



## NEW YORK UNIVERSITY BULLETIN



Leonard N. Stern School of Business  
THE UNDERGRADUATE COLLEGE

# 2013-2015

---

NEW YORK UNIVERSITY BULLETIN  
2013 - 2015



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

*ANNOUNCEMENT FOR THE 114TH AND 115TH 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> . . . . .	8
<i>Calendar</i> . . . . .	10
<i>Bachelor of Science Degree Business Program</i> . . . . .	12
<i>Bachelor of Science in Business and Political Economy</i> . . . . .	18
<i>Academic Departments, Programs, and Initiatives</i>	
<i>Accounting</i> . . . . .	22
<i>Economics</i> . . . . .	26
<i>Finance</i> . . . . .	30
<i>Global Business</i> . . . . .	35
<i>Information Systems</i> . . . . .	37
<i>Management and Organizations</i> . . . . .	40
<i>Marketing</i> . . . . .	43
<i>Operations</i> . . . . .	47
<i>Statistics and Actuarial Science</i> . . . . .	49
<i>Multidisciplinary Courses</i> . . . . .	52
<i>Cross-School Minors</i> . . . . .	57
<i>Advanced Mathematical Methods</i> . . . . .	57
<i>Business of Entertainment, Media, and Technology</i> . . . . .	58
<i>Public Policy and Management</i> . . . . .	60
<i>Social Entrepreneurship</i> . . . . .	61
<i>Tracks</i> . . . . .	62
<i>Asset Pricing</i> . . . . .	62
<i>Business Analytics</i> . . . . .	64
<i>Corporate Finance</i> . . . . .	65
<i>Digital Marketing</i> . . . . .	67
<i>Entrepreneurship</i> . . . . .	69
<i>Management Consulting</i> . . . . .	70
<i>Real Estate</i> . . . . .	71
<i>Faculty of the Leonard N. Stern School of Business</i> . . . . .	74
<i>Admission</i> . . . . .	82
<i>Tuition, Fees, and Financial Aid</i> . . . . .	88
<i>Academic Advising, Registration, and Policies and Procedures</i> . . . . .	92
<i>Scholastic Achievement and Other Awards</i> . . . . .	105
<i>Stern Program for Undergraduate Research</i> . . . . .	106
<i>Map &amp; Key</i> . . . . .	107
<i>Travel Directions</i> . . . . .	109
<i>Index</i> . . . . .	110



AN INTRODUCTION TO

# *New York University*

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

The first president of New York University's governing council was Albert Gallatin, former adviser to Thomas Jefferson and secretary of the

treasury in Jefferson's cabinet. Gallatin and his cofounders said that the new university was to be a "national university" that would provide a "rational and practical education for all."

The result of the founders' foresight is today a university that is recognized both nationally and internationally as a leader in scholarship. Of the more than 3,000 colleges and universities in America, only 60 institutions are members of the distinguished Association of American Universities. New York University is one of the 60. Students come to the University from all 50 states and from over 130 foreign countries.

The University includes numerous schools, colleges, institutes, and programs at major centers in Manhattan, Brooklyn, and Abu Dhabi (UAE). In the fall of 2013, NYU in New York and NYU

Abu Dhabi were joined by a third degree-granting campus in Shanghai, China. In addition, the University operates a branch campus program in Rockland County at St. Thomas Aquinas College. Certain of the University's research facilities, notably the Nelson Institute of Environmental Medicine, are located in Sterling Forest, near Tuxedo, New York. Although overall the University is large, the divisions are small- to moderate-sized units—each with its own traditions, programs, and faculty.

Enrollment in the undergraduate divisions of the University ranges between 130 and 7,672. While some introductory classes in some programs have large numbers of students, many classes are small.

The University offers over 6,000 courses and grants more than 25 different degrees.

*The Schools,  
Colleges,  
Institutes, and  
Programs of  
the University*  
(in order of their founding)

1832	College of Arts and Science <i>cas.nyu.edu</i>	1890	Steinhardt School of Culture, Education, and Human Development <i>steinhardt.nyu.edu</i>	1960	Silver School of Social Work <i>socialwork.nyu.edu</i>
1835	School of Law <i>law.nyu.edu</i>			1965	Tisch School of the Arts <i>tisch.nyu.edu</i>
1841	School of Medicine <i>school.med.nyu.edu</i>	1900	Leonard N. Stern School of Business <i>stern.nyu.edu</i>	1972	Gallatin School of Individualized Study <i>gallatin.nyu.edu</i>
1854	Polytechnic School of Engineering (January 2014) <i>poly.edu</i>	1922	Institute of Fine Arts <i>nyu.edu/gsas/dept/fineart</i>	1972	Liberal Studies <i>liberalstudies.nyu.edu</i>
1865	College of Dentistry <i>nyu.edu/dental</i> (including the College of Nursing [1947], <i>nyu.edu/nursing</i> )	1934	School of Continuing and Professional Studies <i>scps.nyu.edu</i>	2006	Institute for the Study of the Ancient World <i>isaw.nyu.edu</i>
1886	Graduate School of Arts and Science <i>gsas.nyu.edu</i>	1934	Courant Institute of Mathematical Sciences <i>cims.nyu.edu</i>	2010	New York University Abu Dhabi <i>nyuad.nyu.edu</i>
		1938	Robert F. Wagner Graduate School of Public Service <i>wagner.nyu.edu</i>	2013	New York University Shanghai <i>shanghai.nyu.edu</i>

*New York  
University and  
New York*

NEW YORK UNIVERSITY  
LIBRARIES

The Elmer Holmes Bobst Library, designed by Philip Johnson and Richard Foster, is the flagship of an eight-library system that provides access to the world's scholarship. Bobst Library serves as a center for the NYU community's intellectual life. With 4.4 million print volumes, 146,000 serial subscriptions, 85,000 electronic journals, 900,000 e-books, 171,000 audio and video recordings, and 40,000 linear feet of special collections archival materials, the collections are uniquely strong in the performing arts, radical and labor history, and the history of New York and its avant-garde culture. The library's Web site, *library.nyu.edu*, received 2.4 million visits in 2011-2012. Bobst Library offers approximately 2,500 seats for student study. The Avery Fisher Center for Music and Media, one of the world's largest academic media centers, has 134 carrels for audio listening and video viewing and three multimedia classrooms. The Digital Studio offers a constantly evolving, leading-edge resource for faculty and student projects and promotes and supports access to digital resources for teaching, learning, research, and arts events. The Data Service Studio provides expert staff and access to software, statistical computing, geographical information systems analysis, data collection resources, and data management services in support of quantitative research at NYU.

The Fales Library, a special collection within Bobst Library, is home to the unparalleled Fales Collection of English and American Literature; the

Marion Nestle Food Studies Collection, the country's largest trove of cookbooks, food writing, pamphlets, paper, and archives, dating from the 1790s; and the Downtown Collection, an extraordinary multimedia archive documenting the avant-garde New York art world since 1975. Bobst Library also houses the Tamiment Library, the country's leading repository of research materials in the history of left politics and labor. Two fellowship programs bring scholars from around the world to Tamiment to explore the history of the cold war and its wide-ranging impact on American institutions and to research academic freedom and promote public discussion of its history and role in our society. Tamiment's Robert F. Wagner Labor Archives contain, among other resources, the archives of the Jewish Labor Committee and of more than 200 New York City labor organizations.

Beyond Bobst, the library of the renowned Courant Institute of Mathematical Sciences focuses on research-level material in mathematics, computer science, and related fields. The Stephen Chan Library of Fine Arts at the Institute of Fine Arts (IFA) houses the rich collections that support the research and curricular needs of the institute's graduate programs in art history and archaeology. The Jack Brause Library at SCPS Midtown, the most comprehensive facility of its kind, serves the information needs of every sector of the real estate community. The Library of the Institute for the Study of the Ancient World (ISAW) is a resource for advanced research and graduate education in ancient civilizations

from the western Mediterranean to China. Complementing the collections of the Division of Libraries are those of the libraries of NYU's School of Medicine, Dental Center, and School of Law. The Bern Dibner Library serves NYU Poly. The New York University Abu Dhabi library provides access to all the resources in BobCat and is developing its own collection of books and other print materials in support of the school's developing curricula. The NYU Shanghai library opened in fall 2013.

The NYU Division of Libraries continually enhances its student and faculty services and expands its research collections, responding to the extraordinary growth of the University's academic programs in recent years and to the rapid expansion of electronic information resources. Bobst Library's professional staff includes more than 33 subject specialists who select materials and work with faculty and graduate students in every field of study at NYU. The staff also includes specialists in undergraduate outreach, instructional services, preservation, electronic information, and digital information.

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 primarily comprises late-19th-century and 20th-century works; its particular strengths are American painting from the 1940s to the present and 20th-century European prints. A unique segment of the NYU Art Collection is the Abby Weed Grey Collection of Contemporary Asian and Middle Eastern Art, which totals some 1,000 works in various media representing countries from Turkey to Japan.

### THE LARGER CAMPUS

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

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

Students also, either through coursework or 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, theaters, 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 over 2,100 members of the faculty and administration, and University student residence halls accommodate more than 11,000 men and women. Many more faculty and students reside in private housing in the area.

### A PRIVATE UNIVERSITY

Since its founding, New York University has been a private university. It operates under a board of

trustees and derives its income from tuition, endowment, grants from private foundations and government, and gifts from friends, alumni, corporations, and other private philanthropic sources.

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

Inquiries regarding the application of the federal laws and regulations concerning affirmative action and antidiscrimination policies and procedures at New York University may be referred to Mary Signor, Executive Director, Office of Equal Opportunity, New York University, 726 Broadway, 7th Floor, New York, NY 10003; 212-998-2352. Inquiries may also be referred to the director of the Office of Federal Contract Compliance, U.S. Department of Labor.

New York University is a member of the Association of American Universities and is accredited by the Middle States Association of Colleges and Schools (Commission on Higher Education of the Middle States Association of Colleges and Schools, 3624 Market Street, Philadelphia, PA 19104; 215-662-5606). Individual undergraduate, graduate, and professional programs and schools are accredited by the appropriate specialized accrediting agencies.

## Senior 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., *Senior Presidential Fellow*

**Richard S. Baum**, B.A., *Chief of Staff to the President*

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

**Martin S. Dorph**, B.S., M.B.A., J.D., *Executive Vice President, Finance and Information Technology*

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

**Richard Foley**, B.A., M.A., Ph.D., *Vice Chancellor for Strategic Planning*

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

**R. May Lee**, B.A., J.D., *Vice Chancellor, Asia Strategic Initiatives*

**Linda G. Mills**, B.A., J.D., M.S.W., Ph.D., *Vice Chancellor for Global Programs and University Life, NYU; Associate Vice Chancellor for Admissions and Financial Support, NYU Abu Dhabi*

**Diane C. Yu**, B.A., J.D., *Deputy President*

**Bonnie S. Brier**, B.A., J.D., *Senior Vice President, General Counsel, and Secretary of the University*

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

**Jules Coleman**, B.A., Ph.D., M.S.L., *Senior Vice Provost for Academic Planning*

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

**Paul M. Horn**, B.S., Ph.D., *Senior Vice Provost for Research*

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

**Ron Robin**, B.A., M.A., Ph.D., *Senior Vice Provost for Planning; Senior Vice Provost, NYU Abu Dhabi*

**Matthew S. Santirocco**, B.A., B.A. [Cantab.]; M.Phil., M.A. [Cantab.], Ph.D.; hon.: M.A., *Senior Vice Provost for Undergraduate Academic Affairs*

---

## Deans and Directors

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

G rard Ben Arous, B.S., M.Sc.,  
Ph.D., *Director, Courant Institute of  
Mathematical Sciences; Vice Provost for  
Science and Engineering Development*

Lauren Benton, B.A., Ph.D., *Dean,  
Graduate School of Arts and Science*

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

Alfred H. Bloom, B.A., Ph.D.; hon.:  
LL.D., *Vice Chancellor, NYU Abu  
Dhabi*

Mary M. Brabeck, B.A., M.S.,  
Ph.D., *Gale and Ira Drukier 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*

Thomas J. Carew, B.A., M.A.,  
Ph.D.; hon.: M.A., *Dean, Faculty of  
Arts and Science*

Joy Connolly, B.A., Ph.D., *Dean for  
Humanities, Faculty of Arts and Science*

Dennis DiLorenzo, B.A., *Interim  
Dean and Vice Dean, School of  
Continuing and Professional Studies*

Sherry L. Glied, B.A., M.A., Ph.D.,  
*Dean, Robert F. Wagner Graduate School  
of Public Service*

Robert I. Grossman, B.S., M.D.,  
*Saul J. Farber Dean, NYU School of  
Medicine; Chief Executive Officer, NYU  
Hospitals Center*

Cheryl G. Heaton, B.A., M.P.A.,  
Dr.P.H., *Director, Global Institute of  
Public Health; Dean of Global Public  
Health*

Peter Blair Henry, B.A., B.A.,  
Ph.D., *Dean, Leonard N. Stern School of  
Business*

Michael Laver, B.A. (hons.), M.A.,  
Ph.D., *Dean for Social Sciences, Faculty  
of Arts and Science*

Jeffrey S. Lehman, B.A., J.D.,  
M.P.P., *Vice Chancellor, NYU Shanghai*

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

Geeta Menon, B.A., M.A., Ph.D.,  
*Dean, Undergraduate College, Leonard  
N. Stern School of Business*

Trevor W. Morrison, B.A. (hons.)  
[British Columbia]; J.D., *Dean, School  
of Law*

Michael D. Purugganan, B.S.,  
M.A., Ph.D., *Dean for Science, Faculty  
of Arts and Science*

Patricia Rubin, B.A., M.A., Ph.D.,  
*Judy and Michael Steinhardt Director,  
Institute of Fine Arts*

Fred Schwarzbach, B.A., M.A.,  
Ph.D., *Dean of Liberal Studies, Faculty  
of Arts and Science*

Katepalli R. Sreenivasan, B.E.,  
M.E., M.A., Ph.D.; hon.: D.Sc.,  
*President, Polytechnic Institute of NYU;  
Dean of Engineering*

G. Gabrielle Starr, B.A., M.A.,  
Ph.D., *Seryl Kushner Dean, College of  
Arts and Science*

Eileen Sullivan-Marx, B.S.N., M.S.,  
Ph.D., CRNP, RN, FAAN, *Dean,  
College of Nursing*

Lynn Videka, B.S.N., M.A., Ph.D.,  
*Dean, Silver School of Social Work*

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

Yu Lizhong, B.Sc., Ph.D., *Chancellor,  
NYU Shanghai*

---

## Board of Trustees

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

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

Khaldoon Khalifa Al Mubarak

Ralph Alexander, B.S., M.S., M.S.

