into another NYU school or college.

### **TRANSFER APPLICANTS WITHIN THE UNIVERSITY**

Students who wish to transfer from one school to another within the University must file an Internal Transfer Application online at [admissions.nyu.edu](http://admissions.nyu.edu) prior to the March 1 application deadline. Students must complete or be in the process of completing one full year (32 points) of academic study in their original school of enrollment to be eligible for internal transfer. Please note that the Leonard N. Stern School of Business will not consider for transfer admission students who enter New York University via transfer into another New York University school or college. Stern accepts transfers in fall only.

### **SPECIAL UNDERGRADUATE STUDENTS (VISITING)**

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

### **APPLICANTS WITH INTERNATIONAL CREDENTIALS**

Applicants to New York University who are neither U.S. citizens nor permanent residents of the United States must complete the application for admission to undergraduate study available online at [admissions.nyu.edu](http://admissions.nyu.edu). Please indicate on the application for admission your country of citizenship, and if you're currently residing in the United States, your current visa status.

Freshman applicants (those who are currently attending or who previously completed secondary school only) seeking to begin studies in the fall (September) semester must submit applications and all required credentials on or before *January 1*. Transfer applicants (those currently or previously attending a university or tertiary school) must submit applica-

tions and all required credentials on or before *April 1*. Applications will not be processed until all supporting documents are received by the Undergraduate Admissions Processing Center.

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

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

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

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

Financial documentation is *not* required when filing an application. If the student is accepted, instructions for completing the Application for Certificate of Eligibility (AFCOE) online will be included in the acceptance packet. Appropriate evidence of financial ability must be submitted with the AFCOE to the Office for International Students and Scholars in order for the appropriate visa documentation to be issued. If the applicant's



studies are being financed by means of his or her own savings, parental support, outside private or government scholarships, or any combination of these, he or she must arrange to send official letters or similar certification as proof of such support. New students may wish to view the multimedia tutorial for new international students at [www.nyu.edu/oiss/documents/tutorial/Home/index.htm](http://www.nyu.edu/oiss/documents/tutorial/Home/index.htm). See also "Office for International Students and Scholars," pages 80, 87, and below under "Student Visas and Orientation."

### THE AMERICAN LANGUAGE INSTITUTE

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

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

### STUDENT VISAS AND ORIENTATION

Matters pertaining to student visas and orientation are handled by the Office for International Students and Scholars, 561 La Guardia Place, 1st Floor; 212-998-4720. In addition, the staff of this office endeavors to aid international students in taking full advantage of various social, cultural, and recreational opportunities offered by the University and the city.

### READMISSION OF FORMER STUDENTS

Any former student who has been out of attendance for more than two con-

secutive terms and who wishes to return to the college must apply for readmission. Applications for readmission are available online at [admissions.nyu.edu](http://admissions.nyu.edu). See Admission Application Filing Deadlines, page 62. Requests for readmission should be received by *August 1* for the fall term, *December 1* for the spring term, and *April 1* for the summer term.

Students who have attended another college or university since their last attendance at New York University must complete the regular application for undergraduate admission and submit an official transcript.

### THE ENROLLMENT PROCESS

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

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

### ADVANCED STANDING

New York University policy limits the number of advanced standing credits that students may apply toward undergraduate degrees to 32. However, because the Stern curriculum has been carefully designed to ensure both intellectual depth and breadth during the college years, the Stern School strongly recommends that its undergraduate students apply no more than 20 credits toward their B.S. degree requirements.

To apply for advanced standing, the student must

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

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

### CREDIT FOR PRIOR COLLEGE COURSE WORK

Credit may be awarded for satisfactory work completed at another accredited college or university. In order to be considered for credit, matriculating students must submit an official transcript for each college-level course completed at another institution. Performance in each course will then be examined to determine how much, if any, advanced standing credit will be granted.

For students admitted as freshmen, credit is usually granted for each course taken prior to admission subject to the following criteria: (a) the course has an NYU course equivalent, (b) the grade obtained is "B" or better, (c) the course is not in a business domain, and (d) the course was taken at a college campus and did not count toward the high school degree. In no cases will credit be granted for prior business classes. As with all other students, freshman students are required to fulfill the residency requirement.

When a transfer applicant is admitted to the Stern Undergraduate College, the applicant's records are examined carefully to determine how much, if any, advanced standing will be granted. Each individual course completed elsewhere is evaluated. In granting advanced standing, the following are considered: the content, complexity, and grading standards of courses taken elsewhere; individual grades and grade averages attained by the applicant; the suitability of courses taken elsewhere for the program of study chosen here; and the degree of preparation that completed courses provide for more advanced study here. Point credit toward the degree is given only for a grade of "C" or better and provided that the credit fits into the selected program of study. As with all other students, transfer students are required to fulfill the residency requirement.

All degree candidates are subject to the following residency requirement: They must complete at least 64 consecutive credits of course work in residence at the Stern Undergraduate College immediately preceding the date of graduation. Forty-eight of these credits must be in "C" (Stern) courses.

Moreover, students may take no more than 18 credits of advanced course work in any Stern department (unless otherwise noted). All course work transferred into Stern is counted

## ADVANCED PLACEMENT EQUIVALENCIES

*Applies to Students Who Entered Fall 2006*

AP Examination and Grade	Credits	NYU Course Equivalent	Stern Equivalent
American History 4, 5	4	V57.0009 or 0010	Elective
Biology 4, 5	8	V23.0011-0012	Natural Science
Calculus AB and BC	No Credit	No course equivalent	Placement Only
Chemistry 4, 5	8	V25.0101-0102	Natural Science
Classics-Lyric 4, 5	4	V27.0871	Elective
Classics-Vergil 4, 5	4	V27.0006	Elective
Computer Science A 4, 5	4	V22.0101	Elective
Computer Science AB 4, 5	8	V22.0101-0102	Elective
Economics Micro or Macro	No Credit	No course equivalent	No Credit
English Language	No credit	No course equivalent	No Credit
English Literature 4, 5	4	No course equivalent	Elective
Environmental Science 4, 5	4	No course equivalent	Natural Science
European History 4, 5	4	V57.0001 or 0002	Elective
French Language 4, 5	4	V45.0101	Elective
French Literature 4, 5	4	V45.0115	Elective
German Language 4, 5	4	100-level language course	Elective
History of Art 4, 5	4	V43.0001 or V43.0002	Elective
Human Geography	No credit	No course equivalent	No Credit
Physics B 4	5	V85.0001	Natural Science
Physics B 5	10	V85.0011-0012	Natural Science
Physics C-E. and M. 4, 5	5	V85.0012 or V85.0093	Natural Science
Physics C-Mech. 4, 5	5	V85.0011 or V85.0091	Natural Science
Politics (U.S. Gov't. and Politics) 4, 5	4	No course equivalent	Elective
Politics (Comparative Gov't. and Politics) 4, 5	4	No course equivalent	Elective
Psychology 4, 5	4	V89.0001	Elective
Spanish Language 4	4	V95.0004	Elective
Spanish Language 5	4	V95.0030	Elective
Spanish Literature 4, 5	4	V95.0200	Elective
Statistics	No Credit	C22.0001 <sup>1</sup>	Placement Only
Studio Art	No credit	No course equivalent	No Credit
World History	4	No course equivalent	Elective

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

into these limits. Course work taken 10 years prior to matriculation may not be transferable.

A tentative statement of transfer credit is provided to each student upon notification of admission to the Stern Undergraduate College. A final statement of transfer credit is

provided during the student's first semester of matriculation. Requests for reevaluation of transfer credit must be made within the first month of matriculation at Stern.

## PLACEMENT EXAMINATIONS

Placement examination results are used in the Stern Undergraduate College under the following conditions:

**1. English:** Entering freshmen and transfer students will be assigned to one of two levels of expository writing based on their verbal SAT

Reasoning Test scores or writing proficiency.

**2. Foreign Languages:** A student who wishes to continue in a language previously studied in high school or in college must take a language placement test or submit scores from the College Entrance Examination Board or receive a recommendation for placement from the appropriate language department.

### **CREDIT BY EXAMINATION**

The Advanced Placement Program (AP-College Entrance Examination Board), the International Baccalaureate Program (IB), and the results of some foreign maturity certificate examinations can enable undergraduate students to receive credit toward the B.S. degree on the basis of performance in college-level examinations or proficiency examinations related to the College's degree requirements, subject to the approval of the College. College credit based on performance on proficiency tests will be considered when official test reports are submitted for review. For students admitted as freshmen, credit is usually granted (or not) based on test performance and applicability of the test's subject matter to the Stern Undergraduate College's degree requirements. In order to be considered for credit, official test reports must be submitted for review.

In accordance with New York University policy, students may receive college credit toward their degree for select AP tests resulting in scores of 4 or 5 that were taken prior to the completion of high school. Students receiving credit toward the degree may not take the corresponding college-level course in the College of Arts and Science or Stern Undergraduate College for credit. If they do, they will not receive credit for the course taken at NYU.

For the International Baccalaureate (IB) examination, the Stern School recognizes higher-level examinations passed with grades of 6 or 7. No credit is granted for standard level examinations. Official reports must be submitted to the Undergraduate Admissions Processing Center for review.

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

### **Limitations on Advanced Standing Credits (By Subject)**

#### *Mathematics*

All students entering Stern as freshmen are required to fulfill a 4-credit mathematics course. For students who entered fall 2005 and after, no credit toward degree requirements will be granted based on prior mathematics course work or examinations taken during high school. Advanced placement standing in mathematics will be used only to determine in which mathematics course it is appropriate that an incoming student enroll.

For students who entered fall 2005 and after, the 4-credit requirement will typically be fulfilled through the successful completion of Calculus I (V63.0121), but for students with advanced standing, a higher-level course may be more

appropriate for fulfilling the 4-credit requirement. Stern academic advisers are available to help those students with advanced standing make appropriate course selections. Choices include Calculus II, and Linear Algebra.

#### *Economics*

All students entering Stern as freshmen are required to complete the 4-credit Microeconomics (C30.0001) course and the 4-credit international macroeconomics course, Economics of Global Business (C30.0011). No credit will be awarded for any prior economics course work or AP economics exams.

#### *Statistics*

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

#### *Writing/Exposition*

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



# Tuition, Fees, and Financial Aid

When estimating the cost of a university education, a student should consider

two factors: (1) the total cost of tuition, fees, and materials related to a particular program plus costs directly related to the choice of living style (dormitory, apartment, commuting costs); and (2) financial aid that may be available from a variety of sources.

## Tuition and Fees

Following is the schedule of fees established by the Board of Trustees of New York University for the year 2008-2009. The Board of Trustees reserves the right to alter this schedule without notice. Tuition, fees, and expenses may be expected to increase in subsequent years and will be listed on the Web site of the Office of the Bursar: [www.nyu.edu/bursar](http://www.nyu.edu/bursar).

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

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

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

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

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

schedule/bill the Award Certificate for the applicable term.

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

### Full-Time Students

**Tuition, 12 to 18 credits, Per term** \$17,822.00

Fall term 2008:  
nonreturnable registration and services fee 1,521.00

Spring term 2009:  
nonreturnable registration and services fee 1,521.00

For each point taken in excess of 18, per point, per term (includes a nonreturnable registration and services fee of \$58.00) 1,106.00

### Other Students

**Tuition, per point** \$1,048.00

Fall term 2008:  
nonreturnable registration and services fee, first point 395.00

Fall term 2008:  
nonreturnable registration and services fee, per point, for registration after first point 58.00

Spring term 2009:  
nonreturnable registration and services fee, first point 408.00

Spring term 2009:  
nonreturnable registration and services fee, per point, for registration after first point 58.00

### Special Fees

#### Basic Health Insurance Benefit Plan

Full-time students automatically enrolled<sup>1,2</sup>; all others can select:

Annual \$1,388.00

Fall term 536.00

Spring term 852.00  
(coverage for the spring and summer terms)

Summer term 376.00  
(only for students who did not register in the preceding term)

#### Comprehensive Health Insurance Benefit Plan

International students automatically enrolled<sup>1,2</sup>; all others can select:

Annual 2,170.00

Fall term 838.00

Spring term 1,332.00  
(coverage for the spring and summer terms)

Summer term 589.00  
(only for students who did not register in the preceding term)

#### Stu-Dent Plan Dental service through NYU's College of Dentistry:

Primary member \$225.00

Partner 225.00

Dependent (under age 16) 80.00

Renewal membership 185.00

<sup>1</sup> Waiver option available.

<sup>2</sup> Students automatically enrolled in the Basic Plan or Comprehensive Plan can change between plans or waive the plan entirely (and show proof of other acceptable health insurance).



## Other Fees

Late payment of tuition fee	\$25.00
Late registration fee commencing with the second week of classes	50.00
Late registration fee commencing with the fifth week of classes	100.00
Penalty fee	20.00

## DEFERRED PAYMENT PLAN (50/50)

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

- Matriculated and registered for 6 or more points
- Without a previously unsatisfactory University credit record

Interest (finance charges) will accrue beginning from the first day of class at 12 percent per annum (1 percent per month) on the unpaid balance. A \$25.00 late fee will be assessed if deferred payments are made after the due date. For additional information, please contact the Office of the Bursar at 212-998-2806.

## TUITIONPAY PLAN

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

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

With this plan, you budget the cost of your tuition and/or housing after deducting any financial aid you will be receiving and/or any payments you have made directly to NYU.

A nonrefundable enrollment fee of \$50.00 is required when applying for the fall/spring TuitionPay Plan. You must enroll in both the fall and

spring plans. Monthly statements will be mailed by TuitionPay, and all payments should be made directly to them. For additional information, contact TuitionPay at 800-635-0120 or visit the NYU Office of the Bursar Web site at [www.nyu.edu/bursar](http://www.nyu.edu/bursar).

## ARREARS POLICY

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

## DIPLOMA ARREARS POLICY

Diplomas of students in arrears will be held until their financial obligations to the University are fulfilled and they have been cleared by the Office of the Bursar. Graduates with a diploma hold may contact the Office of the Bursar at 212-998-2806 to clear arrears or to discuss their financial status at the University.