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.

Casey Box, A.A., B.A., M.P.A.

Bill Brewer, B.A., J.D., LL.M.

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

Heather L. Cannady, B.A., J.D.

Sharon Chang, B.A., M.A.

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

Steven M. Cohen, B.A., J.D.

William T. Comfort, III, B.S.B.A.,  
J.D., LL.M. (in Taxation)

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

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

Michael Denkensohn, B.S.

Barry Diller

Gale Drukier, B.S.

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

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

Mark Fung, B.A., M.A., J.D., Ph.D.

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

H. Dale Hemmerdinger, B.A.

Jonathan M. Herman, B.A., J.D.

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

Natalie Holder-Winfield, B.S., J.D.,  
Executive M.B.A.

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

Boris Jordan, B.A.

Charles Klein, B.A., J.D.

Andre J. L. Koo, B.A., M.B.A.

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

Mark Leslie, B.A.

Brian A. Levine, B.S., M.S., M.D.

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

Kelly Kennedy Mack, B.A., M.B.A.

Mimi M. D. Marziani, B.A., J.D.

Howard Meyers, B.S.

Steven S. Miller, B.A., J.D.

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

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

John Paulson, B.S., M.B.A.

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

Catherine B. Reynolds, B.A.

Brett B. Rochkind, B.S., M.B.A.

William C. Rudin, B.S.

Suresh Sani, B.A., J.D.

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

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

Lisa Silverstein, B.A.

Jay Stein

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

Judy Steinhardt, B.A., Ed.M.

Michael H. Steinhardt, B.S.

Chandrika Tandon, B.A., M.B.A.

---

Daniel R. Tisch, B.A.  
John L. Vogelstein  
Wenliang Wang  
Casey Wasserman, B.S.  
Nina Weissberg, B.A., M.A.

Anthony Welters, B.A., J.D.  
Shelby White, B.A., M.A.  
Leonard A. Wilf, B.A., J.D., LL.M.  
(in Taxation)  
Fred Wilson, B.S., M.B.A.

Tamara Winn  
Charles M. Zegar, B.S., M.S., M.S.

---

*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.  
Arthur L. Carter, B.A., M.B.A.  
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.  
Richard Jay Kogan, B.A., M.B.A.  
Donald B. Marron  
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.  
E. John Rosenwald, Jr., B.A.,  
M.B.A.

William R. Salomon  
Marie Schwartz  
Larry A. Silverstein, B.A., LL.B.  
Joel E. Smilow, B.A., M.B.A.  
Sheldon H. Solow  
Lillian Vernon  
Robert F. Wright, B.A., M.B.A.  
William D. Zabel, B.A., LL.B.  
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

By the turn of the 20th century, the American business organization had grown in complexity, prompting a need for more sophisticated and scientific approaches to its study. Yet, there were few universities in the country offering business degree programs. Recognizing this, representatives from the New York State Society of Certified Public Accountants and New York University came together to start a new school—one of the first of its kind—that would offer professional training to young business people in New York City. Thus began the long tradition of business study at NYU, and in 1900 the NYU School of Commerce, Accounts, and Finance was founded with Charles Waldo Haskins as dean.

From its start, the School of Commerce led the way in formulating objective scholarly standards of academic excellence. It became a charter member of The Association to Advance Collegiate Schools of Business (AACSB) and a pioneer by awarding a Bachelor of Science degree that included a solid grounding in the liberal arts and sciences. With the success of the undergraduate School of Commerce came demand for graduate course-

work, and in 1916 NYU's Graduate School of Business Administration was established as a satellite division near Wall Street.

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

Now, more than 100 years after the Undergraduate College's founding, the challenges facing business leaders continue to grow in scope and complexity amid unprecedented rates of technological and social change. In response, NYU Stern perseveres as an innovator and remains committed to providing a first-rate business education grounded in a liberal arts foundation. Engagement in NYU's College of Arts and Science continues to be a cornerstone of the undergraduate experience, as does a rigorous and challenging analytical approach to the study of the business enterprise. These curricular cores are complemented by global academic opportunities through Stern Around the World, per-

sonal and professional ethics exploration through four Social Impact courses, and student engagement and professional development opportunities take full advantage of our prime New York City location.

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

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

---

## *College Administration*

*Office of the Dean*  
Tisch Hall, Suite 600  
40 West Fourth Street  
212-998-0921

**Geeta Menon**, B.A., M.A., Ph.D.,  
Dean of the Undergraduate College,  
Leonard N. Stern School of Business

**Rohit Deo**, B.S., M.S., Ph.D., Vice  
Dean of Academic Affairs and  
Strategic Planning of the  
Undergraduate College, Leonard N.  
Stern School of Business

**Diann Witt**, B.S., M.A., Assistant  
Dean of Planning and Academic  
Services of the Undergraduate  
College, Leonard N. Stern School of  
Business

**Tiffany Boselli**, B.S., M.A., Assistant  
Dean of Academic Advising and  
Judicial Affairs of the Undergraduate  
College, Leonard N. Stern School of  
Business

**Scott Stimpfel**, B.S., M.B.A., Ed.D.,  
Assistant Dean of Student  
Engagement and Innovation 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 Exchanges  
and Special Programs*  
Tisch Hall, Suite 616  
40 West Fourth Street  
212-992-6800

*Office of Student Engagement*  
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 Association to  
Advance Collegiate Schools of

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



# Calendar

## Academic Year and Summer 2013-2015

(All dates are inclusive)

2013

Labor Day: Holiday	Monday	September 2
Fall Classes Begin	Tuesday	September 3
No Classes Scheduled	Monday-Tuesday	October 14-15
Midterm Grades Deadline	Friday	November 8
Registration for Spring 2013 Semester Begins	Monday	November 18
Thanksgiving Recess	Thursday-Sunday	November 28-December 1
Legislative Day	Wednesday	December 11 (classes meet on a Monday schedule)
Last Day of Classes	Friday	December 13
Fall Semester Exams	Monday-Friday	December 16-20
Winter Recess	Saturday-Sunday	December 21-January 26

2014

January Term	Monday-Friday	January 6-24
Martin Luther King Day: Holiday	Monday	January 20
Spring Classes Begin	Monday	January 27
Presidents' Day: Holiday	Monday	February 17
Spring Recess	Monday-Sunday	March 17-23
Midterm Grades Deadline	Friday	April 11
Last Day of Classes	Monday	May 12
Reading Day	Tuesday	May 13
Spring Semester Exams	Wednesday-Tuesday	May 14-20
Commencement	Wednesday	May 21
Memorial Day: Holiday	Monday	May 26
2014 Summer Session I	Tuesday-Saturday	May 27-July 5
2014 Summer Session II	Monday-Saturday	July 7-August 16
Independence Day: Holiday	Friday	July 4
Labor Day: Holiday	Monday	September 1
Fall Classes Begin	Tuesday	September 2
Fall Break	Monday-Tuesday	October 13-14
Midterm Grades Deadline	Friday	November 14
Registration for Spring 2015 Semester Begins	Monday	November 17
Thanksgiving Recess	Thursday-Sunday	November 27-30
Legislative Day	Wednesday	December 10 (classes meet on a Monday schedule)
Last Day of Classes	Friday	December 12
Reading Day	Saturday-Sunday	December 13-14
Fall Semester Exams	Monday-Friday	December 15-19
Winter Recess	Saturday-Sunday	December 20-January 25

January Term	Monday-Friday	January 5-23
Martin Luther King Day: Holiday	Monday	January 19
Spring Classes Begin	Monday	January 26
Presidents' Day: Holiday	Monday	February 16
Spring Recess	Monday-Sunday	March 16-22
Last Day of Classes	Monday	May 11
Reading Day	Tuesday	May 12
Spring Semester Exams	Wednesday-Tuesday	May 13-19
Commencement	Wednesday	May 20
2015 Summer Session I	Tuesday-Thursday	May 26-July 2
Memorial Day: Holiday	Monday	May 25
2015 Summer Session II	Monday-Saturday	July 6-August 15
Independence Day: Holiday	Friday-Saturday	July 3-4
Labor Day: Holiday	Monday	September 7
Fall Classes Begin	Tuesday	September 8
Fall Break	Monday-Tuesday	October 12-13
Midterm Grades Deadline	Friday	November 13
Registration for Spring 2016 Semester Begins	Monday	November 16
Thanksgiving Recess	Thursday-Sunday	November 26-29
Legislative Day	Wednesday	December 9 (classes meet on a Monday schedule)
Last Day of Classes	Friday	December 11
Reading Day	Saturday-Sunday	December 12-13
Fall Semester Exams	Monday-Friday	December 14-18
Winter Recess	Saturday-Sunday	December 19-January 24

**Additional Important Calendar Dates:**

1. For refund schedule, see *Refund Period Schedule* in the Tuition, Fees and Financial Aid section on page 89.
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 integrates an exceptional business education with a grounding in the liberal arts. By combining courses in business fundamentals with a broad-based liberal arts foundation, future business leaders are given the skills, expertise, and intellectual sophistication needed to advance in today's dynamic business environment. The curriculum emphasizes global perspectives, social responsibility, and professional ethics, as well as communication and interpersonal skills. Classes are taught by award-winning faculty and respected business thought leaders in New

York, nationally, and abroad. Students can also explore interdisciplinary business topics through seven academic Tracks that provide coursework in areas of interest that cross traditional disciplines.

Stern students take elective courses from across the University to broaden their intellectual experience. Students may also pursue a minor or a second major in the College of Arts and Science in areas ranging from psychology to the fine arts, or they can choose to minor in a subject at the Steinhardt School of Culture, Education, and Human Development or the Tisch School of the Arts. Students can also participate in one of Stern's many cross-school interdisciplinary minors offered in

conjunction with the College of Arts and Science; the Steinhardt School of Culture, Education and Human Development; the Tisch School of the Arts; and the Wagner Graduate School of Public Service.

Stern also offers a comprehensive variety of semester abroad programs, short-term immersion opportunities, and the one-of-a-kind International Studies Program. Stern students are strongly encouraged to take advantage of the numerous global study opportunities available to them through NYU's extensive network of global academic centers, and through Stern's own exchange partnerships with top business schools around the world.

## An Integrated Four-Year Curriculum

### The Liberal Arts Core (5 courses)

1. Mathematics:
  - Calculus I or higher
2. Expository Writing Program:
  - Writing the Essay or Commerce and Culture
  - Business and Its Publics: Discourse and Business and Its Publics: Plenary and Inquiry
3. Foundations of Contemporary Culture\*:
  - Texts and Ideas
  - Cultures and Contexts
4. Foundations of Scientific Inquiry\*:
  - An approved departmental course in anthropology, biology, chemistry, environmental science, physics, or psychology, or Natural Science I or II in the College Core Curriculum of the College of Arts and Science (formerly the Morse Academic Plan)

### Business Core (10 courses)

The Business core is the curricular foundation of the Business Program at

Stern. As part of this core, students are required to take the "key tools" courses that serve as the essential building blocks of any business concentration. In addition to these, students are offered a menu of six functional courses from which they must choose at least four to serve as the basis for their selected concentration(s).

### Business Tools (5 courses)

- Cohort Leadership Program I & II
- Microeconomics
- Statistics
- Principles of Financial Accounting

### Functional Business Core (6 courses)

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

- Managerial Accounting
- Foundations of Finance

- Information Technology in Business & Society
- Introduction to Marketing
- Management & Organizations
- Operations Management

### Social Impact Core (4 courses)

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

*\*Note: Students at the Stern School of Business are required to take foundational courses in the liberal arts through the general education program of the College of Arts and Science. This group of courses, formerly known as the Morse Academic Plan, has been renamed the College Core Curriculum of the College of Arts and Science. Beginning in spring 2014, the designator for courses formerly identified as MAP-UA will be CORE-UA. Both designators appear in this bulletin, with the former designator MAP-UA appearing in parentheses.*

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

### Global Business Core (2 courses)

The Stern experience is designed to broaden each student's view of the world. Given the undeniably global scope of business in the 21st century, all students are required to satisfy the two-course Global Business core. It begins in the sophomore year with the Economics of Global Business, a course combining the study of macroeconomics and international trade. In the spring term of junior year, students take the International Studies Program, a strategy-based course that teaches them how to understand the competitive positioning of a company in its industry, country, and international context. The course includes a one-week visit to a country in Asia, Europe, or Latin America to experience the culture firsthand and to meet with the executives of a major corporation based in that country.

### University Electives (44 units)

Additional elective coursework in liberal arts or business studies completes a student's degree requirements. Stern students are required to take at least 44 elective units, depending on their concentration of study.<sup>1</sup> The elective requirement allows students to pursue a second Stern concentration, a Track at Stern, or a major at CAS. This credit can also be fulfilled with a minor in another school or a cross-school minor, or students can take a range of courses for personal enrichment. Students also commonly use their elective units while studying away.

To complete their elective requirements, students may take courses in the Stern School; the College of Arts and Science (-UA); the Steinhardt School of Culture, Education, and Human Development (-UE); the Tisch School of the Arts (-UT); the Wagner Graduate School of Public Service (-GP); and the Gallatin School of Individualized Study (-UG) (a minimum of 20 of the 44 units must be taken from a non-Business area). Students do not receive credit for elective courses taken through the School of Continuing and Professional Studies.

### CONCENTRATIONS, MINORS, AND SPECIALIZATIONS

Every Business Program student at Stern receives a primary major in Business and must select one of the business areas as a concentration. Concentrations, with requirements and courses, are described within the academic departments' sections of this bulletin. Students should consult with their academic adviser at the Stern Office of Academic Advising to determine exact course sequence and selection of electives. In addition to the one required Stern concentration, students may declare two other formally recognized designations: a second Stern concentration; a minor or major in the College of Arts and Science; a minor in the Steinhardt School of Culture, Education, and Human Development or the Tisch School of the Arts; or a cross-school minor in partnership with the Wagner Graduate School of Public Service, the College of Arts and Science, the Tisch School of the Arts, or the Steinhardt School of Culture, Education, and Human Development. A maximum of three designations are included on the formal NYU Stern record. Of the three designations permitted, only a maximum of two concentrations can be declared. However, students may also pursue a specialization in Stern in addition to two concentrations and one minor.

Stern concentration areas include:

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

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

Stern students can major in any department through CAS except economics or computer applications. Students interested in pursuing a major within CAS should meet with their academic adviser early on to ensure they can fulfill all the requirements. Consult the Stern and CAS web sites for more specific information.

### Tracks

Tracks were developed by a committee of Stern faculty to provide students with a roadmap of coursework that will help them develop both intellectually and professionally in areas of interest that cross traditional disciplines. Tracks were designed to be multidisciplinary, in-depth, and supplemental to students' business concentration(s). Completion of a track is not noted on a student's transcript.

Students may choose from the following Tracks:

- Asset Pricing
- Business Analytics
- Corporate Finance
- Digital Marketing
- Entrepreneurship
- Management Consulting
- Real Estate

### 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 coursework that marry some of the most pertinent subjects from Stern and other schools at NYU. The Stern cross-school minors are:

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

There are cross-school minors available through the other undergraduate colleges as well. Visit [nyu.edu/students/undergraduates/academic-services/undergraduate-advisement/unique-academic-opportunities/cross-school-minors](http://nyu.edu/students/undergraduates/academic-services/undergraduate-advisement/unique-academic-opportunities/cross-school-minors) for more information on these options.

<sup>1</sup> Students are encouraged to work with an academic adviser and consult a curriculum worksheet to determine their specific elective requirements. Curriculum worksheets can be obtained from the Stern Office of Academic Advising or downloaded from the Stern Undergraduate College web site at [stern.nyu.edu/ucadvising](http://stern.nyu.edu/ucadvising).

## Minors Through Other NYU Schools

- College of Arts and Science  
(*Stern students may not declare a minor in computer applications, economics, or journalism. See CAS web site for requirements and restrictions.*)
- Steinhardt School of Culture, Education, and Human Development (*See Steinhardt web site for requirements and restrictions.*)
- Tisch School of the Arts (*See Tisch web site for requirements and restrictions.*)
- Wagner Graduate School of Public Service (*See Wagner web site for requirements and restrictions.*)

## THE LIBERAL ARTS CORE

### Mathematics (4 units)

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

#### Calculus I

MATH-UA 121 4 units.

*Prerequisite: MATH-UA 9 with a grade of C or better or equivalent; or AP Calculus AB score of 3 or better; or AP Calculus BC score of 3 or better; or SAT I Mathematics 650 or higher; or ACT/ACTE 30 or higher; or SAT II Mathematics score of 650 or higher; or passing placement examination.*<sup>4</sup>

In this course, students learn derivatives, antiderivatives, and integrals of functions of one real variable; trigonometrics, inverse trigonometrics, logarithmics, and exponential functions; applications, including graphing, maximizing, and minimizing functions; and areas and volumes.

### Expository Writing (8 units)

Stern students are required to take two writing courses, one from the Expository Writing Program (EWP), and one through the Stern Social Impact Core. Students must complete the EWP course Writing the Essay (EXPOS-UA 100) during their first year. Students who qualify with a specific SAT Writing score may take Commerce and Culture (MULT-UB 100) in lieu of Writing the Essay. International students for whom English is a second language may be eligible to satisfy the EWP requirement by completing the two semester sequence International

CONCENTRATION	INDICATOR	LOCATION	PAGE
Accounting	ACCT-UB	KMC <sup>2</sup> 10-180	22
Economics	ECON-UB	KMC 7-160	26
Finance	FINC-UB	KMC 9-190	30
Global Business	N/A	N/A	35
Information Systems	INFO-UB	KMC 8-190	37
Management & Organizations	MGMT-UB	KMC 7-150	40
Marketing	MKTG-UB	Tisch <sup>3</sup> 8th & 9th floors	43
Operations	OPMG-UB	KMC 8-160	47
Statistics & Actuarial Science	STAT-UB	KMC 8-160	49

<sup>2</sup> KMC—Henry Kaufman Management Center, 44 West Fourth Street  
<sup>3</sup> Tisch Hall—40 West Fourth Street

Writing Workshop I and II (EXPOS-UA 4-EXPOS-UA 9). In addition, students who have taken the international writing sequence or transfer students who did not take Business and Its Publics in their freshman year, are required to take a Business and Its Publics intensive course, SOIM-UB 3. Students in the HEOP and C-Step programs satisfy the EWP requirement by completing the two semester Liberal Studies Writing sequence (WRI-UF 1001-1002). Students placed into the Liberal Studies Writing or International Writing Workshop sequences must begin in their first semester and must register for their remaining writing course in the semester immediately following.

#### Writing the Essay

EXPOS-UA 100 4 units.

*Required of all Stern freshmen and transfer students who have not completed an equivalent course at another college. No exemptions.*

This is the foundational writing course in expository writing. It provides instruction and practice in critical reading, creative thinking, and clear writing. It also gives instruction in analyzing and interpreting written texts, using written texts as evidence, developing ideas, and writing both exploratory and argumentative essays. This course stresses exploration, inquiry, reflection, analysis, revision, and collaborative learning.

#### Business and Its Publics: Plenary and Inquiry

SOIM-UB 1 1 unit.

This is a required course for all Stern freshmen. Plenary sessions are designed to expose students to individuals who represent a distinct perspective on one of the central issues related to business and its publics while Inquiry sessions offer complementary and contrasting viewpoints

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

#### Business and Its Publics: Discourse

SOIM-UB 125 3 units.

*Prerequisite: EXPOS-UA 100 or equivalent.*

The Business and its Publics Discourse class sessions follow the Plenary and Inquiry and links to the key issues and topics discussed in both. The course gives students the opportunity to engage in critical thinking and analytical reasoning through writing as well as class discussion. Students develop the ability to articulate and defend their own personal perspective about the relation between business and society by writing a series of essays, maintaining weekly journals, and participating in classroom exercises about this subject. The Discourse sequence gives students the opportunity to select issues, conduct research, evaluate and docu-

<sup>4</sup> For more information regarding the calculus placement examination, see the Department of Mathematics web site at [math.nyu.edu](http://math.nyu.edu).

ment sources, and develop clear and well-supported written arguments.

### Business and Its Publics

*SOIM-UB 3 2 units.*

This is a required course for all Stern students who do not take SOIM-UB 1 in the spring of their freshmen year. It provides Stern students an introduction to business and to the Social Impact Core curriculum, and prepares students for the remaining three Social Impact Core courses. Students watch plenary sessions and do reading prior to in-class meetings; the in-class focus is on discussion and exercise. Key learnings include stakeholder analysis, the logic of tradeoffs and externalities, and how business leverages scale to solve social problems and create value. Students develop their critical thinking skills by considering questions concerning the appropriate role of business in society.

### Commerce and Culture

*MULT-UB 100 4 units.*

*Prerequisite: 730 or higher on SAT-I Writing.*

This course explores representations of American business in literature, film, art, and architecture. These artistic texts, placed in various business milieus, act as resources for students to develop their writing and critical thinking skills. Three major writing assignments ask students to consider the role of commerce and institutions in three aspects of modern life: individual identity and destiny, expressions of culture, and as sites for social and individual transformation.

### International Writing Workshop I

*EXPOS-UA 4 4 units.*

*Prerequisite: Expository Writing Program permission.*

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

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

## BACHELOR OF SCIENCE DEGREE PROGRAMS<sup>5</sup>

Program	HEGIS Code <sup>6</sup>
Accounting-Dual Degree Program	0502
Business	0501
Business and Political Economy	2204

<sup>5</sup> Registered by the New York State Education Department, Office of Higher Education, [nysed.gov](http://nysed.gov), 518-474-3852

<sup>6</sup> Higher Education General Information Survey

### International Writing Workshop II

*EXPOS-UA 9 4 units.*

*Prerequisite: EXPOS-UA 4.*

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

This course provides advanced instruction in analyzing and interpreting written texts from a variety of academic disciplines, the use of written texts as evidence, the development of ideas, and the writing of argumentative essays through a process of inquiry and reflection. It stresses analysis, revision, inquiry, and collaborative learning. The class discusses appropriate conventions in English grammar and style as part of instructor feedback.

### Writing I, II

*WRI-UF 1001, 1002 4 units per term.*

*Completion of WRI-UG1001 and WRI-UF1002 satisfies the Expository Writing requirement for students in the HEOP or C-Step program.*

This course develops analytical thinking abilities in the context of academic essay writing by engaging students in the use of writing to express, explore, and develop ideas through a variety of forms, including informal writing (such as free writing and journal writing). Students produce a wide range of writing, both in and out of class, which forms the basis for classroom activities. All papers go through multiple drafts, often with input from peers in addition to the instructor. In Writing II, students develop their skills in analysis and argumentation by exploring ways in which the ideas of others can be incorporated into their own writing. Students read and discuss longer, more challenging texts, and are expected to incorporate a broad range of primary and secondary sources to develop and support their increasingly complex ideas, as well as become familiar with a wide variety of possible resources at the library and learn the mechanics and conventions of the academic research essay.

### Foundations of Contemporary Culture (8 units)

Students are required to take two courses: Texts and Ideas CORE-UA 04XX (MAP-UA 04XX), and Cultures and Contexts CORE-UA 05XX (MAP-UA 05XX).

### Texts and Ideas

*CORE-UA 04XX (MAP-UA 04XX) 4 units.*

Texts and Ideas introduces students to the ideals of liberal education and the central role of humanistic study in the liberal arts, while fostering appreciation of the importance of humanistic learning for society at large. Students become acquainted with some of the literary and philosophical works that have been most influential in shaping the contemporary world and with significant instances in which the ideas in these works have been debated, developed, appropriated, or rejected. This course is not a survey, but rather an examination of how texts influence subsequent thinking, create traditions, and reflect societal ideals. Texts and Ideas thus aims to provide a richer understanding of how cultures are constructed, modified, and represented.

### Cultures and Contexts

*CORE-UA 05XX (MAP-UA 05XX) 4 units.*

Cultures and Contexts prepares students for life in a globalized world by introducing them to the ways in which humans come to understand themselves as members of social, religious, national, and regional collectives and by fostering their appreciation of the dynamics of cultural interaction and influence. Individual sections focus on specific social or cultural groups different from the dominant traditions of contemporary North America. Each examines different ways cultures have interacted through trade, colonization, immigration, religious dispersion, and media representation; how such groups define themselves against internal and external difference; and how the dominant perspective of Western modernity affects compre-



hension of how people outside that position understand, experience, and imagine their lives. Offerings include emergent traditions, diaspora formations, and societies understood as nationally, geographically, or culturally distinct from the dominant traditions of contemporary North America. Courses focusing on ancient civilizations are also included, as are courses that address contemporary challenges to traditional European conceptions of national identity.

### Foundations of Scientific Inquiry (4 units)<sup>7</sup>

Students choose one approved course, with or without laboratory, in anthropology, biology, chemistry, environmental science, physics, or psychology, or Natural Science I or II. The requirement can also be satisfied by appropriate Advanced Placement credit (for information on AP credit, refer to the chart on page 87 in the Admissions section). Full course descriptions for the following classes below can be found at *cas.nyu.edu*.

*Department of Anthropology:*  
**Human Evolution**  
ANTH-UA 2 4 units.  
*Lecture and laboratory.*

*Department of Biology:*  
**Human Biology**  
BIOL-UA 6 4 units.

**Principles of Biology I**  
BIOL-UA 11 4 units.  
*Lecture and laboratory.*

*Department of Chemistry:*  
**Introduction to Modern Chemistry**  
CHEM-UA 2 4 units.  
*Lecture and laboratory.*

**General Chemistry I**  
CHEM-UA 125 5 units.  
*Lecture and laboratory.*

**General Chemistry I Honors**  
CHEM-UA 127 5 units.  
*Lecture and laboratory.*

*Program in Environmental Studies:*  
**Environmental Systems Science**  
ENVST-UA 100 4 units.

*Department of Physics:*  
**The Universe: Its Nature and History**  
PHYS-UA 7 4 units.

**Origins of Astronomy**  
PHYS-UA 8 4 units.

**Sound and Music**  
PHYS-UA 10 4 units.

**General Physics I**  
PHYS-UA 11 5 units.  
*Lecture and laboratory-recitation.*

**20th-Century Concepts of Space, Time, and Matter**  
PHYS-UA 20 4 units.

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

*The College Core Curriculum (formerly the Morse Academic Plan):*  
**Natural Science I**  
CORE-UA 02XX (MAP-UA 02XX)  
4 units. *Lecture and laboratory.*

**Natural Science II**  
CORE-UA 03XX (MAP-UA 03XX)  
4 units. *Lecture and laboratory.*

### BUSINESS CORE

#### Business Tools (5 courses)

**Cohort Leadership Program I**  
MULT-UB 9 0 units.  
*Graded pass/fail.*  
*Required for all freshmen.*  
Full course description can be found in the Multidisciplinary Courses section (page 52).

**Cohort Leadership Program II**  
MULT-UB 10 0 units.  
*Graded pass/fail.*  
*Required for all sophomores.*  
Full course description can be found in the Multidisciplinary Courses section (page 52).

**Microeconomics**  
ECON-UB 1 4 units. *Students may not apply advanced standing credit (AP, A-Levels, International Baccalaureate, etc.) to waive out of this requirement.*  
*Prerequisite: MATH-UB 121 or equivalent (AP Calculus AB/BC scores of 4 or 5).*  
Full course description can be found in the Department of Economics section (page 26).

**Statistics for Business Control and Regression and Forecasting Models**  
STAT-UB 103 6 units.  
This course combines both Statistics for Business Control (4 units) and Regression and Forecasting Models (2 units) into a single 6-unit course. This 6-unit course is recommended.

or

**Statistics for Business Control**  
STAT-UB 1 4 units.  
Full course description can be found in the Department of Statistics section (page 49).

and

**Regression and Forecasting Models**  
STAT-UB 3 2 units.  
*Prerequisite: STAT-UB 1 or equivalent.*  
*Required for students who have passed the statistics proficiency examination.*  
Full course description can be found in the Department of Statistics section (page 49).