## GRADUATION POLICY

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

## WITHDRAWAL AND REFUND OF TUITION

A student who for any reason finds it impossible to complete a course for which he or she has registered should consult with an academic adviser in Tisch Hall, Suite 616. An official withdrawal must be filed either on Albert (through the first three weeks of the term only) or in writing on a completed Change of Program (drop/add) form with the Office of the University Registrar. (*Note: An official withdrawal must be filed if a course has been canceled, and, in this case, the student is entitled to a refund of tuition and fees paid.*) Withdrawal does not necessarily entitle the student to a refund of tuition paid or a cancella-

tion of tuition still due. A refund of tuition will be made provided such withdrawal is filed within the scheduled refund period for the term (see schedule below).

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

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

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

## REFUND PERIOD SCHEDULE (FALL AND SPRING TERMS ONLY)

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

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

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

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

Withdrawal within the second calendar week from the opening date of the term 70%

Withdrawal within the third calendar week from the opening date of the term 55%

Withdrawal within the fourth calendar week from the opening date of the term 25%

Withdrawal after completion of the fourth calendar week from the opening date of the term NONE

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



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

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

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

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

For any semester a student receives any aid, that semester will be counted in the satisfactory academic

progress standard. This may require the student to make up credits before receiving any further aid. Please review "Semester Course Loads" on pages 74-75 and "Academic Standards" on page 78, so that you do not jeopardize future semesters of aid.

### TUITION INSURANCE

NYU encourages all students to purchase tuition insurance in case a withdrawal after the refund period becomes necessary. For more information, contact A.W. G. Dewar, Inc., Four Batterymarch Park, Quincy, MA 02169; 617-774-1555; [www.tuitionrefundplan.com](http://www.tuitionrefundplan.com).

## Financial Aid

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

New York University awards financial aid in an effort to help students meet the difference between their own resources and the cost of education. All awards are subject to availability of funds and the student's demonstrated need. Renewal of assistance depends on annual reevaluation of a student's need, the availability of funds, the successful completion of the previous year, and satisfactory progress toward completion of degree requirements. In addition, students must meet the published filing deadlines. Detailed information about financial aid is forwarded with the admission application and is also available on the Office of Financial Aid Web site, [www.nyu.edu/financial.aid](http://www.nyu.edu/financial.aid). A concise summary is also included in the *NYU Student's Guide*, available from the Student Resource Center, Kimmel Center for University Life, 60 Washington Square South, Suite 210.

Many awards are granted purely on the basis of scholastic merit, while others are based on financial need. It is frequently possible to receive a combination of awards based on both. University scholarships or fellowships may be granted by themselves or in conjunction with student loans or Federal Work-Study employment. To ensure that maximum sources of available support will be investigated, students must apply for financial aid by the appropriate deadline.

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

A student who has received a financial aid award *must* inform his or

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

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

### HOW TO APPLY

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

Students are encouraged to apply

for financial aid electronically—the fastest and most accurate method. See [www.nyu.edu/financial.aid](http://www.nyu.edu/financial.aid) or [www.fafsa.ed.gov](http://www.fafsa.ed.gov). Entering freshmen should submit the application by *February 15* for the fall term or by *November 1* for the spring term. Returning undergraduates and transfer students apply no later than *March 1*. Continuing students should consult the Financial Aid Web site or their department for financial aid deadlines.

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

### ELIGIBILITY

#### Enrollment

To be considered for financial aid, students must be officially admitted to NYU or matriculated in a degree program and making satisfactory academic progress toward degree requirements. Students in certain certificate or diploma programs may also be eligible for consideration.

Generally, University administered aid is awarded to full-time students. Half-time students (fewer than 12 but at least 6 credit credits per semester) may be eligible for a Federal Stafford Student Loan or a Federal PLUS Loan, but they must also maintain satisfactory academic progress. Part-time undergraduate students may also be eligible for Aid for Part-Time Study (APTS) (New York State residents only—separate application is necessary) or for Pell Grants. Stern students are only permitted to enroll in fewer than 12 credits (part-time status) in their ter-

minal semester. Students who are enrolled in fewer than 12 credits should visit the Office of Financial Aid and Office of the Bursar to find out how this will impact tuition and financial aid.

### Renewal Eligibility

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

### Citizenship

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

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

### Withdrawal

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

### UNIVERSITY-SPONSORED AND -ADMINISTERED PROGRAMS

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

### Scholarships and Grants

Scholarships and grants awarded by the University generally range from \$500 to \$25,000. In addition, the

University has established separate scholarship funds for students in special situations of merit or need. There is no separate application for NYU scholarships. All students are automatically considered for academic (merit-based) and financial need-based scholarships after applying for admission and financial aid. The FAFSA and the admissions application contain all the information needed for scholarship determination.

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

**The Reynolds Program in Social Entrepreneurship.** The Reynolds Program in Social Entrepreneurship offers 10 undergraduate scholarships each year. The program is a comprehensive initiative designed to equip the next generation of social entrepreneurial leaders, infrastructure developers, and managers with the skills, resources, and networking opportunities needed to help solve society's most intractable problems in sustainable and scalable ways. The undergraduate scholarship provides up to \$40,000 over two years and dedicated curricular and cocurricular activities. Students must submit an application for consideration. For more details, you may visit [www.nyu.edu/reynolds](http://www.nyu.edu/reynolds).

### Loan Program

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

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

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

### Part-Time Employment

**Wasserman Center for Career Development.** Most financial aid award packages include work-study.

This means that students are eligible to participate in the Federal Work-Study Program and may earn up to the amount recommended in their award package. Work-study wages are paid directly to the student on a biweekly basis and are normally used for books, transportation, and personal expenses.

It is not necessary to be awarded work-study earnings in order to use the services of the Wasserman Center for Career Development. All students may use the center as soon as they have paid their tuition deposit and may also wish to use the center as a resource for summer employment. Extensive listings of both on-campus and off-campus jobs are available. The Wasserman Center for Career Development is located at 133 East 13th Street, 2nd Floor; 212-998-4730. (See also pages 73-74 and 87.)

**Resident Assistantships.** Resident assistants reside in the undergraduate residence halls and are responsible for organizing, implementing, and evaluating social and educational activities. Compensation may include room and/or board, and/or a stipend. Applications and further information may be obtained from the Office of Residential Education, New York University, 75 Third Avenue, Level C2, New York, NY 10003-5582; 212-998-4311.

### ALL OTHER SOURCES OF AID

#### State Grants

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

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

Students applying for TAP must do so via a FAFSA application (see earlier "How to Apply" section). Return the completed application as instructed. Do not send the forms to NYU. For more information about TAP, visit [www.nyu.edu/financial.aid/tap.html](http://www.nyu.edu/financial.aid/tap.html). Students who apply for the TAP grant must declare their major by their sophomore year. Students who are eligible for this grant should

meet with their adviser prior to their sophomore year to discuss their major selection.

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

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

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

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

## Federal Grants and Benefits

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

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

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

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

Applications and further information may be obtained from the student's regional office of the

Department of Veterans Affairs. Additional guidance may be obtained from the Office of the University Registrar, 25 West Fourth Street, 1st Floor.

## Outside Scholarships and Grants

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

## Federal Loans

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

During the first year of undergraduate study, the student may borrow up to a maximum of \$3,500. In subsequent years, the amount is increased to \$4,500 (sophomores), \$5,500 (juniors and seniors), and \$8,500 (graduate students). Within these limits, students may borrow up to the difference between the cost of education, the family contribution, and the total of all financial aid awards. For dependent students, "family contribution" is derived from the incomes of the parents and the student. For graduate students and independent undergraduates, family contribution is based on the incomes of the student and spouse (if married).

The subsidized Stafford Student Loan interest rate for all students is fixed at 6.8 percent. Interest does not accrue, however, nor does repayment begin, until six months after the borrower ceases to enroll at least half time.

An insurance premium of up to 1 percent as well as an origination fee of up to 3 percent may be deducted from the loan funds.

Stafford loan disbursements are copayable to NYU and the student, and funds are applied first to any outstanding balance on the student's account.

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

Freshmen and sophomores may borrow up to \$4,000 each year; juniors and seniors, up to \$5,000 each year; and graduate students up to \$12,000 each year. The total amount borrowed in any year may not exceed the cost of education minus the total family contribution and minus all other financial aid received that year.

Stafford loan disbursements are copayable to NYU and the student, and funds are applied first to any outstanding balance on the student’s account.

**Stafford Loan Limits.** Generally, the total debt a student can have outstanding from all Stafford loans combined is \$23,000 as a dependent undergraduate student; \$46,000 as an independent student (only \$23,000 of this amount may be in subsidized loans); and \$138,500 as a graduate or professional student (only \$65,500 of this amount may be in subsidized loans). The graduate debt limit includes any Stafford loans received for undergraduate study.

**PLUS Loan Program.** The federal PLUS Loan Program enables credit-worthy parents of dependent students and qualifying independent graduate students to borrow up to an amount equal to the cost of education minus all other financial aid. No aggregate borrowing limits apply.

The annual interest rate is fixed at 8.5 percent. For this reason, eligible individuals are strongly encouraged to choose a federal PLUS loan before applying for a private educational loan. Repayment of the PLUS loan typically begins within 60 days after funds are disbursed and may extend up to 10 years. An origination fee of up to 3 percent will generally be deducted at the time of disbursement.

#### **Private Loans**

A variety of private student loan programs are available to both U.S. and international students attending NYU. Created to supplement federal and institutional aid, they feature attractive terms and interest rates, and all creditworthy families facing col-

lege expenses are eligible. There are no maximum income limits. Loans are made through banks, savings and loan organizations, and other lenders. For more information, see the NYU Office of Financial Aid Web site or contact the Office of Financial Aid.

#### **Employee Education Plans**

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

#### ***STERN SCHOLARSHIPS FOR MATRICULATED STUDENTS***

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





# Academic Advising, Registration, and Policies and Procedures

## Academic Advising

Stern Office of Academic Advising  
Tisch Hall, Suite 616  
40 West Fourth Street  
212-998-4020  
[www.stern.nyu.edu/uc/advising](http://www.stern.nyu.edu/uc/advising)

Hours: Monday-Friday,  
9 a.m.-5 p.m.

### STERN OFFICE OF ACADEMIC ADVISING

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

The Stern Office of Academic Advising provides academic advising to Stern undergraduates and coordinates undergraduate programs independently and in partnership with key Stern and all-University offices to enhance academic, professional, and social development. The advising staff consists of well-qualified professionals eager to help students adjust to the academic and personal challenges of college life. Students are assigned a team of advisers who work specifically with freshmen and sophomores or juniors and seniors.

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

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

least once a semester (preferably prior to course registration).

### STERN UNDERGRADUATE FACULTY ADVISERS

Each academic department has a faculty adviser responsible for advising Stern undergraduates regarding academic interests and career ambitions. All faculty advisers have additional office hours dedicated to these special advising responsibilities. A listing of the current faculty advisers can be found on the Stern Undergraduate College Web site at [www.stern.nyu.edu/undergraduate](http://www.stern.nyu.edu/undergraduate).

### PRELAW ADVISING

#### Prelaw Adviser

*Professor Jeanne Calderon*  
KMC 10-83  
44 West Fourth Street

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

### PREHEALTH ADVISING

Students interested in fulfilling requirements for postgraduate health careers—from medicine and dentistry to the allied-health professions—are encouraged to meet with the preprofessional Stern adviser as early on in their academic career as possible. Students interested in this path should also consider joining the Stern Health Care Group. Prehealth students should also take advantage of the resources offered through the College of Arts and Science's

Preprofessional Advisement Office, Silver Center, Room 901, telephone 212-998-8160.

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

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

### CAREER COUNSELING

The Wasserman Center for Career Development's mission is to provide personalized career services in a supportive environment that empower NYU students at every stage of their professional development and to help lead them to fulfilling careers in their chosen fields. To that end, the Wasserman Center is committed to providing the highest quality career counseling and placement assistance to NYU students and alumni. The office continues to introduce and explore many new technical enhancements while maintaining personal, individualized services in order to give students every possible advantage in their job search. The Wasserman Center is dedicated to developing and nurturing innovative and outstanding programs; counselors from the center often work closely and partner with the Stern advising

staff to create meaningful preprofessional events. For a full listing of all of the programs and services offered to the NYU community, please see the Wasserman Center's Web site [www.nyu.edu/careerdevelopment](http://www.nyu.edu/careerdevelopment). (See also pages 70 and 87.)

### THE COLLEGE LEARNING CENTER

Any Stern student enrolled in a College of Arts and Science course is eligible to receive academic support through the College Learning Center (CLC), which has several convenient locations: Weinstein Residence Hall, Third Avenue North Residence Hall, and University Hall. The CLC provides individual and group review sessions for specific courses, as well as Academic Success Workshops, absolutely free of charge.

The CLC's mission is to assist students in developing the knowledge

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

Services offered by the CLC include the following:

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

For more information, please visit the College Learning Center's Web site at [www.nyu.edu/cas/clc](http://www.nyu.edu/cas/clc).

### THE MOSES CENTER

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

The Moses Center functions to determine qualified disability status and to assist students in obtaining appropriate accommodations and services. Services provided are designed to encourage independence and self-advocacy, backed by a comprehensive system of supports. For more information, please visit [www.nyu.edu/csd](http://www.nyu.edu/csd).

## Registration

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

Enrolled students who do not complete this registration process will be able to register during the registration period that occurs immediately prior to the beginning of each semester. Students using this registration must pay their tuition and fees to the Office of the Bursar within 48 hours of registering. Registration after the close of the stated registration periods must be approved by the Stern Office of Academic Advising, Tisch Hall, Suite 616. A late registration fee is charged (see "Refund Period Schedule" on pages 68-69).

### SUMMER AND WINTER SESSIONS

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

Winter session occurs during the second part of the NYU winter recess. The session offers students the chance to enroll in one or two courses, which allows for both intensive study of the subject matter and time to enjoy all that New York City has to offer. Winter session courses enable students to earn academic credit (major, minor, or elective) in courses that are in high demand, to accelerate their degree completion, and to concentrate on personal interests. Please see the Web site at [www.nyu.edu/winter](http://www.nyu.edu/winter) for further information regarding registration timelines, course offerings, and tuition.

### SEMESTER COURSE LOADS

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

Permission from the Stern Office of Academic Advising is required if a student wishes to take more than 18 credits in a given semester. Students who wish to do so must fill out the "Request to Increase Semester Credit Load" form and they must meet with an academic adviser for final approval of the request once the form has been filled out. Permission to take more than 18 credits per term is limited to students who have completed at least 32 credits of work while matriculated at Stern and who have maintained a cumulative grade point average of 3.0 or better. Freshmen may be given permission to take more than 18 credits in a semester only after completing one full semester of course work and only if the student has a GPA of 3.5 or better. All students taking over 18 credits in a given semester are subject to extra tuition and fees. Students enrolled in fewer than 12 credits in their final semester

or who exercise the option to increase their credit load at any point in their academic career are encouraged to visit the Office of Financial Aid and the Office of the Bursar to find out how their semester course load will impact their tuition costs or financial aid.

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

### **ADD-DROP**

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

### **WAIT LISTS**

During registration, most Stern courses will be put on a wait list when a section of a particular course has closed. Students may use Albert to add themselves to a wait list for a given course. Being wait-listed for a course does not guarantee admission into that course. Students are encouraged to register for an alternative course to ensure proper academic progress and satisfactory completion of degree requirements. For courses taken in other schools, it might be necessary in some cases for students to inquire with the academic departments of the other schools about their status on wait lists. Further details concerning the wait list are made available from the Office of the University Registrar. Wait lists expire the Monday after the first full week of classes at the beginning of the semester; at that time all students are removed from the wait list.

### **WITHDRAWAL FROM COURSES**

A student may withdraw officially from a course if continuation is made

impossible for reasons beyond his or her control. Courses dropped during the first three weeks of the term will not appear on the transcript. Those dropped from the beginning of the fourth week through the ninth week of the term will be recorded with a grade of W on their transcript. After the ninth week, no one may withdraw from a course. Students who are ill or have a serious personal problem should contact the Stern Office of Academic Advising. Students who, in the judgment of the instructor, have not substantially met the requirements of the course or who have been excessively absent may be considered to have withdrawn unofficially and may, on the recommendation of the instructor, be given the final grade of F.

The official request to withdraw is made on the Program Change Form, which students can obtain in Suite 616, Tisch Hall or in the Office of the University Registrar.

### **AUDITING COURSES**

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

### **INDEPENDENT STUDIES**

Students registering for independent study for the fall semester or summer sessions must meet the April 10 deadline of the preceding semester for departmental approval. To register for independent study for the spring semester, students must receive departmental approval by October 30 of the preceding semester. To be eligible for independent study, students must be Bachelor of Science candidates at the Undergraduate College of the Stern School of Business and have an overall grade point average of at least 3.3 and senior standing. Well in advance of the deadline, qualified students should fill out an Independent Study Authorization Form, which entails seeking approval for the project by both the faculty adviser of the department and a faculty member who will serve as instructor for the course.

Students who are approved will be registered by their academic adviser

for independent study. Independent Study Authorization Forms can be obtained in the Stern Office of Academic Advising or on the Stern Undergraduate College advising Web site at [www.stern.nyu.edu/uc/advising](http://www.stern.nyu.edu/uc/advising).

### **STUDY ABROAD REGISTRATION AND GRADING POLICIES**

#### **NYU Study Abroad Programs**

Students are permitted to take up to three business courses at an NYU Study Abroad campus. However, Stern recommends that students take no more than two business courses in order to take advantage of the many diverse course offerings available abroad. Students who wish to take courses toward a non-Stern major or minor are encouraged to submit written approval from that particular department to the Stern Office of Academic Advising prior to their departure.

#### **International Business Exchange Program (IBEX)**

Students may take up to two courses toward a Stern major while abroad in the International Business Exchange Program. Students earn letter/numeric grades abroad and must receive a passing grade according to the host institution's grading scale in order to transfer the credit to their Stern curriculum. However, grades for all IBEX courses are transferred back to a student's curriculum record with a pass/fail grade. Failing grades will factor into a student's grade point average. IBEX participants are only permitted to take one additional pass/fail course at Stern after completing their semester abroad (for full pass/fail policy information, please see page 77). Students who wish to take courses toward a non-Stern major or minor must receive approval in writing from that particular department and provide confirmation to the Stern Office of International Programs. See pages 10 and 19 for more information.

*\* Some Stern major combinations necessitate exceeding the 128-credit graduation requirement.*

## *Policies and Procedures of the College*

### **STUDENT CODE OF CONDUCT**

The Leonard N. Stern School of Business Undergraduate College expects all of its students to adhere to the highest standards of academic excellence and integrity and to the norms of a serious intellectual community.

A student's responsibilities include, but are not limited to the following:

1. A duty to respect every member of the NYU community, including refraining from all forms of intimidation, harassment, and prejudice.
2. A duty to acknowledge the work and efforts of others when submitting work as one's own. Ideas, data, direct

quotations, paraphrasing, creative expression, or any other incorporation of the work of others must be clearly referenced.

3. A duty to exercise the utmost integrity when preparing for and completing examinations, including an obligation to report any observed violations.



4. A duty to respect and preserve University facilities as well as the personal property of others.

In addition, students are expected to be familiar with and abide by the "University Policy on Student Conduct," which sets the basic rules and covers issues of academic freedom, speaker invitations and demonstrations, and use of University facilities. "University Policies and Procedures" covers the policy on affirmative action, equal opportunity, use of alcohol, substance abuse, sexual harassment, and compliance with the Family Educational Rights and Privacy Act (P.L. 93-380). A copy of "University Policies and Procedures" is in the University's handbook, the *NYU Student's Guide*, which can be found on NYU's Student Resource Center home page at [www.nyu.edu/src](http://www.nyu.edu/src).

A violation of the code may result in a hearing and sanctioning by the Stern Undergraduate Honor Council (see below). The Student Code of Conduct was amended and approved by the Stern faculty on May 5, 2005.

### Plagiarism

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

1. The use of other persons or services to prepare written work that is submitted as a student's own.
2. The use of previously or concurrently submitted papers or segments thereof written by other students or by the student himself or herself.
3. Submission of the same or very similar papers in different sections of multiple-section courses by collaborating students.

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

### Examinations

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

forms of cheating. They are not all-inclusive.

### Use of Technology

**Calculators, Personal Digital Assistants, and Other Forms of Artificial Intelligence.** The use of personal digital assistants (PDAs) in the classroom, including for taking examinations, will be at the discretion of the instructor (permission may be communicated verbally or in writing). Instructors may limit the use of technology to a scientific or business calculator and specify, for example, a TI-83 or equivalent. Students who use unapproved devices may be liable to be charged with academic misconduct.

### Resources (Libraries and Computer Usage) Library.

Circulating library material may be borrowed only upon presentation of the student's own valid NYU photo ID. Noncirculating material (e.g., magazines, journals, and reference items) may not leave the library under any circumstances. Stealing or vandalizing library materials is forbidden.

**Computer Center.** Students are expected to treat the School's computing resources in the same fashion as library materials. Illegal, improper, or inappropriate use of any of the center's hardware or software constitutes grounds for academic disciplinary measures and/or legal action. Specifically, the copying of proprietary personal computer or mainframe software and unauthorized access to the center's computer networks, mainframes, and PCs are forbidden.

In addition to the above, students are expected to be familiar with and abide by the "University Policy on Student Conduct," which sets basic rules and covers issues of academic freedom, speaker invitations and demonstrations, and use of University facilities. "University Policies and Procedures" covers the policy on affirmative action/equal opportunity and compliance with the Family Educational Rights and Privacy Act (P.L. 93-380). A copy of "University Policies and Procedures" is in the University's handbook, the *NYU Student's Guide*.

### Honor Council

The Stern Honor Council is made up of students and faculty members. Student Honor Council members are appointed by the associate dean after an application and interview process.

Any member of the Stern community may report an alleged academic or behavioral code of conduct violation against a Stern undergraduate student. Academic violations include,

but are not limited to, cheating and plagiarism; behavioral violations include, but are not limited to, physical assault, sexual harassment, and property damage.

A complainant must submit an honor complaint through the Incident Referral Form, available from the Office of the Dean (Suite 600, Tisch Hall) and on the Stern Undergraduate College Web site ([www.stern.nyu.edu/undergraduate](http://www.stern.nyu.edu/undergraduate)). All complaints should be directed to the associate dean.

### Disciplinary Sanctions

Students are expected to familiarize themselves and comply with the rules of conduct, academic regulations, and established practices of NYU and Stern. Failure to abide by these codes may result in referral to the Honor Council and/or appropriate legal action by the University. The Council may levy a range of penalties, including expulsion. If, pursuant to such rules, regulations, or practices, the withdrawal of a student is required before the end of the term for which tuition has been paid, a refund will be made according to the standard schedule for refunds.

### TRAVEL CODE OF CONDUCT AND RESPONSIBILITIES

All students who travel with the Undergraduate College of the Stern School of Business are expected to maintain the highest standards of professional conduct and integrity. In addition to complying with all College and University policies and procedures (see the NYU Rules of Conduct—[www.nyu.edu/student-affairs/students\\_guide/policies.html](http://www.nyu.edu/student-affairs/students_guide/policies.html)—governing student conduct, a student's travel responsibilities include the following:

Code of Conduct:

- A duty to respect the privacy rights of members of the community by avoiding all forms of intimidation, including sexual and physical harassment.
- A duty to refrain from causing physical injury to yourself and others. Students will be held financially and legally responsible for any and all damage they inflict upon other persons.
- A duty to refrain from causing damage to real or personal property of others. Students will be held financially and legally responsible for any and all damage they inflict upon the property of others.
- A duty to preserve the quality of facilities that they may visit or reside at during their travels.
- A duty to respect cultural differences. This includes observing



the proper etiquette in business/social settings, e.g., being punctual for appointments, not speaking out of turn, etc.

- A duty to refrain from irresponsible behavior, including the inappropriate consumption of alcohol.
- A duty to not leave the city for any personal excursions or trips (unless organized by Stern).
- A duty to not operate motorized vehicles.
- A duty to not participate in risky athletic/recreational activities (e.g., scuba, parachuting, parasailing, etc.).
- A duty to not violate laws whether they result in arrest or not.
- A duty to report to representatives of the School any person known by the student to have violated the Travel Code of Conduct.

Failure to abide by the Stern Travel Code of Conduct and Responsibilities and the NYU Rules of Conduct will result in disciplinary action, which could include (but is not limited to) academic sanctions, expulsion from the University, or referral to the Honor Council or the associate dean of students. In situations where the violation is deemed egregious, students may be immediately sent back to the United States, bearing responsibility for the cost of transportation to and from the airport as well as airline fees associated with flight changes.

## GRADING PROCEDURES

### Grading Guidelines for Core Courses at the Stern Undergraduate College

Grading guidelines have been agreed upon by the faculty to ensure fairness and consistency in grading across core courses in the Stern Undergraduate College. These guidelines went into effect in the fall 2007. They are as follows:

- 25-35 percent A's—awarded for excellent work
- 50-70 percent B's—awarded for good or very good work
- 5-15 percent C's or below—awarded for adequate or below work

## Grades

Listed below are the full range of letter grades and the numerical values that are used in the computation of the grade point average:

	Descriptive Value	
A <sup>1</sup>	4.0	Excellent
A-	3.7	
B+	3.3	
B	3.0	Good
B-	2.7	
C+	2.3	
C	2.0	Satisfactory
C-	1.7	
D+	1.3	
D	1.0	Passing
F	0.0	Failing

<sup>1</sup> No grade above A or value above 4.0 may be used.

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

The following grades are registrar's grades and cannot be recorded by an instructor. They are without numerical value and are ones for which credit is not granted except as noted.

**W**—This is a registrar's grade assigned when a student officially withdraws from a course.

**P**—This is a registrar's grade assigned when the student has registered for a course under the pass/fail option when credit is granted or for noncredit courses.

### Pass/Fail Option

Students of the Stern School of Business are permitted to declare one elective pass/fail per semester outside of their major(s) and minor. A maximum of four courses may be taken for a pass/fail grade. A pass/fail grade cannot be taken in any required course, or courses used to satisfy general education or business studies requirements. Credits earned for these courses are eliminated for consideration for the Dean's List, graduation with honors, and Beta Gamma Sigma (e.g., a full-time student must take a minimum of 12 credits of credit in order to be eligible for the Dean's List; a pass/fail course does not qualify as part of these credits). Pass/fail grades are factored into the grade point average as follows: 0 grade points and 4 credits for a grade of F; 0 grade points and 0 credits for a P.

Students must designate the specific course for a pass/fail grade at the time of registration or within five weeks of the beginning of the term. During the summer sessions, the course must be designated within two weeks of the beginning of the session.

For courses that end midsemester or start midsemester during the fall or spring term, a pass/fail designation can be filed no later than three weeks after the beginning of the course. Once executed, the pass/fail designation is irrevocable.

Students returning from studying abroad through the IBEX program are only permitted to take one additional pass/fail course at Stern.

Students wishing to declare a course pass/fail or with questions about the pass/fail option should see their adviser in the Stern Office of Academic Advising.

## Grades of Incomplete

Incompletes may be earned when unavoidable circumstances keep a student from finishing a course that term and the nature of the course permits the faculty member to allow late completion. Incompletes are given at the discretion of the instructor and are never automatic.

The following incomplete grade designations are without numerical value and are not included in the grade point average:

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

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

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

The following rules apply to all grades of incomplete:

1. Students may not sit in on the same course in a subsequent term for which they have received an incomplete.
2. Makeup work must be completed with the same instructor.
3. All work to complete an I(P) or I(F) must be made up by the following deadlines:

**Fall Term:** Last day of the following spring term.

**Spring Term or Summer Session:** Last day of the following fall term.

### Makeup Examinations

Students who do not take the final examination at the regularly scheduled time due to compelling circumstances may, after applying to the instructor and at his or her discretion, be given the grade of I(P) or I(F),

either of which indicates that the student is eligible to take a makeup examination.