**Principles of Financial Accounting**  
ACCT-UB 1 4 units.  
Full course description can be found in the Department of Accounting section (page 22).

#### Functional Business Core (6 courses—students must choose at least 4)

**Managerial Accounting**  
ACCT-UB 4 4 units.  
Full course description can be found in the Department of Accounting section (page 22).

**Foundations of Finance**  
FINC-UB 2 4 units.  
Full course description can be found in the Department of Finance section (page 30).

**Information Technology in Business and Society**  
INFO-UB 1 4 units.  
Full course description can be found in the Department of Information Systems section (page 37).

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

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

**Operations Management**  
OPMG-UB 1 4 units.  
Full course description can be found in the Department of Operations section (page 47).

<sup>7</sup> Students interested in pursuing a pre-health curriculum are encouraged to refer to page 92 for proper sequencing of Natural Science coursework.

## SOCIAL IMPACT CORE

### Business and Its Publics: Plenary and Inquiry

SOIM-UB 1 1 unit.

Full course description can be found in the Expository Writing section (page 14).

### Business and Its Publics: Discourse

SOIM-UB 125 3 units.

Full course description can be found in the Expository Writing section (page 14).

### Business and Its Publics

SOIM-UB 3 2 units.

Full course description can be found in the Expository Writing section (page 15).

### Organizational Communication and Its Social Context

SOIM-UB 65 4 units.

*Prerequisite: Sophomore standing.*

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

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

Contact the Department of Management Communications at [stern.nyu.edu/experience-stern/about/departments-centers-initiatives/academic-departments/management-communication](http://stern.nyu.edu/experience-stern/about/departments-centers-initiatives/academic-departments/management-communication) for specific questions or concerns regarding this course.

### Law, Business, and Society

SOIM-UB 6 4 units.

*Prerequisite: Junior standing.*

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

### Professional Responsibility and Leadership

SOIM-UB 12 2 units.

*Prerequisite: SOIM-UB 6 and senior standing.*

Professional Responsibility and Leadership is an interdisciplinary capstone course that builds on prior coursework within the Social Impact Core curriculum as well as other coursework both within Stern and other NYU colleges. In this discussion seminar, students analyze the variety of ethical dilemmas that can arise in the course of business practice, frame these dilemmas in reference to the different values and principles that can inform decisions and guide action in such ambiguous situations, and gain experience making decisions and defending courses

of action that are coherent with their own values.

## GLOBAL BUSINESS CORE (2 COURSES)

### Economics of Global Business

ECON-UB 11 4 units.

Full course description can be found in the Department of Economics section (page 26).

### International Studies Program

MGMT-UB 11 4 units.

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

### B.S. in Business Learning Goals

The NYU Stern faculty developed and approved the following four guiding educational principles in 2005 as the foundational goals for the Bachelor of Science in Business degree program at NYU Stern. These goals describe the knowledge, skills, and values the School expects students to have attained upon completion of their undergraduate program study.

**I. Achieve proficiency:** Students will achieve professional levels of competence in core functions of business, including oral and written communication.

**II. Intellectualism:** Students will exhibit intellectual curiosity, high levels of intellectual engagement, and open-mindedness to new ideas and alternative points of view.

**III. Collaboration:** Students will develop the skills needed to thrive in groups, organizations, and communities.

**IV. Social impact:** Students will achieve an understanding of the role of business within our global society.



# Bachelor of Science in Business and Political Economy

Stern's Bachelor of Science degree program in Business and Political Economy (BPE) is designed to prepare students for today's increasingly complex global business environment by focusing on the intersection of markets, governments, laws, and cultures. The program features a groundbreaking curriculum that combines coursework in business, politics, and economics. To foster a unique global perspective, the BPE program includes three full semesters of global study at NYU's campuses in London and then a choice of either Shanghai or Washington, D.C., in addition to the hallmark International Studies Program (ISP).

Reflecting the interconnections found in today's globalized world, the BPE degree seamlessly merges liberal arts, social impact learning, and co-curricular experiences. The well-rounded BPE experience prepares students for the broadest array of careers—be it in multinational corporations, government, non-profit organizations, and more. Students can also explore interdisciplinary business topics through seven academic Tracks that provide coursework in areas of interest that cross traditional disciplines. Stern students take elective courses from across the University to broaden their intellectual experience. Students may also pursue a minor or a second major in the College of Arts and Science in areas ranging from psychology to the fine arts, or they can choose to minor in a subject at the

Steinhardt School of Culture, Education, and Human Development or the Tisch School of the Arts. Students can also participate in one of Stern's many cross-school interdisciplinary minors offered in conjunction with the College of Arts and Science; the Steinhardt School of Culture, Education, and Human Development; the Tisch School of the Arts; and the Wagner Graduate School of Public Service.

Prospective students must apply directly to the BPE program when applying for freshman admission to NYU Stern. It is not possible to transfer into the program. For more information, visit [stern.nyu.edu/portal-partners/current-students/undergraduate/academics/degree-programs/business-political-economy-program](http://stern.nyu.edu/portal-partners/current-students/undergraduate/academics/degree-programs/business-political-economy-program).

## The Liberal Arts Core (4 courses)

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

- Calculus I (or higher level mathematics course)
- Statistics
- Area Studies course (taken at a study-away site)
- An approved departmental course in anthropology, biology, chemistry, environmental studies, physics, psychology, or Natural Science I or II in the College Core Curriculum of the College of Arts and Science (formerly the Morse Academic Plan).

## Business Core (4 courses)

The Business Core provides an introduction to the key business disciplines of accounting, finance, and marketing, as well as an introduction to global business. After completing these business fundamentals, students choose additional business courses to complete the Stern elective requirements. Courses include:

- Principles of Financial Accounting
- Foundations of Finance
- Introduction to Marketing
- International Studies Program

## Politics Core (4 courses)

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

- Introduction to Economic and Political Thought
- World Politics
- International Political Economy
- Political Economy area studies (East Asia or Latin America)

## Economics Core (4 courses)

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

- Microeconomics
- Introduction to Macroeconomics
- International Economics
- Economics elective

## Social Impact Core (3 courses)

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

debate, and discussion. Courses include:

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

### Capstone (1 course)

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

### Cohort Leadership Program I (1 course)

Full course description can be found in the Multidisciplinary Courses section (page 52).

### University Electives (44 units)

Electives are courses used to complete a minor, fulfill the foreign language proficiency, delve deeper into an area of business, or sample an array of intellectual perspectives. Two courses should have an international focus (not including foreign language courses or courses required by a study abroad site). Students are required to take certain coursework towards their elective area as part of the study away experience. For example, if Shanghai is chosen as a study abroad site, required classes include Mandarin.

At least 12 units of electives must be from Stern's business classes (but generally no more than 16 units). These may be distributed broadly or could be used toward a Track (see below).

To complete their elective requirements, students take courses in the College of Arts and Science (-UA);

the Steinhardt School of Culture, Education, and Human Development (-UE); the Tisch School of the Arts (-UT); the Wagner Graduate School of Public Service (-GP); the Silver School of Social Work (-US); and the Gallatin School of Individualized Study (-UG). Students do not receive credit for elective courses taken through the School of Continuing and Professional Studies.

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

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

### Tracks

Tracks were developed by a committee of Stern faculty to provide students with a roadmap of coursework to help them develop both intellectually and professionally in areas of interest that cross traditional disciplines. With careful planning, a BPE student may pursue a Track. More information on Tracks can be found in the Tracks section (page 62).

### 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 coursework that marry some of the most pertinent subjects from Stern and other schools at NYU.

The Stern cross-school minors are:

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

There are cross-school minors available through the other undergraduate colleges as well. Visit [nyu.edu/students/undergraduates/academic-services/undergraduate-advisement/unique-academic-opportunities/cross-school-minors](http://nyu.edu/students/undergraduates/academic-services/undergraduate-advisement/unique-academic-opportunities/cross-school-minors) for more information on these options.

### Minors Through Other NYU Schools

- College of Arts and Science (*BPE students may not declare a minor in web programming and applications, economics, or politics. See the CAS web site for requirements and restrictions.*)
- Steinhardt School of Culture, Education, and Human Development (*See the Steinhardt web site for requirements and restrictions.*)
- Silver School of Social Work (*See the Silver web site for requirements and restrictions.*)
- Tisch School of the Arts (*See the Tisch web site for requirements and restrictions.*)
- Wagner Graduate School of Public Service (*See the Wagner web site for requirements and restrictions.*)

## Course Descriptions

### THE LIBERAL ARTS CORE

#### Mathematics (4 units)

Students are required to take Calculus I (MATH-UA 121) or a higher-level mathematics. Students with a score of 4 or 5 on an AP BC Calculus exam (or similar score on the IB HL Math or GCE A Level Math) can apply credit to satisfy the Calculus I (MATH-UA 121) requirement.

#### Calculus I

*MATH-UA 121 4 units.*

Full course description can be found on page 14.

#### Statistics (6 units)

Students may choose to take the single course Statistics for Business

Control and Regression and Forecasting Models, OR the two courses Statistics for Business Control and Regression and Forecasting Models. The combined, 6-unit course is recommended.

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

*STAT-UB 103 6 units.*

Full description can be found in the Department of Statistics section (page 49).

Or both of the following two classes:

#### Statistics for Business Control

*STAT-UB 1 4 units.*

Full description can be found in the Department of Statistics section (page 49).

and

#### Regression and Forecasting Models

*STAT-UB 3 2 units.*

Full description can be found in the Department of Statistics section (page 49).

#### Area Studies elective (4 units)

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

- Architecture in London: Field Study
- Writing London

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

### Natural Science (4 units)

Students take an approved departmental course in Anthropology, Biology, Chemistry, Environmental Studies, Physics, Psychology, or Natural Science I or II in the College Core Curriculum of the College of Arts and Science (formerly the Morse Academic Plan.) See page 16 for specific information about the courses available to Stern students to meet this requirement.

### BUSINESS CORE

#### Cohort Leadership Program I

*MULT-UB 9 0 units. Freshman fall.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

#### Principles of Financial Accounting

*ACCT-UB 1 4 units.*

Full course description can be found in the Department of Accounting section (page 22).

#### Foundations of Finance

*FINC-UB 2 4 units.*

Full course description can be found in the Department of Finance section (page 30).

#### Introduction to Marketing

*MKTG-UB 1 4 units.*

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

#### International Studies Program

*MGMT-UB 11 4 units. Required for the class of 2017 and beyond.*

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

### POLITICS CORE

#### Introduction to Economic and Political Thought

*BPEP-UB 1 4 units. Freshman fall.*

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

debate ethical and moral issues created by different economic and political choices.

#### World Politics

*BPEP-UB 9010 4 units. Sophomore fall.*

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

#### International Political Economy

*BPEP-UB 9011 4 units. Sophomore spring.*

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

#### Political Economy of East Asia

*BPEP-UB 9042 4 units. Junior fall.*

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

or

#### Politics of Latin America

*BPEP-UB 9044 4 units. Junior fall.*

This course analyzes how political power relates to social structure, economic change, and international pressures in Latin America. It presents case studies of three to five Latin American nations at distinct levels of social modernization. These comparative cases illustrate trends including the struggle for democracy, military interference in politics, and party competition. This course will cover political conditions in Caribbean nations.

### ECONOMICS CORE

#### Microeconomics

*ECON-UB 1 4 units. Freshman year.*

Full course description can be found in the Department of Economics section (page 26).

#### Introduction to Macroeconomics

*BPEP-UB 2 4 units. Freshman spring.*

This course focuses on the economy as a whole (the "macroeconomy"), starting with the meaning and measurement of important macroeconomic data (such as unemployment, inflation, and output) and moving on to the basic theory of production and the behavior of the overall economy. Topics include long-run economic growth and the standard of living; the causes and consequences of economic booms and recessions; the role of the financial sector, the banking system, and the central bank (the Federal Reserve in the U.S.); and the government debt and sovereign insolvency. The course examines the role of government monetary and fiscal policies in the U.S. and around the world.

#### International Economics

*ECON-UA 9238 4 units. Sophomore fall.*

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

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

#### Economics Elective

Students build on the previous Economics courses by selecting an upper-division Economics course of their choice. See the Department of Economics section on page 26 for detailed information about available Economics courses within Stern and CAS.

### SOCIAL IMPACT CORE

#### Business and Its Publics: Plenary and Inquiry

*SOIM-UB 1 1 unit. Freshman spring.*

Full course description can be found on page 14.

#### Business and Its Publics: Discourse

*SOIM-UB 125 3 units. Freshman spring.*

Full course description can be found on page 14.

---

**Organizational Communication and Its Social Context**

*SOIM-UB 65 4 units. Sophomore year.*  
Full course description can be found on page 17.

**Law, Business, and Society**

*SOIM-UB 6 4 units. Junior year.*  
Full course description can be found on page 17.

**Professional Responsibility and Leadership**

*SOIM-UB 12 2 units. Senior fall.*  
Full course description can be found on page 17.

**CAPSTONE**

**BPE Senior Seminar**

*BPEP-UB 8 4 units.*  
The seminar focuses on the major economic, business, and political challenges facing the world today. The

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

**B.S. in Business and Political Economy**

**Learning Goals**

The NYU Stern faculty developed and approved the following four guiding educational principles in 2013 as the foundational goals for the Bachelor of Science in Business and Political Economy (BPE) degree program at NYU Stern. These goals describe the knowledge, skills, and values the School expects students to have attained upon completion of their undergraduate program of study.

**I. Achieve proficiency:** Students will achieve professional levels of competence in core functions of business, including written communication skills, and understanding of the principle theories of international politics and economics.

**II. Intellectualism:** Students will exhibit intellectual curiosity, high levels of intellectual engagement, and open-mindedness to new ideas and alternative points of view.

**III. Global experiences:** Students will demonstrate their understanding of different cultural and political environments around the world and their ability to work professionally in a cross cultural environment.