Grades of I(P) and I(F) assigned due to absence at the final examination must be cleared within one semester; if not, the I(F) grade lapses to an F and the I(P) automatically lapses into a N (no grade/no credit).

### Grade Point Average

The grade point average (GPA) is determined by dividing grade points by the credits (with 0 grade points and 4 credits for a grade of F; 0 grade points and 0 credits for a P). No courses in which a passing grade has been received (D or better) may be retaken. Retaking a course that has been passed in previous semesters is a violation of Stern's policy and will not count toward graduation requirements and will not be computed into the student's GPA. A student may repeat a course in which a failing grade was received. However, both the failing grade and the passing grade will remain on the transcript, and both will be calculated into the GPA.

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

An average GPA of C (2.0) is required for graduation (128-144 credits and 256-288 grade points) except that the number of credits in pass/fail option Ps shall be deducted from the total credits in calculating the GPA (grade points divided by credits). Students who complete the required number of credits but who lack grade points may be permitted to take additional courses to gain grade points. They may not secure grade points by repeating courses they have already passed.

Not included in the GPA are credits taken in excess of 144 credits or credit brought in from other institutions. In addition, grades for courses taken at the School of Continuing and Professional Studies (SCPS) will not be factored into a student's grade point average. Please consult with an academic adviser regarding these courses.

### Grade Changes

To appeal an assigned grade, the student should provide a written explanation to the instructor who assigned the grade, outlining why he or she feels the grade is incorrect. If the student is dissatisfied with the outcome of the review and wishes to appeal the grade further, a formal written appeal should be submitted to the chair and/or faculty course coordinator in the particular department. An independent review of the grade will be

undertaken by the department. The student's work will be reviewed to clarify how the grade was determined and to ensure the grade is consistent with the academic guidelines and policies of the department and course. The decision of the department in matters related to a course grade is final.

After the awarding of the degree, no grade changes of any kind are permitted unless due to a departmental clerical error in recording.

### ACADEMIC STANDARDS

The Office of the Dean and the Stern Office of Academic Advising review student records throughout the academic year. Academic standards actions are based on the grades to date at the end of each term. The Stern Undergraduate College requires that all students make steady and substantial progress toward the Bachelor of Science degree. This entails a minimum of a 2.0 GPA and a minimum of 12 credits taken during each academic semester. A minimum 2.0 grade point average is required to graduate.

### Academic Warning

Students will receive a letter of academic warning with a cumulative GPA of 2.0 to 2.25 or if the semester GPA is below 2.0 (even if the cumulative GPA is above 2.0). Students will be advised to seek counseling from an academic adviser to discuss recommendations for achieving an appropriate standard for academic performance.

### Academic Probation

Any student whose record is deemed unsatisfactory will be placed on academic probation and will be so informed by letter. A record will be deemed unsatisfactory if, in any semester, the cumulative GPA falls below 2.0 or if it fails to show steady and substantial progress toward the degree. Steady and substantial progress toward the degree entails the completion, with satisfactory grades, of 12 credits for which a student registers in any semester.\*

Failure to satisfy the conditions of probation will result in further academic sanctions and possible dismissal from the University. The conditions usually require that the student (a) achieve a grade point average of at least 2.0 during the term he or she is on probation in a minimum of 12 credits, (b) not receive any grade of incomplete, and (c) not withdraw from any course without securing the permission of an academic adviser prior to the withdrawal.

Students on academic probation are also required to have a special probation interview with a representative from the dean of students' office in order to receive registration clearance for the next semester. More specific requirements may be imposed. New and continuing students on probation will not be eligible for financial aid.

### Academic Dismissal

Students who are dismissed from the Stern Undergraduate College for poor academic performance are informed in person or in writing by registered mail. Students who have paid tuition for the next term at the time of dismissal will receive a full refund of tuition and fees.

### MAJOR(S) AND MINOR SELECTION

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

Students make a formal declaration of a major or minor by completing a Selection of Major and/or Minor Declaration form. The forms are available at the Stern Office of Academic Advising or on the Stern Undergraduate College advising Web site at [www.stern.nyu.edu/uc/advising](http://www.stern.nyu.edu/uc/advising). (See also pages 14-15 for major and minor options).

### DOUBLE COUNTING OF STERN COURSE WORK

Stern students are not permitted to count Stern course work toward more than one requirement. For instance, students majoring in finance and international business may count International Financial Management (see page 33 for course description) either as an advanced finance elective *or* as an international business requirement—it cannot count toward both majors. This applies to all Stern courses and majors. Students are encouraged to meet with an academic adviser to see how this policy might impact their planned academic progress.

\* Stern seniors are permitted to take fewer than 12 credits in their terminal semester if approved by their academic adviser.

### STERN CREDIT LIMITS

With the exception of accounting and finance majors, students may take no more than 18 credits of advanced course work in any Stern department, excluding introductory courses. CPA accounting majors may take no more than the requirements needed to complete the degree. Finance majors may take no more than 15 credits of advanced finance course work. All course work transferred into Stern is counted within these limits. Stern students studying abroad through the NYU Study Abroad programs are not permitted to take more than three Stern courses while abroad. Students studying abroad through the IBEX are not held to this limit.

### PROFICIENCY EXAMINATIONS

#### Writing Proficiency Examination

Students must receive credit for V40.0100, Writing the Essay, and C40.0125, Business and Its Publics: Inquiry and Discourse (or for qualified international students, V40.0004, International Writing Workshop I, and V40.0009, International Writing Workshop II). In addition, all students must demonstrate proficiency in expository writing, which is satisfied through achieving a minimum grade of C in V40.0100, Writing the Essay, or V40.0004, International Writing Workshop I.

Internal transfer students from other NYU divisions should have satisfied the proficiency requirement through achieving a minimum grade of C in a corresponding writing course completed through their previous division.

External transfer students who receive credit toward both semesters of expository writing must complete a proficiency examination, administered by the Expository Writing Center in May, August, and December.

In order to graduate, all students must receive a passing score on the writing proficiency examination. Any student who fails the test must instead register for V40.0013, Writing Tutorial (4 credits), for graduation, which is offered on a pass/fail basis only. Any student who fails this course must repeat it until a passing grade is earned. The course is also available for other students as space permits. In particular, the tutorial course provides intensive individual lessons in the practice of writing. For more information, contact the Expository Writing Center, 411 Lafayette Street, 3rd Floor, 212-998-8860 or 8866.

### Transfer Business Proficiency Examinations

All transfer credits received in each of the following subjects are designated as elective only, pending completion of a multiple-choice proficiency examination in the subject: marketing, finance, and statistics. If the student obtains a passing score, the credit is redistributed to fulfill the appropriate requirement in the degree program (C55.0001, Introduction to Marketing; C15.0002, Foundations of Financial Markets; or C22.0001, Statistics for Business Control). Students may take these examinations only once. If the student fails the proficiency examination, the transfer course remains as elective credit, and the student must satisfy the introductory requirement at Stern. Only students with introductory courses in these subjects from a previous institution are eligible for proficiency examinations (except for students with scores of 4 or 5 on the AP examination in statistics). All proficiency examinations are administered by the Stern Office of Academic Advising. Students wishing to take any of these examinations must do so no later than by the end of the first six weeks of the fall semester.

### RESIDENCY REQUIREMENTS

All degree candidates are subject to the following residency requirement: students, excluding those authorized to participate in an approved study abroad program, must complete at least 64 consecutive credits of course work in residence at the Undergraduate College of the Stern School of Business immediately preceding the date of graduation. Forty-eight of these credits must be in Stern ("C") courses.

The full-time program should be completed in four years and must be completed within five consecutive calendar years (10 academic semesters); this includes semesters taken at previous institutions. Failure to do so may result in academic dismissal.

*Note: Nontransfer students are allowed to transfer in a maximum of 32 credits from the following: Advanced Placement Examinations, the International Baccalaureate Program, the results of certain foreign certificate examinations, and college credit earned prior to matriculation at NYU. These credits can be applied to the degree requirements at any time during a student's undergraduate career. Transfer students can transfer in a maximum of 64 credits from their prior institution(s).*

### Non-NYU Course Work

Students enrolled for degree programs at New York University are expected to take their courses, including summer sessions, at New York University. Exceptions will be considered on a case-by-case basis and must be preapproved by the Stern Office of Academic Advising. Course work taken outside of NYU must comply with the NYU residency requirements.

### LEAVE OF ABSENCE OR COMPLETE WITHDRAWAL FROM ALL COURSES

Leaves of absence are approved for medical, financial, or personal reasons. Students may, in advance, request a leave of absence from the Stern Undergraduate College for a period of up to two semesters in their career. The typical period for a leave is one semester, but students may request a second semester as well. To request a leave of absence, students must meet with their academic adviser. This meeting is necessary to discuss not only the reason for the leave but also the ensuing ramifications and possible alternatives to taking a leave. Once approved, a Leave of Absence Form must be filed, and students must complete the NYU Semester Withdrawal Form on the Office of the University Registrar's Web site ([www.nyu.edu/registrar/withdrawal](http://www.nyu.edu/registrar/withdrawal)).

Students should be aware of the following:

- Students may request a leave of absence from the Stern Undergraduate College for a maximum period of up to two semesters in their career.
- Students absent for more than two consecutive semesters must apply for readmission to the Stern Undergraduate College with no guarantees of acceptance.
- International students whose home countries require students to perform two years of military service will not need to apply for readmission to NYU and Stern after a leave of absence for military service, provided that they meet the following conditions: (1) they are on leave for just four regular (e.g., fall and spring) semesters and (2) they send written proof of their military service during that time and an honorable discharge (and any necessary English translations provided by accredited third-party translators). Students who take a leave of absence for a military-related reason who fail to meet these conditions must apply for readmission with no guarantee of acceptance.



- Leaves are not granted after the ninth week of the term except for compelling personal or medical reasons.
- Refund percentages are based on the Office of the Bursar's schedule of refunds and are not granted after the third week of the term.
- Students who request a leave of absence for two consecutive semesters are required to meet with their adviser upon their return to Stern.
- Medical leaves requested after the deadline require supporting documentation from the Student Health Center or Counseling and Behavioral Health Services.
- Students returning from medical leave may require clearance from the Student Health Center or Counseling and Behavioral Health Services prior to enrolling for classes.
- Students are responsible for financial aid renewal applications and deadlines while on leave.
- No credit will be awarded for domestic or international classes taken while on a leave of absence.
- Any student on an unofficial or unauthorized leave is required to apply for readmission.
- International students are instructed to meet with a counselor in the Office for International Students and Scholars (OISS) prior to taking a leave of absence to ensure that their visa status allows for a leave and to discuss visa and other immigration implications that might arise from a medical, personal, or financial leave of absence.

### Leave of Absence or Withdrawal After the Start of a Semester

Once a semester has begun, students enrolled in courses who want to (1) withdraw completely from all courses for the current semester, (2) withdraw completely from the University, or (3) take a leave of absence for the current semester, must complete the NYU Semester Withdrawal Form on the Office of the University Registrar's

Web site ([www.nyu.edu/registrar/withdrawal](http://www.nyu.edu/registrar/withdrawal)). Students do not need to complete the NYU Semester Withdrawal Form if (1) they are dropping/adding individual classes, but will remain enrolled at NYU or (2) are notifying the Stern Office of Academic Advising about their intent to take a leave of absence or withdrawal from the University for a future semester.

The NYU Semester Withdrawal Form is a two-part form. After completing part one online, students must print part two of the form (if a printer is not available at the time, students may print part two at a later time from an automatically e-mailed attachment), complete it, and bring it to the Stern Office of Academic Advising within three days. A student's courses will not be dropped until part two has been received by the Stern Office of Academic Advising and processed. Students should also schedule an appointment with an academic adviser to discuss the leave or withdrawal and its potential ramifications.

### EARLY GRADUATION

All students accepted to the Stern School of Business are admitted to a four-year (or eight-academic semester) program. While it is possible for students to complete course work in less time, it is not recommended. Students are encouraged to participate in the wide range of opportunities found at NYU, including clubs, sports, community service, and internships over the four-year period.

The possibility of early graduation is contingent upon the completion of all required course work. Completion of course work is subject to course availability and successful completion of all degree requirements. Students interested in early graduation are encouraged to discuss it with their adviser.

### INTERNSHIP POLICY

At Stern, we firmly believe that internships are a wonderful complement to classroom learning, but not a replacement. Additionally, it is our strong belief that the skills and talents that Stern students bring to their

internships are certainly worth compensation. Therefore, it is the policy of the Stern Undergraduate College not to grant academic credit for internships. Furthermore, Stern does not authorize the signing of release of liability waivers pertaining to internships undertaken by Stern undergraduates.

Stern undergraduates may accept paid and/or unpaid internships; however, it is preferable that Stern students request to be paid. Scheduling conflicts with internships are not an acceptable excuse for failing to meet one's academic obligations including, but not limited to, attending class, arriving to class on time, taking scheduled examinations, completing homework assignments, fulfilling group work obligations, and addressing registration issues.

### ACCESS TO ACADEMIC INFORMATION

The Family Educational Rights and Privacy Act (FERPA) requires the permission of a student to release information from his or her education records to a third party (except in certain specified instances). A student's education record includes all documents maintained by the University in either hard copy or electronic format that contain personally identifiable information about the student. If a student wishes to consent to the release of information from their education records for the purpose of keeping a parent or other individual informed of their progress at NYU, they must complete the Consent to Release Student Information Form, which can be found in the Stern Office of Academic Advising or on the Stern Undergraduate College advising Web site at [www.stern.nyu.edu/uc/advising](http://www.stern.nyu.edu/uc/advising), under "Academic Planning." Students have the right to revoke the permissions granted at any time by submitting a revocation letter to the Stern Office of Academic Advising. The waiver to share information with a third party will be in effect until the student submits such a letter. For more information on FERPA, please see [www.nyu.edu/registrar/university-policies](http://www.nyu.edu/registrar/university-policies).

## All-University Policies and Procedures

### ENROLLMENT VERIFICATION

Verification of enrollment or graduation may be requested by submitting a signed letter with the following information: University ID number, current name and any name under which you attended NYU, current address, date of birth, school of the University attended, dates attended, date of graduation, and the full name and address of the person or institu-

tion to which the verification is to be sent. Please address your request to Office of the University Registrar, Transcript and Certification Department, New York University, P.O. Box 910, New York, NY 10276-0910. Or you can fax your signed request to 212-995-4154.

Currently, the Office of the University Registrar is not accepting requests for certification by e-mail. Please allow seven business days from

the time the Office of the University Registrar is in receipt of your request. If you wish to confirm receipt of your request, contact the registrar's office at 212-998-4280, and a representative will assist you.

### OFFICIAL TRANSCRIPTS

Official copies of your University transcript can be requested when a stamped and sealed copy of your University



records is required. Requests for official transcripts require the signature of the student requesting the transcript. Currently, the office is not accepting requests for a transcript by e-mail.

A transcript may be requested by either (1) completing the online request form at [www.nyu.edu/registrar/transcript-form.html](http://www.nyu.edu/registrar/transcript-form.html) and mailing/faxing the signature page (recommended method) or (2) writing a request letter (see below) and mailing/faxing the completed and signed letter. The fax number is 212-995-4154; the mailing address is New York University, Office of the University Registrar, Transcripts Department, P.O. Box 910, New York, NY 10276-0910.

There is no charge for academic transcripts.

**Writing a Request Letter:** A request letter must include all of the following information:

- University ID number
- Current name and any other name under which you attend/attended NYU
- Current address
- Date of birth
- School of the University you attend/attended and for which you are requesting the transcript
- Dates of attendance
- Date of graduation
- Full name and address of the person or institution to which the transcript is to be sent

There is no limit for the number of official transcripts that can be issued to a student. You can indicate in your request if you would like to forward the transcripts to your home address, but the office still requires the name and address of each institution.

If you initiate your transcript request through the online request form, you will receive e-mail confirmation when the Office of the University Registrar has received your signed request form. If you have any questions or concerns, please contact the office at 212-998-4280, and a representative will assist you. Unofficial transcripts are available on Albert.

Once a final examination period has begun, no transcript will be forwarded for any student who is currently enrolled in courses until all the student's final grades have been received and recorded. Please notify the Office of the University Registrar immediately of any change of address.

Students are able to access their grades at the end of each semester via Albert, NYU's Web-based registration and information system. Albert can be accessed via NYUHome at <http://home.nyu.edu>.

## ARREARS POLICY

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

## ATTENDANCE AND RELIGIOUS HOLIDAYS

Attendance is expected at all classroom sessions. The taking of attendance and attendance requirements are at the discretion of the individual instructor. In determining the student's official grade, the instructor may consider excessive absences.

New York University and the Stern School of Business, a nonsectarian institution, adhere to the general policy of including in its official calendar only certain legal holidays. However, it has also long been University policy that members of any religious group may, without penalty, absent themselves from classes when compliance with their religious obligations requires it. In 1988, the University Senate affirmed this policy and passed a resolution that elaborated on it as follows:

1. Students who anticipate being absent because of any religious observance should, whenever possible, notify faculty in advance of such anticipated absence.
2. Whenever feasible, examinations and assignment deadlines should not be scheduled on religious holidays. Any student absent from class because of such beliefs shall not be penalized for any class, examination, or assignment deadline missed on that day or days.
3. If examinations or assignment deadlines are scheduled, any student who is unable to attend class because of religious beliefs shall be given the opportunity to make up that day or days.
4. No adverse prejudicial effects shall result to any student who avails himself/herself of the above provisions.

## FINAL EXAMINATIONS

Regular final examinations are given at the end of each semester. Examination dates are provided in the course directory book used for registration and on the Office of the University Registrar's Web site ([www.nyu.edu/registrar/final-exam-schedules.html](http://www.nyu.edu/registrar/final-exam-schedules.html)). Please take into account when finals are scheduled to avoid multiple finals on the same day. A student may take a final examination for a given course only once. No credit is given for any course until a student successfully

passes the final examination or the equivalent.

## DIPLOMA APPLICATION

Students may officially graduate in September, January, or May. The Commencement ceremony for all schools is held in May. In order to graduate in a specific semester, you must apply for graduation within the application deadline period indicated on the calendar. (Students may view the graduation deadlines calendar and general information about graduation in the Office of University Registrar's Web page at [www.nyu.edu/registrar](http://www.nyu.edu/registrar).) It is recommended that you apply for graduation no later than the beginning of the semester in which you plan to complete all program requirements. If you do not successfully complete all academic requirements by the end of the semester, you must reapply for graduation for the following cycle.

## DEAN'S EXCEPTION

Students who must complete outstanding course work to meet their graduation requirements over the summer subsequent to the spring semester of their senior year are permitted to walk in the May graduation ceremonies with the rest of their class. In order to do so, they must meet with an academic adviser and complete a Dean's Exception Form that serves as a waiver to allow students to walk in the Commencement ceremonies prior to the completion of their degree requirements. The official graduation date of students who walk in May with a dean's exception and who complete their course work over the summer is September.

## VETERAN'S BENEFITS

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

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

the Office of the University Registrar, 25 West Fourth Street, 1st Floor, before registering for course work.

**All Veterans.** Allowance checks are usually sent directly to veterans by the Department of Veterans Affairs. Veterans and eligible dependents should contact the Office of the University Registrar each term for which they desire Veterans Affairs certification of enrollment.

All veterans are expected to reach the objective (bachelor's or master's degree, doctorate, or certificate) authorized by Veterans Affairs with the minimum number of credits required. The Department of Veterans Affairs may not authorize allowance payments for credits that are in excess of scholastic requirements, that are taken for audit purposes only, or for which nonpunitive grades are received.

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

Since interpretation of regulations governing veterans' benefits is subject to change, veterans should keep in touch with the Department of Veterans Affairs or with NYU's Office of the University Registrar.

#### **UNIVERSITY POLICY ON PATENTS**

Students offered research opportunities are reminded that inventions arising from participation in such research are governed by the University's Statement of Policy on Patents, a copy of which may be found in the Faculty Handbook or obtained from the Office of the Dean.

#### **NEW YORK UNIVERSITY WEAPONS POLICY**

New York University strictly prohibits the possession of all weapons, as described in local, state, and federal statutes, that includes, but is not limited to, firearms, knives, explosives, etc., in and/or around any and all University facilities—academic, residential, or others. This prohibition extends to all buildings—whether owned, leased, or controlled by the University, regardless of whether the bearer or possessor is licensed to carry that weapon. The possession of any weapon has the potential of creating a dangerous situation for the bearer and others.

The only exceptions to this policy are duly authorized law enforcement personnel who are performing official federal, state, or local business and instances in which the bearer of the weapon is licensed by an appropriate licensing authority and has received **written permission** from the executive vice president of the University.

#### **NEW YORK UNIVERSITY SIMULATED FIREARM POLICY**

New York University strictly prohibits simulated firearms in and/or around any and all University facilities—academic, residential, or other. This prohibition extends to all buildings—whether owned, leased, or controlled by the University. The possession of a simulated firearm has the potential of creating a dangerous situation for the bearer and others. The only exceptions to this policy are instances in which (1) the bearer is in possession of **written permission** from a dean, associate dean, assistant dean, or department head and (2) such possession or use of simulated firearms is directly connected to a University- or school-related event (e.g., play, film production). Whenever an approved simulated firearm is transported from one location to another, it must be placed in a secure container in such a manner that it cannot be observed. Storage of approved simulated firearms shall be

the responsibility of the Department of Public Safety in a location designated by the vice president for public safety. Under no circumstances, other than at a public safety storage area, may approved simulated firearms be stored in any University owned, leased, or controlled facilities.

#### **IMMUNIZATION REQUIREMENTS**

New York State Public Health Law (NYS PHL) 2165 requires all students registering for 6 or more credits in a degree-granting program to provide immunization documentation for measles (rubeola), mumps, and rubella (German measles) prior to registration. Students born before January 1, 1957, are exempt. New students should complete the MMR section of the Student Health History form. Continuing students should complete and submit a Student Immunization Record Form (PDF), available at [www.nyu.edu/sbcl/about/immunization.html](http://www.nyu.edu/sbcl/about/immunization.html).

New York State Public Health Law (NYS PHL) 2167 requires that all students registered for 6 or more credits submit a Meningitis Response Form as formal confirmation of their decision as to whether or not to be immunized with the meningococcal (meningitis) vaccine. New students should complete the Meningitis Response section of the Student Health History form. Continuing students should complete and submit a Meningitis Response Form (PDF), available at [www.nyu.edu/sbcl/about/immunization.html](http://www.nyu.edu/sbcl/about/immunization.html).

Failure to comply with state immunization laws will prevent NYU students from registering for classes. In addition to these requirements, the NYU Student Health Center recommends that students also consider hepatitis B and varicella immunizations. Students should discuss immunization options with their primary care provider.



# Scholastic Achievement and Other Awards

The Stern School of Business recognizes and rewards students who attain scholastic and extracurricular excellence. Academic superiority is recognized through the Dean's List, through graduation honors, and through honorary societies.

## DEAN'S LIST

The Dean's List is compiled at the end of each semester. This is a list of matriculated Stern students who in that semester have maintained an average of 3.6 or more in a program of studies of at least 12 *graded* credits (not including courses taken pass/fail). To be listed, a student must have been assigned no grades of incomplete or N.\* GPAs are carried to two decimal places but are not rounded off.

Only seniors in their last semester are given permission to enroll for fewer than 12 credits at Stern. If a program of only 8 to 11 credits per term is taken, the required average is 3.7.

## HONOR KEY

Students named to the Dean's List for three consecutive terms during their first two years in residence at Stern (including summer sessions if enrolled for a minimum of 12 graded credits) are awarded an Honor Key and certificate in recognition of academic excellence. Recipients are invited to attend a ceremony in the spring semester hosted by the dean.

## GRADUATION WITH HONORS

Distinguished academic achievement will be recognized by the awarding of degrees with the following distinctions: summa cum laude will be awarded to the top 5 percent of graduates based on cumulative GPA, magna cum laude will be the next 10 percent of the class, and cum laude will be awarded to the next 15 percent of the class. The cutoffs in each category will be determined by the

combined GPA distribution from the preceding academic year, all graduation moments included.

## HONORS PROGRAM

Established in 2001, the Stern Honors Program invites an elite group of seniors to become intimately involved in graduate-level research. The program pairs students with research-oriented faculty members who partner with and advise participants throughout their yearlong thesis development. Additionally, students take part in an honors seminar with other program participants and have the opportunity to take graduate-level courses in areas of interest.

**Selection Process.** Each year, the Stern Honors Program invites top-ranked juniors to apply for admission into the program. Students are invited based on their academic performance during their first three years of undergraduate education. Invited students must submit an application and be interviewed by two faculty members before selections are finalized.

**Honors Program Structure.** The Stern Honors Program includes three main components: an advanced elective module, composed of graduate courses; an honors seminar; and a thesis project based on independent research.

**Graduate Courses.** Students selected for the program can take up to six credits of graduate elective courses during their senior year on the recommendation of a faculty adviser. Faculty members from each department review course offerings and advise which options best fit the needs of each honor student.

**Honors Seminar.**<sup>†</sup> The Honors Seminar is held weekly. Each session is conducted by chaired professors, research professors, faculty research fellows, and others who present on research developments in their area.

These seminars provide students with an overview of timely research across all disciplines of business and its practical applications.

**Honors Thesis.**<sup>‡</sup> Each student formulates a thesis and performs his or her own original research under the guidance of a research faculty member. In addition to providing valuable insight into the thesis development process, faculty advisers act as mentors to the students. At the end of the academic year, students are required to submit and present their thesis to program peers.

## HONORARY SOCIETIES

### Beta Gamma Sigma

The national honorary society of collegiate schools of business, Beta Gamma Sigma, has 119 chapters throughout the country. It occupies a position in the field of business comparable to Phi Beta Kappa in the humanities. Membership in the society is open to juniors whose GPA places them in the upper 7 percent of their class and to seniors whose GPA places them in the upper 10 percent of their class. To be eligible for membership, a student must have completed at least 60 credits while matriculated at Stern for which he or she received a letter grade (a grade of pass is not acceptable). All courses that appear on the body of the Stern transcript and that fulfill the Stern academic program requirements will

*\* Seniors in the Honors Program in the fall semester receive an "incomplete" for that semester's grade. However, participants in this program are eligible for Dean's List honors for the fall as long as they have a minimum 3.7 GPA in at least 8 graded credits.*

*† Students in the program must enroll in the Stern Honors Program Seminar and the Stern Honors Program Thesis for both the fall and spring semesters.*

---

be used in computing this grade point average. Students are notified of their eligibility to join Beta Gamma Sigma in the spring semester.

#### **Student Honors Societies**

**Arch and Square:** Junior honorary for those juniors who excel in extracurricular activities.

**Sphinx:** Senior honorary for those seniors who excel in extracurricular activities.

**Stern Student Hall of Fame:** For seniors, in recognition of outstanding achievement in service to the College, coupled with that level of academic quality represented by a minimum grade point average of 3.1.

#### ***STUDENT AWARDS AND PRIZES***

Awards and prizes are presented to students who have achieved academic excellence and to students who have shown leadership, involvement, and participation in student governance and collegiate activities. For specific information about these awards, please refer to the Stern Undergraduate College Web site at [www.stern.nyu.edu/uc/awards](http://www.stern.nyu.edu/uc/awards).





# Student Life

## Stern Student Life

Office of Student Life  
Tisch Hall, Suite 203  
40 West Fourth Street  
212-998-0277  
Hours: Monday-Friday  
9 a.m.-5 p.m.

The Office of Student Life is the community-building and leadership-development center of the Stern Undergraduate College. The student life experience at Stern is fostered through a range of cultural opportunities, cocurricular programs, and social activities as well as active involvement in School and University-wide organizations. The Stern Office of Student Life is committed to developing students' skills outside the classroom and organizes opportunities to get involved in community service, cultural enrichment, and professional development activities.