**IV. Social impact:** Students will achieve understanding of the role of business within our global society.



# Accounting (ACCT-UB)

## Programs of Study

### GENERAL ACCOUNTING CONCENTRATION REQUIREMENTS (12 UNITS)

#### Financial Statement Analysis ACCT-UB 3

Plus three accounting electives.

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

#### General Accounting Concentration Elective Options

##### Managerial Accounting II ACCT-UB 10

##### Financial Reporting and Disclosure ACCT-UB 21

##### Acquisitions, Other Restructurings and Related Topics ACCT-UB 22

##### Financial Modeling and Analysis ACCT-UB 23

##### Advanced Financial Statement Analysis ACCT-UB 30

##### Entertainment Accounting ACCT-UB 49

##### Accounting and Valuation in EMT ACCT-UB 55

#### Taxation of Individuals ACCT-UB 63

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

#### Financial Statement Analysis ACCT-UB 3

#### Any Advanced Finance Course FINC-UB XX

For course listings, see the Department of Finance section (page 30).

#### Financial Statement Modeling ACCT-GB 6300

#### Internal Controls and Accounting Information Systems ACCT-GB 6215

#### Financial Reporting and Analysis ACCT-GB 6302

#### Auditing ACCT-GB 6313

#### Accounting for Financial Instruments ACCT-GB 6317

#### Advanced Accounting Concepts ACCT-GB 6326

#### Advanced Managerial Accounting ACCT-GB 6331

#### Taxation of Individuals and Business Income ACCT-GB 6380

#### Topics in Advanced Communication in Accounting MCOM-GB 6205

#### Judgment and Decision-Making MGMT-GB 6251

#### Collaboration, Conflict, and Negotiation MGMT-GB 6259

A student must complete 150 credit hours to become a certified public accountant (CPA) in New York State. The full 150 required units are earned through the completion of both the Stern Bachelor of Science degree and a specially designed Master of Science degree in Certified Public Accounting at the graduate Stern School of Business. Additional policies and academic standards regarding the dual degree program can be found in the Academic Advising and Policies section on page 99.

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

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

## Courses

### CORE COURSES

#### Principles of Financial Accounting ACCT-UB 1 4 units. Fall and spring. Prerequisite: One semester of coursework at NYU.

This course develops students' abilities to understand business transactions and financial statements and to determine the most appropriate financial measures for those events. It

investigates the underlying rationale for accounting practices and assesses their effectiveness in providing useful information for decision making. Emphasis is placed on accounting practices that purport to portray corporate financial position, operating results, cash flows, manager performance, and financial strength.

#### Managerial Accounting ACCT-UB 4 4 units. Fall and spring. Prerequisites: ACCT-UB 1 and sophomore standing.

The main objective of this course is for students to develop a comprehensive framework to think about managerial accounting issues and understand their broader implications for the organization, so as to be able

to make more informed (and, thus, “better”) decisions in an uncertain environment. The course is designed to equip students with the knowledge to understand, evaluate, and act upon the many financial and non-financial reports used in managing modern firms. Along the way, students will discover that many companies have not provided their managers with useful information. These managers must rely on information systems designed years ago for very different business processes and with very different technologies. The course takes a look at a number of pitfalls these systems can induce and at the dangers in using these systems to make business decisions. It also investigates some modern ideas on how an organization’s information system should be designed. To develop such a framework, students are required to become familiar with the mechanics of a number of management accounting tools, but ultimately the emphasis is on obtaining a good grasp of the key conceptual issues.

#### ADVANCED COURSES

##### **Financial Statement Analysis**

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

This course is the first part of a two-course sequence ideal for students who wish to pursue careers in investment banking, investment management, consulting, and accounting. In addition to being a required course for students concentrating in accounting, it is highly recommended for those concentrating in finance, economics, marketing, and information systems. The course analyzes how firms communicate through financial statements. Students use financial statement analysis as an integral part of the strategic analysis of firms, while understanding how accounting regulations and managerial discretion influence presented financial statements. Course modules include strategic analysis, risk and profitability analysis using ratios, accounting analysis, and prospective analysis. By the end of the course, students can interpret and analyze financial statements, analyze cash flows, make judgments about earnings quality, uncover hidden assets and liabilities, and use financial statement analysis prospectively to forecast and value firms using cash flow-based and accounting-based valuation methods.

##### **Managerial Accounting II**

*ACCT-UB 10 3 units.*

*Prerequisites: ACCT-UB 1 and junior standing.*

*Not applicable to BS-MS Program.*

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

##### **Financial Reporting and Disclosure**

*ACCT-UB 21 3 units.*

*Prerequisites: ACCT-UB 3 and sophomore standing.*

*Not applicable to BS-MS Program.*

This course is part of a sequence ideal for students who wish to pursue careers in investment banking, investment management, consulting, and accounting. In addition to being a required course for students concentrating in accounting, it is highly recommended for those concentrating in finance, economics, marketing, and information systems. The prerequisite for this course is Financial Statement Analysis (ACCT-UB 3). Students learn the financial reporting rules associated with the concepts learned in FSA. The course emphasizes the relationship between financial statements and the reporting rules on which they are based.

##### **Acquisitions, Other Restructurings and Related Topics**

*ACCT-UB 22 3 units.*

*Prerequisites: ACCT-UB 3 and junior standing.*

*Not applicable to BS-MS Program.*

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

##### **Financial Modeling and Analysis**

*ACCT-UB 23 3 units.*

*Prerequisites: ACCT-UB 1, ACCT-UB 3, and FINC-UB 2.*

*Not applicable to BS-MS Program.*

Making educated decisions today by forecasting operating and financial performance is a critical exercise for owners, managers, consultants, investment bankers, creditors, equity and credit analysts, as well as investors such as private equity groups, hedge funds, institutional investors, and individuals. Financial projections are rarely perfect as the future cannot be predicted, however this course endeavors to model several scenarios forecasted on historical and anticipated results to derive various

conclusions. There are myriad variables that can be incorporated into projections, but the best financial model is always the one that is stable and robust, yet simple and easy to build, navigate, and audit. The goal of this course is to instruct step-by-step how to build a comprehensive, multi-purpose projection model in Excel and subsequently interpret selective operating, credit, and equity valuation data. Based on this information, students learn how to evaluate a company’s operating and financial performance; how to develop an appropriate capital structure by structuring debt and equity transactions which not only protect both the creditors and shareholders, but also create an appropriate risk and reward equilibrium; and how to formulate an educated investment opinion.

##### **Advanced Financial Statement Analysis**

*ACCT-UB 30 3 units.*

*Prerequisites: ACCT-UB 1 and ACCT-UB 3.*

*Not applicable to BS-MS Program.*

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

##### **Entertainment Accounting**

*ACCT-UB 49 2 units.*

*Prerequisite: ACCT-UB 1.*

*Not applicable to BS-MS Program.*

This course is designed to enhance students’ knowledge of the entertainment, media, and technology (EMT) industries by examining accounting issues impacting these industries. It explores accounting topics pertaining to EMT industries such as revenue recognition, capitalization versus expensing costs, purchase accounting, and impairment of intangibles and long-lived assets. There is specific accounting guidance related to entertainment and media companies that students will learn and use while analyzing financial statements of EMT companies. The course focuses on film and TV production, publishing, music, new media, and broadcasting



and cable companies. Students learn about business practices related to these industries and how the accounting for business transactions impacts a company's financial statements. This course is designed primarily for students who expect to be intensive users of financial statements as part of their professional responsibilities.

**Accounting and Valuation in EMT**  
*ACCT-UB 55 2 units.*

*Prerequisite: Sophomore standing.*

*Counts towards accounting concentration and business of entertainment, media, and technology minor.*

*Not applicable to the BS-MS Program.*

This course examines accounting and valuation issues that are distinctive to the various EMT industries. The first part of the course describes financial economic phenomena that are common to these industries, such as the nature and importance of tradeoffs between fixed and variable cost structures, significant contingent aspects of compensation and financing contracts, and the tension between accelerating and delaying investments given potential first mover advantages but high uncertainty. The second part of the course discusses special rules that govern financial accounting in these industries.

Emphasis is placed on the limitations of accounting numbers given the largely intangible nature of the economic assets (e.g., subscriber bases, libraries, and brands) in these industries. The third part of the course is devoted to valuation of EMT firms using discounted cash flow, accounting-based and non-financial measures-based valuation approaches.

**Taxation of Individuals**

*ACCT-UB 63 3 units.*

*Prerequisites: ACCT-UB 1 and junior standing.*

*Not applicable to BS-MS Program.*

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

**Financial Statement Modeling**

*ACCT-GB 6300 3 units.*

*Prerequisite: ACCT-UB 3.*

The goal of this course is to instruct step-by-step how to build a comprehensive, multi-purpose projection model in Excel and subsequently interpret selective operating, credit,

and equity valuation data. Based on this information, students learn how to (i) evaluate a company's operating and financial performance, and (ii) develop an appropriate capital structure by structuring debt and equity transactions, which not only protect both the creditors and shareholders but also create an appropriate risk and reward equilibrium.

**Internal Controls and Accounting Information Systems**

*ACCT-GB 6215 4 units.*

*Prerequisites: ACCT-UB 3 and sophomore standing.*

Information technologies impact every aspect of accounting, including financial reporting, managerial accounting, auditing and tax. The storage of business assets and financial information has led to recent professional pronouncements requiring that accounting professionals understand the technology controls used to process and record this information.

As information increasingly becomes digitalized, significant opportunities exist for accounting professionals and their firms to leverage technology tools to become more efficient in performing traditional services and open opportunities for new client services.

The purpose of this course is to help students understand how to use and participate in the design of accounting information systems and how to audit these systems. The course will also help students learn how to assess and consider the impact of IT governance, risk, and compliance on accounting functions, focusing on how IT affects business process and controls as well as the impact on financial reporting. The course also enables students to understand issues and developments in IT Auditing so that as practitioners, they can properly determine how to assess accounting system controls to effectively address the adequacy of controls in audited systems or for those systems that they have management responsibility.

**Financial Reporting and Analysis**

*ACCT-GB 6302 3 units.*

*Prerequisites: ACCT-UB 3 and sophomore standing.*

This course is part of a sequence ideal for students who wish to pursue careers in investment banking, investment management, consulting, and public accounting. In addition to being a required course for students concentrating in accounting, it is highly recommended for those concentrating in finance, economics, marketing, and information systems. The course complements Financial Statement Analysis (ACCT-UB 3) by

providing a more extensive analysis of financial statements and their underlying financial reporting rules. It uses tools learned in Financial Statement Analysis, such as ratio and accounting analysis, to discuss financial reporting principles, emphasizing the link between reporting principles and financial statements. Students learn how management uses financial reporting decisions to influence reported income and asset and liability values, and they gain the tools necessary to analyze the impact of alternative reporting decisions on financial statements.

**Auditing**

*ACCT-GB 6313 3 units.*

*Prerequisite: ACCT-UB 3.*

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

**Accounting for Financial Instruments**

*ACCT-GB 6317 3 units.*

*Prerequisite: ACCT-UB 3.*

This course provides a conceptually sound and comprehensive treatment of the complex, developing, and imperfectly consistent financial reporting rules for financial instruments and particularly structured financial transactions. Two related facts provide the context for this course: (1) market participants continually design new financial instruments and transactions; and (2) the half-life of new financial reporting rules for financial instruments is about five years. Given these facts, the course aims to provide students with the intellectual tools to understand new financial reporting rules for financial instruments and transactions as they are written and to understand how newly developed financial instruments and transactions can stress existing financial reporting rules. Such understanding requires an awareness of the economically important features of the transactions and how these features generally are (and logically can be) only partly captured by financial reporting rules.

### **Advanced Accounting Concepts**

*ACCT-GB 6326 3 units.*

*Prerequisite: ACCT-UB 3.*

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

### **Advanced Managerial Accounting**

*ACCT-GB 6331 3 units.*

*Prerequisites: ACCT-UB 2 and junior standing.*

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

### **Taxation of Individuals and Business Income**

*ACCT-GB 6380 3 units.*

*Prerequisites: ACCT-UB 1 and junior standing.*

This course helps students develop a basic conceptual understanding of federal income taxation and provides tools for practical application to business and nonbusiness situations. Topics include capital asset and property transactions, business and personal deductions, depreciation, depletion, accounting methods and periods, retirement plans, tax units, and the alternative minimum tax system. While emphasis is on taxation of individual business income, the course also provides an introduction

to the taxation of corporations and partnerships. During the fall semester, students are required to enter the annual tax tournament scheduled for late November. Students in the spring semester are required to complete a group take-home project similar to the tax tournament case study.

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

*MCOM-GB 6205 2 units.*

*Prerequisite: ACCT-UB 3.*

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

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

*MGMT-GB 6251 2 units.*

*Prerequisite: ACCT-UB 3.*

Successful business management depends on a thorough understanding of how people make decisions. Although traditional "rational" models of human reasoning make clear predictions about how people should make decisions, these models fail to fully capture how people actually make decisions in the real world. This course seeks to inform future accountants of the sometimes counterintuitive but often predictable rules, processes, and heuristics that guide everyday decision making, as well as how knowledge of these rules can be utilized to improve accuracy and effectiveness within the accounting field.

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

*MGMT-GB 6259 2 units.*

*Prerequisite: ACCT-UB 3.*

Successful business managers and consultants must know how to collaborate effectively with others and how to resolve conflicts constructively. This course teaches students the fundamentals of managing collaboration and conflict in one-on-one and small group settings. It aims to enhance students' interpersonal skills at their jobs. Drawing from the latest findings in managerial psychology, the course covers the fundamentals of effective negotiation, communication, and persuasion. Special topics include getting buy-in, coping with resistance, and building coalitions.

### **Independent Study in Accounting**

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

*Prerequisite: Permission of the department chair or co-chair.*

Independent study provides an opportunity for a select group of upper-classmen each year to work one-on-one with a faculty member on a topic selected by the student and approved by the supervising faculty member. Each student is expected to spend as much time on the independent study as would be spent on a regular course, and the topic selected may not replicate an existing course. An information sheet with important guidelines about Independent Study is available at [stern.nyu.edu/cons/groups/content/documents/webasset/con\\_039995.pdf](http://stern.nyu.edu/cons/groups/content/documents/webasset/con_039995.pdf). Further information regarding the policies surrounding Independent Studies can be found on page 94.