The office is responsible for coordinating a wide variety of student programs, projects, ceremonies, and extracurricular activities to enhance Stern's undergraduate out-of-class experience. Many of these activities relate to the curriculum, enhancing leadership skills and professional interests, while others are social. Opportunities also exist for participation in student government and the development of college policy.

### STUDENT GOVERNANCE AND STUDENT LEADERSHIP OPPORTUNITIES

Students play an important role in determining curriculum, programs of study, extracurricular offerings, discipline procedures, and University rules. Thus, it is vital that students be conscious of their responsibility to vote in all elections and the numerous options available to participate in administrative decisions.

### DEAN'S STUDENT ADVISORY BOARDS

The Dean's Advisory Boards work with representatives from the Stern Office of Academic Advising and the Office of Student Life on different issues of importance to the Stern community. The boards, consisting of a representative cross-section of the undergraduate student body, meet regularly to discuss issues that are of importance to the student body and provide input to the deans.

The Dean's Student Advisory Boards address issues pertaining to the following:

- Academic Life
- Arts and Culture
- Community Service
- Diverse Voices
- Strategic Communications

### STUDENT COUNCIL

The Student Council is the representative governmental organization of the students of the Stern Undergraduate College. The council is composed of delegates from each class and seeks to improve the quality of student life at Stern. One of the chief functions of the council is to liaise among students, clubs, faculty, and administration. The Student Council is designed to be an open forum where students can exchange information, opinions, and ideas pertaining to the overall collegiate experience.

The council also organizes many social functions for Stern students to promote school spirit, unity, and camaraderie. In addition to spirit competitions, holiday festivals, and international celebrations, the council sponsors the annual Spring Semi-Formal and other major social events and excursions.

The Student Council office is located on the third floor of Tisch Hall, Room 304. It is staffed by council members, and students are encouraged to send e-mail to [council@stern.nyu.edu](mailto:council@stern.nyu.edu). Students are also invited and welcome to attend the weekly council meetings.

### INTER-CLUB COUNCIL

The Inter-Club Council (ICC) is the governing and coordinating body for Stern clubs and organizations. It is composed of the officers of each of the clubs, as well as an executive board, which is the administrative body of the ICC. It manages and governs the process of creating new clubs and ensures that each upholds the School's standards. From the budget approved for the ICC, money is allocated to the organizations whose activities it regulates. The ICC promotes clubs on campus, sponsors social activities,

and provides numerous opportunities for professional and leadership development.

### CLUBS OF THE COLLEGE

For every major at Stern, there is a club that sponsors events and enables students to connect with professionals in their fields of interest. Additionally, several clubs bridge multiple majors, providing information and resources for professional interests that are not explored through the Stern curriculum. Club activities are determined by the membership and generally include guest speakers, films, trips, seminars, exhibits, and special events. Students may join as many clubs in the Stern Undergraduate College as they wish, and membership is not limited to their major area.

Stern's energetic and dynamic extracurricular clubs are a driving force in planning events around campus. In addition to the more than 20 Stern-specific clubs, NYU's Office of Student Activities (OSA) (see page 86) is home to over 400 student organizations that serve a wide array of interests across the University. Most undergraduate students are members or officers of one or many clubs. Participation in club activities gives students of all disciplines and backgrounds the opportunity to enrich the quality of their education. For full descriptions and a directory of Web sites of all of the Stern clubs, please visit the Inter-Club Council's (ICC) Web site at <http://pages.stern.nyu.edu/~icc>.

### ICC Clubs

- Accounting Society
- Actuarial Society
- Alpha Kappa Psi
- Beta Alpha Psi
- Business and Politics Group
- Delta Sigma Pi
- Economic Honors Society
- Entrepreneurial Exchange Group
- Finance Society
- Information Systems Society
- International Business Association
- Investment Analysis Group
- Management Consulting Group
- Marketing Society
- Phi Chi Theta

- Pride Corp
- Professional Development Society
- Stern Business and Law Association
- Stern Business Ethics Society
- Stern Cares
- Stern Economics Society
- Stern Health Care Group
- Stern Real Estate Group
- Stern Tisch Entertainment Business Association
- Undergraduate Stern Women in Business

## STUDENT LIFE PROGRAMS

### Cohen Arts and Culture Experience (CACE)

Living in New York City, Stern students are afforded the opportunity to take advantage of the city's unrivaled variety of cultural offerings. Through the generous support of alumnus Jerry Cohen and his wife, Adrienne, the Cohen Arts and Culture Experience offers every Stern student the opportunity to attend cultural events in New York City at greatly subsidized prices. Some of the programs students have had the chance to attend include Broadway and off-Broadway shows, Yankees games, SoHo art gallery tours, and Jazz at Lincoln Center. CACE activities are developed in conjunction with student leadership at Stern. Our student-

driven Arts and Culture Dean's Advisory Board works closely with Stern administration to promote programming that meets the diverse and varied interests of our student body.

### Stern Cohort Community Building Initiative

The Stern Cohort Program provides Stern students, from the moment that they arrive on campus, a community of friends and a network of support. Each freshman class is divided into nine cohorts. Throughout the course of their time at Stern, students enjoy social events on and off campus, professional development forums, corporate visits, and a variety of fun and exciting programming with the members of their cohorts and with Stern alumni.

The Cohort Community Building Initiative offers students a chance to build networks based on common explorations outside of business; encourages new experiences enriched by engaging the diverse offerings of New York City; and provides opportunity for collaboration with student peers, successful alumni, and corporate sponsors. Student leaders take an active role in guiding this initiative and planning events for their cohort.

### Stern Enrichment for Academic Development (SEAD)

SEAD is a student-managed organization dedicated to promoting excellence in academics and leadership while enhancing the overall undergraduate experience. The program is committed to fostering support and cultural enrichment for all students through innovative presentations, activities, and services. In particular, SEAD engages students of all races and ethnicities in its efforts to expand cultural awareness, while creating a supportive environment for underrepresented students. For more information, visit <http://pages.stern.nyu.edu/~sead>.

### STERN ALUMNI ACTIVITIES

Stern alumni are an integral part of the undergraduate experience. From their involvement with the Cohort Program to providing internships and full-time employment opportunities, students at Stern benefit from the strong alumni base in the New York City metropolitan area, around the country, and throughout the world. Stern's Office of Alumni Affairs and the Office of Student Life coordinate alumni programs. For more information, visit [www.stern.nyu.edu/alumni](http://www.stern.nyu.edu/alumni).

## University Activities and Services

### STUDENT ACTIVITIES

**Student Resource Center**  
Kimmel Center for University Life  
60 Washington Square South,  
Suite 210  
Telephone: 212-998-4411  
E-mail: [student.resource.center@nyu.edu](mailto:student.resource.center@nyu.edu)  
Web site: [www.nyu.edu/src](http://www.nyu.edu/src)

**Office of Student Activities (OSA)**  
Kimmel Center for University Life  
60 Washington Square South,  
Suite 704  
Telephone: 212-998-4700  
E-mail: [osa@nyu.edu](mailto:osa@nyu.edu)  
Web site: [www.osa.nyu.edu](http://www.osa.nyu.edu)

**Program Board**  
Kimmel Center for University Life  
60 Washington Square South,  
Suite 707  
Telephone: 212-998-4984  
E-mail: [program.board@nyu.edu](mailto:program.board@nyu.edu)

**Fraternity and Sorority Life**  
Kimmel Center for University Life  
60 Washington Square South,  
Suite 704  
Telephone: 212-998-4710  
E-mail: [osa.fsl@nyu.edu](mailto:osa.fsl@nyu.edu)

**Ticket Central Box Office**  
Kimmel Center for University Life  
60 Washington Square South,  
Suite 206  
Telephone: 212-998-4949  
Web site: [www.nyu.edu/ticketcentral](http://www.nyu.edu/ticketcentral)

### ALUMNI ACTIVITIES

**Office of Alumni Relations and Development**  
NYU Stern School of Business  
44 West Fourth Street, Suite 10-160  
New York, NY 10012-1106  
Telephone: 212-998-4040  
E-mail: [alumni@stern.nyu.edu](mailto:alumni@stern.nyu.edu)  
Web site: [www.stern.nyu.edu/alumni](http://www.stern.nyu.edu/alumni)

**Office for University Development and Alumni Relations**  
25 West Fourth Street, 4th Floor  
Telephone: 212-998-6912  
E-mail: [alumni.info@nyu.edu](mailto:alumni.info@nyu.edu)  
Web site: [alumni.nyu.edu](http://alumni.nyu.edu)

### ATHLETICS

#### Department of Athletics, Intramurals, and Recreation

**Jerome S. Coles Sports and Recreation Center**  
181 Mercer Street  
Telephone: 212-998-2020  
E-mail: [coles.sportscenter@nyu.edu](mailto:coles.sportscenter@nyu.edu)  
Web site: [www.nyu.edu/athletics](http://www.nyu.edu/athletics)

**Palladium Athletic Facility**  
140 East 14th Street  
Telephone: 212-992-8500  
Web site: [www.nyu.edu/palladiumathleticfacility](http://www.nyu.edu/palladiumathleticfacility)

### BOOKSTORES

**Main Bookstore**  
18 Washington Place  
Telephone: 212-998-4667  
Web site: [www.bookstores.nyu.edu](http://www.bookstores.nyu.edu)

**Computer Store**  
242 Greene Street  
Telephone: 212-998-4672  
E-mail: [computer.store@nyu.edu](mailto:computer.store@nyu.edu)  
Web site: [www.bookstores.nyu.edu](http://www.bookstores.nyu.edu)

**Professional Bookstore**  
530 La Guardia Place  
Telephone: 212-998-4680  
E-mail: [prof.books@nyu.edu](mailto:prof.books@nyu.edu)  
Web site: [www.bookstores.nyu.edu](http://www.bookstores.nyu.edu)  
(Serves the Leonard N. Stern School of Business [Graduate Division], the School of Law, and the Robert F. Wagner Graduate School of Public Service.)

#### CAREER SERVICES

**Wasserman Center for Career Development**  
133 East 13th Street, 2nd Floor  
Telephone: 212-998-4730  
Fax: 212-995-3827  
Web site: [www.nyu.edu/careerdevelopment](http://www.nyu.edu/careerdevelopment)

#### COMPUTER SERVICES AND INTERNET RESOURCES

**Information Technology Services (ITS)**  
10 Astor Place, 4th Floor  
(Client Services Center)  
Telephone Help Line: 212-998-3333  
Web site: [www.nyu.edu/its](http://www.nyu.edu/its)

#### COUNSELING SERVICES

**Counseling and Behavioral Health Services (CBH)**  
726 Broadway, Suite 471  
Telephone: 212-998-4780  
E-mail: [university.counseling@nyu.edu](mailto:university.counseling@nyu.edu)  
Web site: [www.nyu.edu/counseling](http://www.nyu.edu/counseling)

#### DINING

**NYU Campus Dining Services**  
Telephone: 212-995-3030  
Web site: [www.nyudining.com](http://www.nyudining.com)

#### DISABILITIES, SERVICES FOR STUDENTS WITH

**Henry and Lucy Moses Center for Students with Disabilities**  
719 Broadway, 2nd Floor  
Telephone: 212-998-4980 (voice and TTY)  
Web site: [www.nyu.edu/csd](http://www.nyu.edu/csd)

#### HEALTH

**Wellness Exchange**  
726 Broadway, Suite 402  
Telephone: 212-443-9999  
Web: [www.nyu.edu/999](http://www.nyu.edu/999)

**Student Health Center (SHC)**  
726 Broadway, 3rd and 4th Floors  
Telephone: 212-443-1000  
Web site: [www.nyu.edu/health](http://www.nyu.edu/health)  
(see Counseling and Behavioral Health Services, above)

#### Emergencies and After-Hours Crisis Response

For a life- or limb-threatening emergency, call 911.

For a non-life-threatening emergency, call Urgent Care Services at SHC, 212-443-1111. When the SHC is closed, call the NYU Department of Public Safety, 212-998-2222.

For mental health emergencies, call the Wellness Exchange hotline at 212-443-9999 or the NYU Department of Public Safety at 212-998-2222 to be connected to a crisis response coordinator.

#### Immunizations

Telephone: 212-443-1199

#### Insurance

Telephone: 212-443-1020  
E-mail: [health.insurance@nyu.edu](mailto:health.insurance@nyu.edu)  
Web site: [www.nyu.edu/health/insurance](http://www.nyu.edu/health/insurance)

#### Pharmacy Services

Telephone: 212-443-1050  
Web site: [www.nyu.edu/shc/medservices/pharmacy.html](http://www.nyu.edu/shc/medservices/pharmacy.html)

#### HOUSING

**Department of Housing**  
383 Lafayette Street, 1st Floor  
Telephone: 212-998-4600  
Fax: 212-995-4099  
E-mail: [housing@nyu.edu](mailto:housing@nyu.edu)  
Web site: [www.nyu.edu/housing](http://www.nyu.edu/housing)

**Office of Off-Campus Housing**  
4 Washington Square Village  
(corner of Mercer and Bleecker)  
Telephone: 212-998-4620  
Web site: [www.nyu.edu/housing/offcampus](http://www.nyu.edu/housing/offcampus)

**Department of Residential Education**  
75 Third Avenue, Level C2  
Telephone: 212-998-4311  
Web site: [www.nyu.edu/residential.education](http://www.nyu.edu/residential.education)

**Office of Summer Housing**  
14A Washington Place  
Telephone: 212-998-4621  
Web site: [www.nyu.edu/summer](http://www.nyu.edu/summer)

#### INTERNATIONAL STUDENTS AND SCHOLARS

**Office for International Students and Scholars (OISS)**  
561 La Guardia Place  
Telephone: 212-998-4720  
E-mail: [intl.students.scholars@nyu.edu](mailto:intl.students.scholars@nyu.edu)  
Web site: [www.nyu.edu/oiss](http://www.nyu.edu/oiss)

#### LESBIAN, GAY, BISEXUAL, AND TRANSGENDER STUDENTS

**Office of Lesbian, Gay, Bisexual, and Transgender Student Services**  
Kimmel Center for University Life  
60 Washington Square South, Suite 602  
Telephone: 212-998-4424  
E-mail: [lgbt.office@nyu.edu](mailto:lgbt.office@nyu.edu)  
Web site: [www.nyu.edu/lgbt](http://www.nyu.edu/lgbt)

#### MULTICULTURAL EDUCATION AND PROGRAMS

**Center for Multicultural Education and Programs (OASIS)**  
Kimmel Center for University Life  
60 Washington Square South, Suite 806  
Telephone: 212-998-4343  
Web site: [www.cmep.nyu.edu](http://www.cmep.nyu.edu)

#### RELIGIOUS AND SPIRITUAL RESOURCES

**Catholic Center**  
238 Thompson Street, 1st Floor  
Telephone: 212-674-7236 or 212-998-1065  
Web site: [washingtonsquarecatholic.org](http://washingtonsquarecatholic.org)

**Edgar M. Bronfman Center for Jewish Student Life—Hillel at NYU**  
7 East 10th Street  
Telephone: 212-998-4114  
Web site: [www.nyu.edu/bronfman](http://www.nyu.edu/bronfman)

**Protestant Campus Ministries**  
Kimmel Center for University Life  
60 Washington Square South, Room 207  
Telephone: 212-998-4711  
Web site: [www.protestantministrynyu.com](http://www.protestantministrynyu.com)

**Hindu Students Council**  
Kimmel Center for University Life  
60 Washington Square South, 7th Floor  
E-mail: [hsc.club@nyu.edu](mailto:hsc.club@nyu.edu)  
Web site: [www.nyu.edu/clubs/hsc](http://www.nyu.edu/clubs/hsc)

**The Islamic Center**  
Kimmel Center for University Life  
60 Washington Square South, Room 607  
Telephone: 212-998-4712  
Web site: [www.icnyu.org](http://www.icnyu.org)

**Spiritual Diversity Network**  
Telephone: 212-998-4956  
E-mail: [spiritual.diversity@nyu.edu](mailto:spiritual.diversity@nyu.edu)

For a complete list of student religious and spiritual clubs and organizations at NYU, visit <http://clubs.nyu.edu/listclubsbycategories.cfm>.