# Economics (ECON-UB)

## Programs of Study

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

### **BUSINESS ECONOMICS CONCENTRATION REQUIREMENTS (12-15 UNITS)**

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

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

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

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

**Intermediate Macroeconomics**  
ECON-UA 12

**Competitive Analysis**  
ECON-UB 15

**Time Series Tools for Macroeconomics and Finance**  
ECON-UB 232

**Macroeconomic Foundations for Asset Prices**  
ECON-UB 233

**Advanced Topics in Modern Macroeconomics**  
ECON-UB 234

**Advanced Microeconomics and Competition Law**  
ECON-UB 236

**Game Theory**  
MULT-UB 20

**Global Macroeconomic Issues**  
MULT-UB 230

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

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

**Any Stern Economics Elective Course**  
ECON-UB XX

**Any CAS 200- or 300-level Economics Courses\***  
ECON-UA 2XX or ECON-UA 3XX  
(All prerequisites must be observed.)

**The Financial System**  
MULT-UB 27

**Topics in Emerging Financial Markets**  
FINC-UB 23

**Behavioral Finance**  
FINC-UB 29

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

### **ECONOMIC THEORY CONCENTRATION REQUIREMENTS (28 UNITS)**

The economic theory concentration is intended for the student who wishes to begin the formal study of economic reasoning with an emphasis on mastering the analytical tools. This program of courses relies on a higher level of abstraction and emphasizes the techniques of economic analysis rather than the study of specific economic problems or institutions. It is particularly well suited for students who intend to pursue a professional career in economics, who are considering graduate study in economics, or those pursuing careers or higher degrees in highly quantitative aspects of fields such as finance. Because the economic theory concentration involves a sequence of courses that develop the analytical techniques of economics, students should embark on the program as early as possible in their Stern careers.

The required courses in the economic theory concentration are listed below. Under certain circumstances, substitutions can be made with the prior approval of the Stern Economics department faculty adviser. Note that Stern students pursuing the economic theory concentration are not required to take STAT-UB 103 (or STAT-UB 1 and STAT-UB 3). This requirement is satisfied by taking both ECON-UA 20 and ECON-UA 266.

Stern Economics core courses:

**Microeconomics (ECON-UB 1) and Economics of Global Business (ECON-UB 11)**

**Mathematics for Economics I\* MATH-UA 211**

**Mathematics for Economics II\***  
*MATH-UA 212*

**Microeconomic Theory**  
*ECON-UA 11*

**Macroeconomic Theory**  
*ECON-UA 13*

**Analytical Statistics**  
*ECON-UA 20*

**Introduction to Econometrics**  
*ECON-UA 266*

*Plus* two Stern Economics elective courses (*ECON-UB XX*) or CAS 200- or 300-level Economics courses (*ECON-UA 2XX* or *ECON-UA 3XX*).

*All prerequisites must be observed.*

*\*Note: Students who choose the concentration in economics theory may take Calculus I, II, and III (MATH-UA 121, 122 and 123) in lieu of the Mathematics for Economists sequence (MATH-UA 211 and 212) with academic and faculty adviser approval.*

### **CHOOSING BETWEEN OR CHANGING ECONOMICS CONCENTRATIONS**

Students who are unsure about which concentration is appropriate for their interests should seek advice from both the Stern Office of Academic Advising and the economics department faculty adviser. Transferring between economics concentrations can be complex, especially when switching from the business economics to the economic theory area. Students should discuss such changes with an adviser and are urged to do so early in their Stern careers.

## **Courses**

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

### **(I) STERN ECONOMICS CORE COURSES**

#### **Microeconomics**

*ECON-UB 1 4 units. Fall and spring. Prerequisite: MATH-UA 121 or equivalent (AP Calculus AB/BC scores of 4 or 5).*

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

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

*ECON-UB 11 4 units. Fall and spring. Prerequisites: ECON-UB 1 and sophomore standing (or ECON-UA 2).*

This course examines the forces driving globalization—the integration of national business activities into globally competitive markets. The first part of the course discusses international trade—the role of comparative advantage and the gains from trade and the reasons for and effects of government policies that create impediments to trade. The second part of the course provides an overview of macroeconomic measurement and basic theoretical concepts of macroeconomics. The third part of the course surveys the role of money and finance in global economic activity. Topics discussed include the role of exchange rates and international flows of capital.

### **(II) ECONOMICS AND THEORY ELECTIVE COURSES**

#### **Competitive Analysis**

*ECON-UB 15 3 units.*

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

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

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

#### **Economics of Sex, Drugs, and Rock & Roll**

*ECON-UB 210 3 units.*

*Prerequisite: ECON-UB 1.*

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

#### **Sports Economics**

*ECON-UB 211 3 units.*

*Prerequisites: ECON-UB 1 and STAT-UB 1.*

This course applies microeconomic theory and econometric analysis to

sports and explores some public policy issues that have arisen in the design of sports competitions. The course is divided into four main parts: the structure of sports leagues, labor market issues, college sports, and the market for sports betting.

#### **Psychology and Economics**

*ECON-UB 213 3 units.*

*Prerequisite: ECON-UB 1.*

The interface of psychology and economics has a long history. In the 19th century, classic economics texts by the likes of Adam Smith, Alfred Marshall, and Francis Edgeworth contained psychological insight and did not insist that individuals were always rational or self-interested. In the 20th century, however, psychology and economics took different paths as psychologists used experiments to chart how people think and behave while economists turned to highly simplified models of individual agents as building blocks for theories of markets and strategic behavior. One view is that psychology emulated biology, accumulating carefully documented facts, while economics aspired to be like a physics of social life. This course explores the modern attempt to draw the disciplines back together, which is most commonly termed 'behavioral economics.' This body of research incorporates psychological regularities into economics while being formal and predictive.

#### **Global Perspectives on Enterprise Systems**

*ECON-UB 220 3 units.*

*Prerequisite: ECON-UB 1.*

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

### Asian Economies

ECON-UB 222 3 units.

*Prerequisite:* ECON-UB 1, ECON-UB 11, or equivalent.

This course covers the economic development and current structure of East Asian nations, as well as the rise of regional economic interaction. It examines when, why, and how these economies began the process of economic development, exploring why many of them have been so successful at growing and industrializing quickly and how these economies operate today. For the purpose of this course, “Asia” consists of Japan, China, South Korea, Taiwan, Hong Kong, and the nations of Southeast Asia belonging to the Association of Southeast Asian Nations (ASEAN).

### Social Enterprise & Economic Development: The Indian Context

ECON-UB 223 3 units.

*Prerequisites:* ECON-UB 1 and sophomore standing. *Corequisite:* ECON-UB 11 or equivalent.

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

### Business and the Environment

ECON-UB 225 3 units.

*Prerequisite:* ECON-UB 1.

Environmental problems typically arise from “market failures.” This course examines several environmental issues at local, national, and international levels, such as smog, acid rain, energy, fishing, and global climate change. Drawing on the theories of externalities, market failure, and mechanism design, students 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.

### Business in Transition Economies

ECON-UB 231 3 units.

*Prerequisites:* ECON-UB 1, ECON-UB 11, and junior standing.

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

replaced their failed planned economies with market economies. The difficulties of the transition follow directly from the discredited planned economy. This course provides the framework for understanding the transition by providing a basic knowledge of the administrative-command mechanism identified with central planning. Against this background, students explore the economics of transition—including issues of privatization, demonopolization, and macroeconomic stability, as well as the appropriate speed of transition.

### *The following three courses constitute the frontiers of macroeconomics sequence.*

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

### Time Series Tools for Macroeconomics and Finance

ECON-UB 232 3 units.

*Prerequisites:* ECON-UB 11 and sophomore standing.

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

### Macroeconomic Foundations for Asset Prices

ECON-UB 233 3 units.

*Prerequisites:* ECON-UB 11, MATH-UA 121 or higher, and sophomore standing.

The term “business cycles” refers to the ups and downs of the aggregate economy: fluctuations, in other words, in the growth rate of GDP. Prices of bonds, equity indexes, and options on equity indexes are closely

related to these fluctuations. We develop the tools needed to establish a statistical connection between business cycles and asset prices and a theoretical foundation for it. Numerical computations are used to develop the theory in realistic ways. The course gives students a deeper understanding of macroeconomic fluctuations and asset pricing, the tools needed to develop this understanding, and extensive experience programming with Matlab.

### Advanced Topics in Modern Macroeconomics

ECON-UB 234 3 units.

*Prerequisites:* ECON-UB 11 and sophomore standing.

Much of modern macroeconomics is concerned with economic fluctuations (aggregate risk) and the role of markets and government policy in its allocation across individuals (individual risk). In this sense, the fields of macroeconomics and finance are closely intertwined. This course uses mathematical and statistical tools to throw a floodlight on some key issues: fiscal and monetary origins of the price level; interest rates; the stock market; intergenerational arrangements associated with social security; government debt; origins of financial crises and government policies to attenuate them; and unemployment, including its duration and distribution across people of different skills. The class makes extensive use of mathematical methods, including the method of dynamic programming, which provides insights into a host of situations in which individuals face intertemporal trade-offs.

### Advanced Microeconomics and Competition Law

ECON-UB 236 3 units.

*Prerequisites:* ECON-UB 1 and sophomore standing.

This course is an introduction to the regulation of market power in the U.S. economy and the economic analysis that informs that regulation. The focus is on the U.S. Antitrust Laws, as embodied in the Sherman and Clayton Acts. These laws provide the basis for the civil and criminal litigation directed at price-fixing, market division agreements, bid-rigging, anticompetitive mergers, joint ventures, exclusive dealing provisions, refusals to deal, patent licenses, and many other forms of conduct that may diminish market competition. The objective of the course is to provide an economics-focused introduction to the contemporary regulatory environment. This background is intended to be useful to students con-

sidering careers in economic and litigation consulting, law (i.e. going to law school), or those working in industries where the regulatory environment is a significant feature of the business setting.

#### **Independent Study in Economics**

*ECON-UB 94, 98, 99 1-3 units.*

*Prerequisite: Permission of the department chair or co-chair.*

Independent study provides an opportunity for a select group of upper-classmen each year to work one-on-one with a faculty member on a topic selected by the student and approved by the supervising faculty member. Each student is expected to spend as much time on the independent study as would be spent on a regular course, and the topic selected may not replicate an existing course. An information sheet with important guidelines about Independent Study is available at [stern.nyu.edu/cons/groups/content/documents/webasset/con\\_039995.pdf](http://stern.nyu.edu/cons/groups/content/documents/webasset/con_039995.pdf). Further information regarding the policies surrounding Independent Studies can be found on page 94.

#### *Other Stern Business Economics Concentration Electives*

##### **Game Theory**

*MULT-UB 20 3 units.*

*Prerequisite: Sophomore Standing.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

##### **The Financial System**

*MULT-UB 27 3 units.*

*Prerequisites: FINC-UB 2 and*

*ECON-UB 11.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

##### **Global Macroeconomic Issues**

*MULT-UB 230 3 units.*

*Prerequisites: ECON-UB 11 and sophomore standing.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

##### **Topics in Emerging Financial Markets**

*FINC-UB 23 3 units.*

*Prerequisites: ECON-UB 11 and*

*FINC-UB 2.*

Full course description can be found in the Department of Finance section (page 30).

##### **Behavioral Finance**

*FINC-UB 29 3 units.*

*Prerequisite: FINC-UB 7.*

Full course description can be found in the Department of Finance section (page 30).

#### *(III) CAS ECONOMICS ELECTIVE COURSES*

For an updated list of Economics elective courses offered by the College of Arts and Science, see the department's web site at [econ.as.nyu.edu/page/ugprog](http://econ.as.nyu.edu/page/ugprog).

#### *(IV) ECONOMIC THEORY CONCENTRATION COURSES*

For course descriptions of *MATH-UA* courses, see the College of Art and Science Mathematics department web site at [math.nyu.edu/courses/ug\\_course\\_descriptions](http://math.nyu.edu/courses/ug_course_descriptions).

##### **Mathematics for Economics I**

*MATH-UA 211 4 units. Open to freshmen and sophomores only.*

##### **Mathematics for Economics II**

*MATH-UA 212 4 units. Open to freshmen and sophomores only.*

*Prerequisite: MATH-UA 211.*

For course descriptions of *ECON-UA* courses, see the College of Arts and Science Economics department web site at [econ.as.nyu.edu/page/ugprog](http://econ.as.nyu.edu/page/ugprog).

##### **Microeconomics Theory and Analysis**

*ECON-UA 11 4 units.*

*Prerequisites: ECON-UA 5,*

*ECON-UA 6, ECON-UA 20, and*

*MATH-UA 123 or equivalent.*

##### **Macroeconomics Theory and Analysis**

*ECON-UA 13 4 units.*

*Prerequisites: ECON-UA 5,*

*ECON-UA 6, and MATH-UA 123.*

##### **Analytical Statistics**

*ECON-UA 20 4 units.*

*Prerequisite: MATH-UA 122.*

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

##### **Introduction to Econometrics**

*ECON-UA 266 4 units.*

*Prerequisites: ECON-UA 6 and*

*ECON-UA 20.*



# Finance (FINC-UB)

## Program of Study

In general, finance can be divided into two subfields - corporate finance and investments/capital markets. The finance chart on page 34 lists the advanced electives by the subfield to which they belong and the associated prerequisites. Note that the material in several courses overlaps both subfields. The two-course sequence of Foundations of Finance (FINC-UB 2) followed by Corporate Finance (FINC-UB 7) also provides an excellent overview of these two areas within finance for students who are not pursuing this concentration. Students concentrating in finance should consult with their adviser in the Stern Office of Academic

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

### FINANCE CONCENTRATION PROGRAM REQUIREMENTS (12 UNITS)

Students who decide to concentrate in finance must take 12 units (the equivalent of four 3-unit courses) in finance in addition to the required

core course, Foundations of Finance (FINC-UB 2). These 12 units must include the following:

#### Corporate Finance

##### FINC-UB 7

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

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

## Courses

### CORE COURSE

#### Foundations of Finance

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

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

This is a rigorous course which helps students develop the basic concepts and tools of modern finance. It explores in detail basic concepts of return and risk with a view to understanding how financial markets work and how different kinds of financial instruments are valued. These instruments, including equities, fixed income securities, options, and other derivative securities, become vehicles for exploring various financial markets and the use of these markets by managers in different kinds of financial institutions to enhance return and manage risk.