---

## **SAFETY ON CAMPUS**

### **Department of Public Safety**

14 Washington Place

Telephone: 212-998-2222; 212-998-2220 (TTY)

E-mail: [public.safety@nyu.edu](mailto:public.safety@nyu.edu)

Web site: [www.nyu.edu/public.safety](http://www.nyu.edu/public.safety)

### **Campus Safety**

The Department of Public Safety is located at 14 Washington Place; telephone: 212-998-2222; 212-998-2220 (TTY).

New York University's annual *Campus Security Report* includes statistics for the previous three years concerning reported crimes that occurred on campus, in certain off-campus buildings or property owned or controlled by NYU, and on public property within or immediately adjacent to the campus. The report also includes institutional policies concerning campus security, such as policies concerning sexual assault, drugs, and alcohol. You can obtain a copy of the current report by contacting

Thomas Grace, Director of Judicial Affairs and Compliance, Office of the Vice President for Student Affairs (601 Kimmel Center: 212-998-4403), or Jay Zwicker, Crime Prevention Manager, Department of Public Safety (7 Washington Place: 212-998-1451), or by visiting the following Web site: [www.nyu.edu/public.safety/policies](http://www.nyu.edu/public.safety/policies).





# Community Service

Every year, hundreds of students in the Stern Undergraduate College devote their time and energy to community service. In addition to the satisfaction they receive in helping their neighbors, they also gain valuable work experience. Through NYU's Community Service

Center, students volunteer with dozens of not-for-profit organizations throughout New York City.

Community service provides an opportunity to address major social, health, hunger, and environmental issues. Through service, students enhance their leadership skills, find fulfillment in giv-

*Office of Community Service*  
25 West Fourth Street  
Room 321  
212-998-2329

ing back something to the community, and build new relationships while learning more about themselves.

## Activities

There are many ways to become involved in activities on and off campus. Students in the Stern Undergraduate College collect canned goods, conduct toy drives, and distribute bag lunches to the homeless. They work in dropout prevention programs that encourage high school students to stay in school. They renovate houses and make them livable again. Students in the Scholars Program participate in ongoing service projects. Whether their involvement is with the sick, the poor, or those who simply need a helping hand, student volunteers give of themselves freely. And they all agree that they get back so much more than they give.

To strengthen and further support community service initiatives, the University sponsors a number of central services, including a central Community Service Office and ServiceNet, an online community service database. In addition, the

President's Office sponsors a special C-Team for service involving over 250 students working as tutors and mentors for young people at sites in Greenwich Village and the Lower East Side. Regular meetings and social events are sponsored by the Office of the President. Members are invited to submit proposals for special projects on their own skills and talents.

The University supports a national service initiative, Project SafetyNet. Members of the AmeriCorps Project SafetyNet, a cross-university corps, work to promote safety among young people at risk through peer mediation and conflict resolution programs. For general information, call 212-998-2094. Any students at NYU interested in joining AmeriCorps Project SafetyNet can contact Lee Frissell at 212-998-5021.

Many student clubs and organizations such as Stern Cares, various scholars groups, Student Council, and

Phi Chi Theta sponsor special service projects and philanthropic events throughout the year. To find out more about becoming involved, contact the Student Council or Inter-Club Council at 212-998-4032.

The NYU Community Service Center, 212-998-4614, provides students with information about service opportunities. Hundreds of volunteer positions are on file in this office. Center staff are available to provide advice and support. A community service handbook, a helpful guide for doing community service, may be obtained at the center. The center also sponsors special events such as Alternative Spring Break, Weekend Service Projects, and the annual Hunger Clean-Up. In addition, the center welcomes organizations to post volunteer positions.



## Key to Buildings

- 1 Carlyle Court**  
25 Union Square West
- 2 Coral Towers**  
129 Third Avenue
- 3 Thirteenth Street Residence Hall**  
47 West 13th Street
- 4 145 Fourth Avenue**
- 5 University Hall**  
110 East 14th Street
- 6 Palladium Hall**  
140 East 14th Street
  - a Wasserman Center for Career Development**  
133 East 13th Street
- 7 113 University Place**
- 8 838 Broadway**
- 9 7 East 12th Street**
- 10 Casa Italiana Zerilli-Marimò**  
24 West 12th Street
- 11 Third Avenue North Residence Hall**  
75 Third Avenue
- 12 Rubin Residence Hall**  
35 Fifth Avenue
- 13 Bronfman Center**  
7 East 10th Street
- 14 Brittany Residence Hall**  
55 East 10th Street
- 15 Lillian Vernon Center**  
58 West 10th Street
- 16 Alumni Hall**  
33 Third Avenue
- 17 Barney Building**  
34 Stuyvesant Street
- 18 13 University Place**
- 19 Cantor Film Center**  
36 East Eighth Street
- 20 10 Astor Place**
- 21 Deutsches Haus**  
42 Washington Mews
- 22 Glucksman Ireland House**  
1 Washington Mews
- 23 a Institute of French Studies**  
15 Washington Mews
  - b La Maison Française**  
16 Washington Mews
- 24 Weinstein Center for Student Living**  
11 University Place
- 25 22 Washington Square North**
- 26 One-half Fifth Avenue**
- 27 1-6 Washington Square North**
  - a Silver School of Social Work**  
1 Washington Square North
  - b Graduate School of Arts and Science**  
6 Washington Square North
- 28 Rufus D. Smith Hall**  
25 Waverly Place
- 29 Seventh Street Residence**  
40 East Seventh Street
- 30 111, 113A Second Avenue**
- 31 Silver Center Block**
  - a Silver Center for Arts and Science**  
100 Washington Square East/  
33 Washington Place
  - b Grey Art Gallery**  
100 Washington Square East
  - c Waverly Building**  
24 Waverly Place
  - d Brown Building**  
29 Washington Place/  
245 Greene Street
- 32 Kimball Block**
  - a Kimball Hall**  
246 Greene Street
  - b Torch Club**  
18 Waverly Place
  - c 285 Mercer Street**
  - d Copy Central**  
283 Mercer Street

- 33 Broadway Block**
  - a 715 Broadway**
  - b 719 Broadway**
  - c 721 Broadway**
  - d 1 Washington Place**
  - e 5 Washington Place**
- 34 Student Health Center**  
726 Broadway
- 35 411 Lafayette Street**
- 36 48 Cooper Square**
- 37 Hayden Residence Hall**  
33 Washington Square West
- 38 Education Block**
  - a Pless Hall**  
82 Washington Square East
  - b Pless Annex**  
82 Washington Square East  
(26 Washington Place)
  - c NYU Bookstore**  
18 Washington Place
  - d East Building**  
239 Greene Street
  - e Education Building**  
35 West Fourth Street
  - f Faye's @ the Square**  
45 West Fourth Street
  - g Goddard Hall**  
79 Washington Square East
- 39 Student Services Block**
  - a 25 West Fourth Street**
  - b 240 Greene Street**
  - c 242 Greene Street**
  - d 14, 14A Washington Place**
  - e Carter Hall**  
10 Washington Place
  - f 8 Washington Place**
  - g 19 West Fourth Street**
- 40 Meyer Block**
  - a Meyer Hall**  
4 Washington Place
  - b Psychology Building**  
6 Washington Place
- 41 20 Cooper Square**
- 42 a Provincetown Playhouse**  
133 MacDougal Street
  - b Lawyering Program**  
137 MacDougal Street
- 43 Vanderbilt Hall**  
40 Washington Square South
- 44 Judson Block**
  - a Kevorkian Center**  
50 Washington Square South
  - b Skirball Department**  
53 Washington Square South
  - c King Juan Carlos I Center**  
53 Washington Square South
  - d Furman Hall**  
245 Sullivan Street
- 45 Catholic Center at NYU**  
58 Washington Square South  
(*non-University building*)
- 46 Kimmel Center for University Life**  
60 Washington Square South
  - a Skirball Center for the Performing Arts**
- 47 Bobst Library**  
70 Washington Square South
- 48 Schwartz Plaza**
- 49 Shimkin Hall**  
50 West Fourth Street
  - a The Jeffrey S. Gould Welcome Center**
- 50 Kaufman Management Center**  
44 West Fourth Street
- 51 Gould Plaza**
- 52 Tisch Hall**  
40 West Fourth Street
- 53 Courant Institute**  
251 Mercer Street
- 54 Housing**  
383 Lafayette Street
- 55 D'Agostino Hall**  
110 West Third Street
- 56 561 La Guardia Place**

- 57 Mercer Street Residence**  
240 Mercer Street
- 58 Mail Services**  
547 La Guardia Place
- 59 Washington Square Village**
- 60 530 La Guardia Place**
- 61 Off-Campus Housing**  
4 Washington Square Village
- 62 665 Broadway**
- 63 Second Street Residence Hall**  
1 East Second Street
- 64 University Plaza**
- 65 Silver Towers**  
100, 110 Bleecker Street
- 66 Coles Sports and Recreation Center**  
181 Mercer Street
- 67 194, 196 Mercer Street**
- 68 Puck Building**  
295 Lafayette Street
  - a Wagner Graduate School of Public Service**

## NOT SHOWN

- Broome Street Residence**  
400 Broome Street
- Butterick Building**  
161 Sixth Avenue
- Cliff Street Residence**  
15 Cliff Street
- Greenwich Hotel**  
636 Greenwich Street
- Lafayette Street Residence**  
80 Lafayette Street
- Twenty-sixth Street Residence**  
334 East 26th Street
- University Court**  
334 East 25th Street
- Water Street Residence**  
200 Water Street
- Woolworth Building**  
15 Barclay Street

## Alphabetical List

(Numbers in parentheses correspond to the Key to Buildings and map)

## BY BUILDING NAME

- Alumni Hall**  
33 Third Avenue (16)
- Barney Building**  
34 Stuyvesant Street (17)
- Bobst Library**  
70 Washington Square South (47)
- Brittany Residence Hall**  
55 East 10th Street (14)
- Bronfman Center**  
7 East 10th Street (13)
- Broome Street Residence**  
400 Broome Street (*not shown*)
- Brown Building**  
29 Washington Place/  
245 Greene Street (31d)
- Butterick Building**  
161 Sixth Avenue (*not shown*)
- Cantor Film Center**  
36 East Eighth Street (19)
- Carlyle Court**  
25 Union Square West (1)
- Carter Hall**  
10 Washington Place (39e)
- Casa Italiana Zerilli-Marimò**  
24 West 12th Street (10)
- Catholic Center at NYU**  
58 Washington Square South (45)  
(*non-University building*)
- Cliff Street Residence**  
15 Cliff Street (*not shown*)
- Coles Sports and Recreation Center**  
181 Mercer Street (66)
- Copy Central**  
283 Mercer Street (32d)
- Coral Towers**  
129 Third Avenue (2)
- Courant Institute**  
251 Mercer Street (53)

- D'Agostino Hall**  
110 West Third Street (55)
- Deutsches Haus**  
42 Washington Mews (21)
- East Building**  
239 Greene Street (38d)
- Education Building**  
35 West Fourth Street (38e)
- Faye's @ the Square**  
45 West Fourth Street (38f)
- Furman Hall**  
245 Sullivan Street (44d)
- Glucksman Ireland House**  
1 Washington Mews (22)
- Goddard Hall**  
79 Washington Square East (38g)
- Gould Plaza (51)**
- Graduate School of Arts and Science**  
6 Washington Square North (27b)
- Greenwich Hotel**  
636 Greenwich Street (*not shown*)
- Hayden Residence Hall**  
33 Washington Square West (37)
- Housing**  
383 Lafayette Street (54)
- Institute of French Studies**  
15 Washington Mews (23a)
- The Jeffrey S. Gould Welcome Center**  
50 West Fourth Street (49a)
- Kaufman Management Center**  
44 West Fourth Street (50)
- Kevorkian Center**  
50 Washington Square South (44a)
- Kimball Hall**  
246 Greene Street (32a)
- Kimmel Center for University Life**  
60 Washington Square South (46)
- King Juan Carlos I Center**  
53 Washington Square South (44c)
- La Maison Française**  
16 Washington Mews (23b)
- Lafayette Street Residence**  
80 Lafayette Street (*not shown*)
- Lawyering Program**  
137 MacDougal Street (42b)
- Lillian Vernon Center**  
58 West 10th Street (15)
- Mail Services**  
547 La Guardia Place (58)
- Mercer Street Residence**  
240 Mercer Street (57)
- Meyer Hall**  
4 Washington Place (40a)
- Moses Center for Students with Disabilities**  
719 Broadway (33b)
- NYU Bookstore**  
18 Washington Place (38c)
- Off-Campus Housing**  
4 Washington Square Village (61)
- One-half Fifth Avenue (26)**
- Palladium Hall**  
140 East 14th Street (6)
- Pless Annex**  
82 Washington Square East  
(26 Washington Place) (38b)
- Pless Hall**  
82 Washington Square East (38a)
- Provincetown Playhouse**  
133 MacDougal Street (42a)
- Psychology Building**  
6 Washington Place (40b)
- Puck Building**  
295 Lafayette Street (68)
- Rubin Residence Hall**  
35 Fifth Avenue (12)
- Rufus D. Smith Hall**  
25 Waverly Place (28)
- Schwartz Plaza (48)**
- Second Street Residence Hall**  
1 East Second Street (63)
- Seventh Street Residence**  
40 East Seventh Street (29)

- Shimkin Hall**  
50 West Fourth Street (49)
- Silver Center for Arts and Science**  
100 Washington Square East/  
33 Washington Place (31a)
- Silver School of Social Work**  
1 Washington Square North (27a)
- Silver Towers**  
100, 110 Bleecker Street (65)
- Skirball Department**  
53 Washington Square South (44b)
- Student Health Center**  
726 Broadway (34)
- Student Services Center**  
25 West Fourth Street (39a)
- Third Avenue North Residence Hall**  
75 Third Avenue (11)
- Thirteenth Street Residence Hall**  
47 West 13th Street (3)
- Tisch Hall**  
40 West Fourth Street (52)
- Torch Club**  
18 Waverly Place (32b)
- Twenty-sixth Street Residence**  
334 East 26th Street (*not shown*)
- Undergraduate Admissions**  
Gould Welcome Center  
58 West Fourth Street (49a)
- University Court**  
334 East 25th Street (*not shown*)
- University Hall**  
110 East 14th Street (5)
- University Plaza (64)**
- Vanderbilt Hall**  
40 Washington Square South (43)
- Washington Square Village, 1-4 (59)**
- Wasserman Center for Career Development**  
133 East 13th Street (6a)
- Water Street Residence**  
200 Water Street (*not shown*)
- Waverly Building**  
24 Waverly Place (31c)
- Weinstein Center for Student Living**  
11 University Place (24)
- Woolworth Building**  
15 Barclay Street (*not shown*)

## BY STREET

- 10 Astor Place (20)**
- 665 Broadway (62)**
- 715 Broadway (33a)**
- 719 Broadway (33b)**
- 721 Broadway (33c)**
- 838 Broadway (8)**
- 20 Cooper Square (41)**
- 48 Cooper Square (36)**
- 7 East 12th Street (9)**
- One-half Fifth Avenue (26)**
- 145 Fourth Avenue (4)**
- 240 Greene Street (39b)**
- 242 Greene Street (39c)**
- 411 Lafayette Street (35)**
- 530 La Guardia Place (60)**
- 561 La Guardia Place (56)**
- 194, 196 Mercer Street (67)**
- 285 Mercer Street (32c)**
- 111, 113A Second Avenue (30)**
- 13 University Place (18)**
- 113 University Place (7)**
- 1 Washington Place (33d)**
- 5 Washington Place (33e)**
- 8 Washington Place (39f)**
- 14, 14A Washington Place (39d)**
- 1-6 Washington Square North (27)**
- 22 Washington Square North (25)**
- 19 West Fourth Street (39g)**
- 25 West Fourth Street (39a)**



---

# *Travel Directions to the Washington Square Campus\**

**Lexington Avenue Subway**

Local to Astor Place Station. Walk west on Astor Place to Broadway, then south on Broadway to Waverly Place, and west on Waverly Place to Washington Square.

**Broadway Subway**

Local to Eighth Street Station. Walk south on Broadway to Waverly Place, then west on Waverly Place to Washington Square.

**Sixth or Eighth Avenue  
Subway**

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

**Seventh Avenue Subway**

Local to Christopher Street-Sheridan Square Station. Walk east on West Fourth Street to Washington Square.

**Port Authority Trans-Hudson  
(PATH)**

To Ninth Street Station. Walk south on Avenue of the Americas (Sixth Avenue) to Waverly Place, then east to Washington Square.

**Fifth Avenue Bus**

Bus numbered 2, 3, or 5 to Eighth Street and University Place. Walk south to Washington Square. Bus numbered 1 to Broadway and Ninth Street. Walk south on Broadway to Waverly Place and west to Washington Square.

**Eighth Street Crosstown Bus**

Bus numbered 8 to University Place. Walk south to Washington Square.

**Broadway Bus**

Bus numbered 6 to Waverly Place. Walk west to Washington Square.

*\* See Washington Square Campus map and key for specific addresses.*





# Index

## A

Academic Advising, Office of, Stern	73
Academic advising, registration, and policies and procedures	73-82
Academic information, access to	80
Academic standards	78
Accounting	20-23
Accreditation	
New York University	7
Undergraduate College of the Leonard N. Stern School of Business	10
Actuarial science	45-47
Add/drop courses	75
Administration	
New York University	7-8
Undergraduate College of the Leonard N. Stern School of Business	10
Admission	61-66
Advanced placement equivalencies	65
Advanced standing	64-66
Application filing deadlines	62
Campus visits	62
Credit by examination	66
Credit for prior college course work	64-65
Deadlines, application filing	62
Early Decision Plan	62-63
Enrollment process	64
Financial aid application	62, 69-72
Foreign language placement	65-66
Guest accommodations, NYU	62
High school preparation, recommended	61
International credentials, applicants with	63-64, 80, 87
Part-time study	63
Placement examinations	65-66
Readmission of former students	64
Testing, required	62
Transfer applicants	63
Advisers, Stern undergraduate faculty	73

Affirmative action/equal opportunity	6-7
Alumni	86
American Language Institute	64
Arrears policy	68, 81
Art gallery and collection	6
Athletics, Intramurals, and Recreation, Department of	86
Attendance	81
Auditing courses	75
Awards and prizes	84

## B

Bachelor of Science Degree Program	13-19
Bookstores, NYU	86-87
B.S./M.S. Dual-Degree Program in Certified Public Accounting	20
Business Core	13-14
Business economics major	24-29
Business and Political Economy Program	19
Business proficiency examinations, transfer	79

## C

Calendar, academic	11-12
Campus safety	88
Campus stores	86-87
Campus visits	62
Career counseling	73-74, 87
Certified Public Accounting Program	20-23
Clubs of the College	85-86
Code of conduct, student	75-76
Code of conduct, travel	76-77
Cohen Arts and Culture Experience (CACE)	86
Cohort Community Building Initiative, Stern	86
Cohort Leadership Project 18	
Coles Sports and Recreation Center	86

College Learning Center	74
Community service	89
Computer services and Internet resources	76, 87
Computer Store, NYU	86
Counseling and Behavioral Health Services	87
Course loads, semester	74-75
Credit limits, Stern	79
Cross-school minors	50-52
Advanced mathematical methods with CAS	50
Business of entertainment, media, and technology with Steinhardt and Tisch	51-52
Public policy and management with Wagner	52
Curriculum, integrated four-year	13-19

## D

Deadlines, application filing	62
Dean's exception	81
Dean's List	83
Dean's Student Advisory Boards	85
Deferred payment plan	68
Degree requirements	13-19
Dining services, campus	87
Diploma application	81
Diploma arrears policy	68
Disabilities, students with	74, 87
Disciplinary sanctions	76
Dismissal, academic	78
Double counting of course work	78
Dual-Degree Program in Certified Public Accounting	20

## E

Early Decision Plan	62-63
Early graduation	80
Economics	24-29
Economic theory major	24-29
Electives, University	14

Employee education plans	72	Honors Program, Stern	83	Moses Center for Students with Disabilities	74, 87
Employment, part-time	70	Honors Program in economics, CAS	25	Multicultural Education and Programs (OASIS), Center for	87
Enrichment for Academic Development, Stern (SEAD)	86	Housing	87	Multidisciplinary courses	48-49
Enrollment process	64	<b>I</b>		<b>N</b>	
Enrollment verification	80	Immunization requirements	82, 87	New York University, introduction to	3-8
Entertainment, media, and technology specialization (EMT)	14, 30	Incomplete grades	77	<b>O</b>	
Entrepreneurship specialization	14, 31	Independent studies	75	Operations management group faculty	60
Equal opportunity	6	Information systems	35-36	<b>P</b>	
Examinations		Information Technology Services (ITS)	87	Palladium Athletic Facility	86
Admission, required testing	62	Insurance, tuition	69	Part-time study	63
Credit by	66	Insurance services, student health	67, 87	Pass/fail option	77
Final	81	Inter-Club Council	85	Patents, University policy on	82
Foreign language placement	66	International business comajor	37-38	People, Information, and Systems Core	14, 17
Makeup	77-78	International Business Exchange (IBEX) Program	19, 75	Plagiarism	76
Placement	65-66	International credentials, applicants with	63-64, 80, 87	Policies and procedures of the College and University	75-82
Plagiarism and cheating	76	International Programs, Office of	10, 19, 75	Academic standards	78
Proficiency	79	International Students and Scholars, Office for	63-64, 80, 87	Access to academic information	80
Transfer business proficiency	79	International Studies Program (ISP), Barr Family	18	Arrears policy	81
Writing proficiency	79	International Studies sequence	14, 18	Attendance	81
Exchange programs, international business	19, 75	Internet resources and computer services	76, 87	Code of conduct, student	75-76
<b>F</b>		Internships	80	Course loads, semester	74-75
Faculty	53-60	<b>L</b>		Credit limits, Stern	79
Faculty advisers	73	Leave of absence	79-80	Dean's exception	81
Fees	67-68	Lesbian, Gay, Bisexual, and Transgender Student Services, Office of	87	Diploma application	81
Finance	32-34	Liberal Arts Core	13, 15	Disciplinary sanctions	76
Financial aid	62, 69-72	Libraries	5-6, 76	Dismissal	78
Firearm policy, simulated, New York University	82	Loans	70, 71-72	Early graduation	80
Foreign credentials, applicants with	63-64, 80, 87	<b>M</b>		Enrollment verification	80
Foreign language placement examination	66	Majors, minors, and specializations	14-19, 50-52, 78	Examinations	76
Fraternities and sororities	86	Management and organizations	39-41	Final examinations	81
<b>G</b>		Map of Washington Square campus	90-91	Grades	77-78
Global opportunities	18-19	Marketing	42-44	Honor Council	76
Grades	77-78	Minors, cross-school	50-52	Incomplete grades	77
Graduation policy	68, 80, 83	Money and Markets Core	14, 17	Immunization requirements	82, 87
Grants	70-71	Morse Academic Plan	15-17	Internships	80
Guest accommodations, NYU	62			Leave of absence	79-80
<b>H</b>				Major and minor selection	14-19, 78
Health Center, Student	87			Makeup examinations	77-78
Honorary societies	83-84			Pass/fail option	77
Honor Council	76			Patents	82
Honor Key	83			Plagiarism and cheating	76
Honors, graduation with	83			Probation, academic	78
				Proficiency examinations	79
				Religious holidays	81
				Residency requirements	79
				Technology	76
				Transcripts, official	80-81

Travel code of conduct	76-77	Development (SEAD)	86	<b>V</b>	
Veterans benefits	81-82	Stern School of Business, Leonard N., Undergraduate College	9-10	Veterans benefits	81-82
Weapons and firearms	82	Stern undergraduate faculty advisers	73	Visas, student, and orientation	64
Prehealth advising	73	Student Activities, Office of	85, 86	Visiting (special) students	63
Prelaw advising	73	Student advisement	73-74	<b>W</b>	
Prizes and awards	84	Student Council	85	Waitlists	75
Probation, academic	78	Student governance	85	Warning, academic	78
Proficiency examinations	79	Student Health Center	87	Washington Square campus Map	90-91
Program Board, NYU	86	Student Life, Office of	85	Wasserman Center for Career Development	73-74, 87
Programs, student life	86	Student life, Stern	85-88	Weapons and firearms policy, New York University	82
<b>R</b>		Student residences	87	Wellness Exchange	87
Readmission of former students	64	Student Resource Center	86	Winter sessions	74
Recreation, Department of Athletics, Intramurals, and	86	Students with disabilities	74, 87	Withdrawal from courses	75, 79-80
Refund of tuition	68-69	Study abroad	18, 19, 75	Withdrawal and financial aid	70
Registration	74-75	Summer sessions	74	Withdrawal and refund of tuition	68-69
Religious holidays, attendance and	81	<b>T</b>		World Studies Track Program	19
Religious and spiritual resources	87	Testing, required	62	Work-Study Program, Federal	69, 70
Residency requirements	79	Ticket Central Box Office	86	Writing courses and workshops	15-16, 66, 79
Resident assistantships	70	Transcripts, official	80-81	Writing Proficiency Examination	79
<b>S</b>		Transfer applicants	63		
Safety, campus	88	Travel code of conduct	76-77		
Scholarships and grants	70-71	Travel directions	92		
Scholastic achievement and other awards	83-84	Trustees, Board of	8		
Social Impact Core	14, 18	Tuition and fees	67-69		
Sororities and fraternities	86	Tuition insurance	69		
Specializations	14, 30, 31	TuitionPay Plan	68		
Sports and recreation facilities	86	<b>U</b>			
Statistics and actuarial science	45-47	Undergraduate College, Leonard N. Stern School of Business	9-10		
Stern Enrichment for Academic					

*Produced by Advertising and  
Publications, New York University.  
New York University is an affirmative  
action/equal opportunity institution.*

New York University  
Leonard N. Stern School of Business  
Tisch Hall  
40 West Fourth Street  
New York, NY 10012



New York University  
*A private university in the public service*