### REQUIRED COURSES FOR FINANCE CONCENTRATION

#### Corporate Finance

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

Prerequisite: FINC-UB 2.

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

ment and financing decisions.

Students also learn the theory and practice of various valuation techniques. There is an emphasis on understanding the theory and its applications to the real world as well as appreciating the limitations of the tools in practical settings. Specific topics include capital budgeting, investment decision rules, discounted cash flow valuation, real options, cost of capital, capital structure, dividend policy, and valuation methods such as WACC and APV.

### ADVANCED COURSES

#### Advanced Corporate Finance

FINC-UB 8 3 units.

Prerequisite: FINC-UB 7.

The purpose of this course is to familiarize students with the core concepts and theory underlying much of the general understanding of corporate finance and its impact on corporate valuation. The first part of the course consists of lectures on corporate finance theory which explore the links between a firm's financing decisions, its investment decisions, and corporate structure through the lenses of taxes, information asymmetries, and the conflicts of interest between its various stakeholders. The second part of the course consists of case studies which illustrate the relevance of the theoretical framework for (understanding and designing) real-world corporate finan-

cial strategy and for (understanding and dealing with) strategic issues in corporate valuation. The course material is organized around central corporate finance "concepts" (debt overhang, risk-shifting, managerial agency, adverse selection, etc.) and "applications" (bankruptcy and restructuring, IPOs and valuation, M&A, corporate governance, etc.).

#### Alternative Investments I: Principles and Strategies

FINC-UB 15 3 units.

Prerequisite: FINC-UB 2.

This course provides both a theoretical and practical look into the world of managing alternative investments, in particular, hedge funds. The course is organized from the perspective of an asset manager (e.g. pension fund, endowment, family office, fund of funds, etc.) having to choose amongst a cross-section of hedge funds. Students are introduced to the dimensions and institutional features of the hedge fund sector, and then proceed to study how various classic hedge fund strategies are executed as well as more advanced quantitative strategies. Performance evaluation, risk management, and due diligence in the formation and execution of strategies are also covered. Students will have access to a proprietary software platform (Focus/Vidrio) that helps them work through and under-

stand various aspects of the manager selection and due diligence process. This course is cross-listed with and meets jointly with MBA students in FINC-GB 2350.

#### **Alternative Investments II: Practice and Applications**

*FINC-UB 16 3 units.*

*Prerequisite: FINC-UB 15.*

This is the second half of the two-semester sequence on Alternative Investments. This course is designed to offer students practical hands-on experience for the identification and vetting of a fund manager suitable for an institutional investor mandate. Teams of students are assigned an investment strategy and supervisor at Focus/Vidrio. Using their theoretical and empirical knowledge of the hedge fund sector and data available through the platform, students select an appropriate manager for their assigned strategy and then undertake a complete due diligence process to assess the manager's suitability to meet an investment mandate as well as other essential fiduciary considerations. The process includes on-site visits with the investment manager and others (i.e. risk manager, compliance officer, auditor, etc.) involved in the investment process. Students present their class project to a panel of professors and investment professionals. This course is cross-listed with and meets jointly with MBA students in FINC-GB 2351.

#### **Risk Management in Financial Institutions**

*FINC-UB 22 3 units.*

*Prerequisite: FINC-UB 2.*

This course examines the management of risks in a wide range of financial activities, with a particular focus on market risk, credit risk, and liquidity risk. It uses quantitative models to estimate credit losses, economic capital and value at risk, and to perform stress tests and scenario analysis. The course also analyzes the consequences of technological change, globalization, monetary policy, and the entry of new types of institutions into existing financial markets. It emphasizes the importance of systemic risk, moral hazard, and new regulations in light of the recent financial crisis.

#### **Topics in Emerging Financial Markets**

*FINC-UB 23 3 units.*

*Prerequisites: FINC-UB 2 and ECON-UB 11.*

The perspective in this course is that of an investment manager specializing in emerging and frontier markets and responsible for optimizing performance of investment portfolios at a

bank, pension, endowment, or mutual fund. Investment opportunities in emerging financial markets around the world are examined in the context of performance optimization and global risk diversification against a typical backdrop of high per capita income growth, low leverage, favorable demographics, accelerating urbanization, and improving transparency at both the macro-policy and corporate governance levels. Challenges considered include political risk, currency risk, asymmetric information, speculative pressure, and market manipulation. Liquidity limitations, legal constraints, and varying accounting rules and standards also pose challenges to emerging market investors. These unique challenges also provide unique opportunities not available in developed markets. Asset classes range from equities, currencies, bonds, and derivatives to real estate and private equity. Class discussion and reading focus on both the theoretical background as well as practical knowledge necessary to successfully navigate the opportunities and pitfalls of emerging and frontier market investing. The course also includes a select group of guest speakers who share their firsthand knowledge and accounts of investing and operating in emerging markets.

#### **Debt Instruments**

*FINC-UB 26 3 units.*

*Prerequisite: FINC-UB 2.*

This course describes important fixed income securities and markets and develops tools for valuing debt instruments and managing interest rate risk. The course covers traditional bond pricing, term structure, and interest rate risk concepts. It also covers the analytical and institutional aspects of fixed income derivatives, such as interest rate swaps, forwards, futures, and options, as well as bonds with embedded options and mortgage-backed securities. Topics also include credit risk, bond portfolio management, financial engineering, and international fixed income. The study of fixed income is quantitative and technical by nature.

#### **Behavioral Finance**

*FINC-UB 29 3 units.*

*Prerequisite: FINC-UB 7.*

This course uses human psychology and market frictions to shed light on asset returns, corporate finance patterns, and various Wall Street institutional practices. It starts with motivating evidence of return predictability in stock, bond, foreign exchange, and other markets. The course then proceeds to themes including the role of arbitrageurs in financial markets, the psychological

and judgmental biases of average investors, and the financing patterns (such as capital structure and dividend policies) of firms that raise capital in inefficient securities markets and/or are led by irrational managers.

#### **International Financial Management**

*FINC-UB 30 3 units.*

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

This course examines the operation of international currency exchange and capital markets and applies financial management principles to the financial decisions of multinational corporations. It addresses such topics as economic determinants of exchange rates, currency market efficiency, exchange rate forecasting, techniques for measuring and managing exposure to exchange and political risk and financing alternatives and capital budgeting decisions of multinational corporations. Readings and case studies are employed.

#### **Real Estate and Investment Strategies**

*FINC-UB 35 3 units.*

*Prerequisite: FINC-UB 2.*

*Recommended: FINC-UB 38.*

This course is designed for students with a strong interest in real estate capital markets. Its target audience is students specializing in real estate for whom this is a capstone course, but it is also open to finance-oriented students who wish to gain an in-depth understanding of real estate investment analysis. Topics covered span the real estate equity and debt markets, both public and private. The bulk of the course focuses on commercial real estate, but some time is spent studying the housing markets. There are three major sections in the course: (1) structured finance and the CMBS market, (2) REITs and Publicly-Traded Real Estate, and (3) the Private Real Estate Market. The class will contain a mixture of standard lectures, guest speakers, and case discussions. It meets once per week for three hours to accommodate the relatively high number of guest speakers and cases in the course.

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

*FINC-UB 38 3 units.*

*Prerequisite: FINC-UB 2.*

This course introduces students to real estate securitization from both an equity and debt perspective. It analyzes alternative types of equity securitization vehicles including real estate investment trusts (REITs), commingled real estate funds (CREFs), real estate limited partnerships (RELPs), master limited partnerships (MLPs), and real estate swaps. The



course also introduces students to mortgage-backed securities (MBSs) as an example of real estate debt securitization, and explores differences in their cash flows, prepayment, and default probabilities. It discusses the dynamics of mortgage prepayments and pricing the embedded call option in a mortgage, followed by real-world applications. Students explore such mortgage derivatives as mortgage pass-throughs, interest-only and principal-only strips, floaters and inverse floaters, and various types of collateralized mortgage obligations such as planned amortization classes.

#### **Real Estate Primary Markets**

*FINC-UB 39 3 units.*

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

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

#### **Equity Valuation**

*FINC-UB 41 3 units.*

*Prerequisite: FINC-UB 7.*

This course covers the valuation of stocks and businesses. Real life valuations of companies are an inherent part of the content. By the end of the course, students should be able to: (1) apply discounted cash flow analysis to find the intrinsic value of an asset; (2) define, describe, analyze, and apply any multiple (PE, Value/EBITDA, Price/Book Value, etc.) to find the relative value of an asset; (3) value any publicly traded firm, small or large, domestic or foreign, healthy or troubled; (4) value any private business for owners or investors (private equity, venture capital, IPO); and (5) separate fact from fiction, sense from nonsense, and real analysis from sales pitch in equity research reports, valuations, and general discourse.

#### **Microfinance**

*FINC-UB 42 3 units.*

*Prerequisite: FINC-UB 2.*

Microfinance refers to the provision of financial services to low-income clients. This course is designed to analyze the economics of microfinance and a range of related course issues, including product design and strategic choices for reaching clients, the impact of culture and regulation, the feasibility of for-profit

or venture models of microfinance, and the impact of microfinance on economic growth and poverty.

#### **Futures and Options**

*FINC-UB 43 3 units.*

*Prerequisite: FINC-UB 2.*

This course covers the theoretical and practical aspects of futures, options, and other derivative instruments, which have become some of the most important tools of modern finance. While the primary focus is on financial derivatives, contracts based on commodities, credit risk, and other nonfinancial variables are also covered. Topics include market institutions and trading practices, valuation models, hedging, and other risk management techniques. The course requires relatively extensive use of quantitative methods and theoretical reasoning.

#### **Investment Banking**

*FINC-UB 45 3 units.*

*Prerequisites: FINC-UB 7 and junior standing.*

This course provides a broad overview of investment banking and of the forces that are continuing to change it worldwide. It focuses on three big questions: (1) How are things done in this business? (2) Why are they done that way? (3) How are they likely to be done in the future? The approach is to examine each of the principal businesses in which various financial service firms have been involved, including raising capital, financial advisory, broker/dealer positions, trading, investing the firm's own capital, managing the assets of others, both institutions and individuals, and risk management. Throughout, there are a number of overarching themes. Among these are the interplay of regulation, politics, globalization, and technology; the emergence of private equity funds and hedge funds as both critical clients and potential competitors for the major investment banks; the search for new, high-margin products, and whether that process has reached its limits; and the changing relationships among the different groups within the financial service company.

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

*FINC-UB 50 2 units.*

*Prerequisite: FINC-UB 7.*

This course presents the theories and empirical evidence on mergers, acquisitions, and restructuring, and analyzes the effects of various policy options on the stock values of acquirer and target companies. Findings about the reaction of stock prices to information on control

transactions are used to analyze the effects of various policy options in such transactions. Topics related to M&A include evaluating acquisition targets, methods of payment in acquisitions, acquisition strategies, the use of leverage in acquisitions and the effects of acquisitions on bond values, major legal issues, case law, and defensive measures against hostile acquisitions. The course combines lecture material, case analysis, quantitative and qualitative analysis, and discussions of relevant news of such transactions. There is an emphasis on fundamental concepts of valuation and other areas of corporate finance related to M&As.

#### **Topics in Entrepreneurial Finance**

*FINC-UB 61 3 units.*

*Prerequisite: FINC-UB 7.*

This course seeks to provide an understanding of the financial and transactional skills required to fund new businesses and mature firms. The course integrates both an academic and practitioner view of the challenges facing entrepreneurs and investors involved in business start-up, venture capital, and private equity investment activities. The course presents frameworks and techniques needed to evaluate high-risk opportunities and structure appropriate investment transactions.

#### **Hedge Fund Strategies**

*FINC-UB 66 3 units.*

*Prerequisite: FINC-UB 7.*

This course aims to provide an in-depth understanding of the strategies used by hedge funds, employing a hands-on approach based on case studies and real data. The hedge fund industry has grown rapidly over the last decade aided in part by the private nature of funds and light regulation that has enabled managers to employ strategies not available to traditional fund managers. The course examines critical aspects of hedge fund investment styles including the trading mechanism, risk-return profiles of investment styles, trading costs, risk management and performance measurement. Strategies covered include event driven strategies, equity, debt, FX, cross-market strategies, global macro, and shareholder activism. Distinguished guest speakers discuss key issues and provide real-life perspectives.

#### **Independent Study in Finance**

*FINC-UB 94, 98, 99 1-3 units.*

*Prerequisites: FINC-UB 7 and permission of the department chair or co-chair.*

Independent study provides an opportunity for a select group of upper-classmen each year to work

one-on-one with a faculty member on a topic selected by the student and approved by the supervising faculty member. Each student is expected to spend as much time on the independent study as would be spent on a regular course, and the topic selected may not replicate an existing course. An information sheet with important guidelines about Independent Study is available at [stern.nyu.edu/cons/groups/content/documents/webasset/con\\_039995.pdf](http://stern.nyu.edu/cons/groups/content/documents/webasset/con_039995.pdf). Further information regarding the policies surrounding Independent Studies can be found on page 94.

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

##### **Financial Modeling and Analysis**

*ACCT-UB 23 3 units.*

*Prerequisites: ACCT-UB 1, ACCT-UB 3, FINC-UB 2.*

Full course description can be found in the Department of Accounting section (page 22).

##### **Macroeconomic Foundations for Asset Prices**

*ECON-UB 233 3 units.*

*Prerequisite: ECON-UB 11.*

Full course description can be found in the Department of Economics section (page 26).

##### **The Financial System**

*MULT-UB 27 3 units.*

*Prerequisites: FINC-UB 2 and ECON-UB 11.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

##### **Global Macroeconomic Issues**

*MULT-UB 230 3 units.*

*Prerequisite: ECON-UB 11 and sophomore standing.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

##### **Risk & Portfolio Management with Econometrics**

*MATH-GA 2751 3 units.*

This course provides a comprehensive introduction to the theory and practice of portfolio management - the central component of which is risk management. Econometric techniques are surveyed and applied to these disciplines. Topics covered include factor and principal-component models, CAPM, dynamic asset pricing models, Black-Litterman, forecasting techniques and pitfalls, volatility modeling, regime-switching models, and many facets of risk management, both in theory and practice.

##### **Derivative Securities**

*MATH-GA 2791 3 units.*

This course is an introduction to arbitrage-based pricing of derivative securities. Topics covered include arbitrage; risk-neutral valuation; the log-normal hypothesis; binomial trees; the Black-Scholes formula and applications; the Black-Scholes partial differential equation; American options; one-factor interest rate models; swaps, caps, floors, swaptions, and other interest-based derivatives; and credit risk and credit derivatives.

##### **Continuous Time Finance**

*MATH-GA 2792 3 units. Fall term.*

*Prerequisites: MATH-GA 2791 and MATH-GA 2902 or equivalents.*

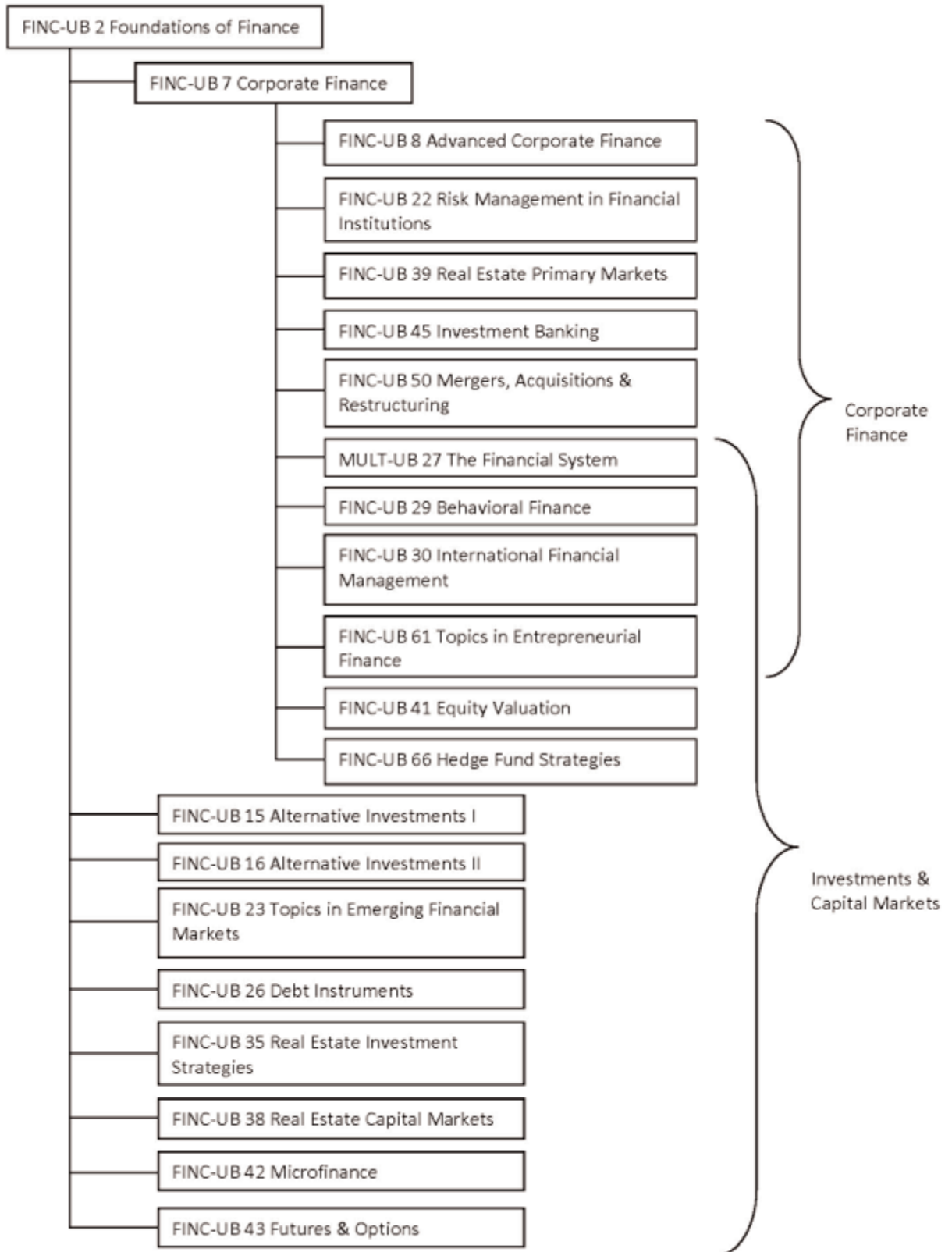
This is a second course in arbitrage-based pricing of derivative securities. Students study the Black-Scholes model and its generalizations, which include equivalent martingale measures, the martingale representation theorem, the market price of risk, and applications such as change of numeraire and the analysis of quanto. The course also covers interest rate models such as the Heath-Jarrow-Morton approach and its relation to short-rate models, and applications including mortgage-backed securities. Other topics include the volatility smile/skew and approaches to accounting for it - underlyings with jumps, local volatility models, and stochastic volatility models.

*Students may request a complete list of approved courses from the Undergraduate Advising Office. Courses are reviewed for applicability towards the concentration on an ongoing basis by faculty advisers.*

*Students may also seek out additional courses for review by faculty regarding their applicability towards the concentration. No more than one non-Stern course may be counted towards the concentration.*

*Note: Requests to take graduate-level courses must be processed through the Stern Undergraduate Advising Office. Please consult an academic adviser for further information.*

## Advanced Finance Electives Chart



Revised: October 2013



# Global Business

## Program of Study

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

### GLOBAL BUSINESS CONCENTRATION REQUIREMENTS (12-17 UNITS)

**International Business  
Management**  
MGMT-UB 4

and at least one of the following:

**International Financial  
Management**  
FINC-UB 30

**Global Marketing Management**  
MKTG-UB 64

**Global Perspectives on Enterprise  
Systems**  
ECON-UB 220

*Plus* two electives:

At least one additional Stern course chosen from the approved Stern Global Business electives listed following (may be one of the above courses that were not selected to count towards the core of the concentration).

Both additional electives may be taken at Stern, however, it is recommended that students expand their Global Business knowledge by taking one course towards the concentration from outside of Stern in one of the following approved areas:

- Foreign language through the College of Arts and Science: To satisfy the Global Business concentration requirement, a student must take either two 4-unit language courses in the same language (e.g. Elementary French I & Elementary French II) or one intensive, 6-unit language course (e.g. Intensive Elementary French).
- Comparative Politics or International Politics through the College of Arts and Science: Any courses numbered as POL-UA 5XX/95XX (Comparative Politics courses taught in New York or at a study away site) or POL-UA 7XX/97XX (International Politics courses taught in New York or at a study away site). For more information regarding these courses, consult the Department of Politics web site at [politics.as.nyu.edu/page/home](http://politics.as.nyu.edu/page/home).
- Certain courses in the following schools/departments have been approved. For a specific list of approved courses, please consult with a member of the Stern Undergraduate Academic Advising Office. As a frame of reference, when looking for courses, students should note that appropriate courses are those that have relevance to global business in the 21st century. Courses that center on history or time periods prior to the 21st century or those that primarily focus on the arts (e.g. literature, film, etc) without relating the subject matter back to its relevance on the greater society will most likely not be approved.
  - College of Arts and Science: Social and Cultural Analysis [Africana Studies/Asian, Pacific, American Studies/Latino Studies/Metropolitan Studies] (SCA-UA), Anthropology (ANTH-UA), Art History (ARTH-UA), East Asian Studies

(EAST-UA), Economics (ECON-UA), Environmental Studies (ENVST-UA), European Studies (EURO-UA), French Studies (FREN-UA), German Studies (GERM-UA), Hebrew Language & Literature (HBRJD-UA), Spanish Language and Literature (SPAN-UA), Italian Studies (ITAL-UA), Middle Eastern & Islamic Studies (MEIS-UA), Religious Studies (RELST-UA), Russian & Slavic Studies (RUSSN-UA), Sociology (SOC-UA). For more information, consult the CAS web site at [cas.nyu.edu](http://cas.nyu.edu).

- Steinhardt School of Culture, Education, and Human Development: Media, Culture, and Communication (MCC-UE). For more information, consult the MCC web site at [steinhardt.nyu.edu/mcc](http://steinhardt.nyu.edu/mcc).
- Wagner School of Public Service: Select courses numbered UPADM-GP. For more information, consult the Wagner web site at [wagner.nyu.edu/undergrad/minors#sec-SE](http://wagner.nyu.edu/undergrad/minors#sec-SE).

Students may seek out additional courses for review by the faculty adviser on a case-by-case basis regarding applicability towards the concentration

*Note: A Stern elective course may satisfy only one concentration requirement (e.g., International Financial Management can count toward the Global Business concentration requirement OR as an advanced finance elective, but it cannot satisfy both requirements). Refer to page 100 in the Policies and Procedures of the College section of this bulletin for more information about the restrictions on double-counting Stern coursework.*

### CORE COURSES

**International Business  
Management**  
MGMT-UB 4 3 units.

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

---

**International Financial Management**

*FINC-UB 30 3 units.*

Full course description can be found in the Department of Finance section (page 30).

**Global Perspectives on Enterprise Systems**

*ECON-UB 220 3 units.*

Full course description can be found in the Department of Economics section (page 26).

**Global Marketing Management**

*MKTG-UB 64 3 units.*

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

*Below is a list of Stern courses that would satisfy the required Stern component of the concentration elective requirements.*

**Social Enterprise & Economic Development: The Indian Context**

*ECON-UB 223 3 units.*

Full course description can be found in the Department of Economics section (page 26).

**Business in Transition Economies**

*ECON-UB 231 3 units.*

Full course description can be found in the Department of Economics section (page 26).

**Asian Economies**

*ECON-UB 222 3 units.*

Full course description can be found in the Department of Economics section (page 26).

**Topics in Emerging Financial Markets**

*FINC-UB 23 3 units.*

Full course description can be found in the Department of Finance section (page 30).

**Microfinance**

*FINC-UB 42 3 units.*

Full course description can be found in the Department of Finance section (page 30).

**Global Outsourcing**

*INFO-UB 70 3 units.*

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

**Globalization of the Entertainment Industry**

*MKTG-UB 46 2 units.*

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

**The Financial System**

*MULT-UB 27 3 units.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

**The Middle East: Culture, Markets, and Strategy**

*MULT-UB 45 3 units.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

**Global Macroeconomic Issues**

*MULT-UB 230 3 units.*

Full course description can be found in the Multidisciplinary Courses section (page 52).



# Information Systems (INFO-UB)

## Program of Study

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

### **INFORMATION SYSTEMS CONCENTRATION REQUIREMENTS (12 UNITS)**

Students who choose to pursue an information systems concentration must take four information systems electives in addition to the required core course, INFO-UB 1, Information Technology in Business and Society. Students may also substitute computer science electives with the permission of the undergraduate faculty adviser.

### **INFORMATION SYSTEMS AREAS OF STUDY (9 UNITS)**

The Information Systems department offers different areas of study, which are separate from the information systems academic concentration. They are designed for students who want or need some knowledge of technology to augment another concentration. Each area of study requires 9 units of Stern information systems electives selected from the courses listed for that area of study. Typically, at least one of the courses is required. Students may not complete more than one area of study. The areas of study and courses toward the concentration are listed below.

### **Financial Systems**

This area of study is designed for students who want to focus on systems in the financial services industry.

**Trading Strategies and Systems**  
MULT-UB 35 (*required for area of study*)

**Computational Approaches to  
Financial Engineering**  
INFO-UB 55

**Dealing with Data**  
INFO-UB 46

**Data Mining for Business  
Analytics**  
INFO-UB 57

**Decision Models: Spreadsheets  
and Analytics**  
MULT-UB 7

### **Enterprise Systems**

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

**Social and Digital Marketing  
Analytics**  
INFO-UB 38 (*required for area of study*)

**Systems Analysis and Design**  
INFO-UB 43

**Dealing with Data**  
INFO-UB 46

**Financial Information Systems**  
INFO-UB 50

**Data Mining for Business  
Analytics**  
INFO-UB 57

**Practical Data Science**  
INFO-UB 59

**Decision Models: Spreadsheets  
and Analytics**  
MULT-UB 7

**Global Outsourcing**  
INFO-UB 70

### **Web-Based Systems**

This area of study 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 area of study includes courses that cover both development techniques for web-based systems as well as business applications.

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

**Fundamentals of Computer  
Systems**  
INFO-UB 35 (*required for area of study*)

**Social and Digital Marketing  
Analytics**  
INFO-UB 38

**Dealing with Data**  
INFO-UB 46

**Networks, Crowds, and Markets**  
INFO-UB 60

**Search and the New Economy**  
MULT-UB 36

**Electronic Communities**  
MULT-UB 37

**FUNDAMENTAL COURSE**

**Information Technology in Business and Society**

*INFO-UB 1 4 units. Fall and spring.*  
This course provides the background necessary to make decisions about computer-based information systems and to be an “end-user.” Two major parts of the course are hands-on experience with personal computers and information systems management. Group and individual computer assignments expose students to electronic spreadsheet analysis and database management on a personal computer. Management aspects focus on understanding computer technology, systems analysis and design, and control of information processing by managers.

**ADVANCED COURSES**

**Design and Development of Web and Mobile Apps**

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

**Fundamentals of Computer Systems**

*INFO-UB 35 3 units.*  
This course provides an introduction to programming languages and to software design methods. The programming language of choice is Python; however, the course introduces students to the fundamental programming concepts appearing in various other programming languages, including Java and C, that go well beyond the specifics of Python. Upon completion of this course, students will be able to acquire practical programming skills in Python and understand the principles of structured software development. They will also understand the principles of designing large software systems and what it takes to plan, analyze, design, implement, and support large Information Systems throughout their entire System Development Lifecycle.

**Social and Digital Marketing Analytics**

*INFO-UB 38 3 units.*  
*Prerequisite: Sophomore standing.*  
The internet continues to revolutionize the way people, businesses, and governments interact with each other. From Twitter to Facebook to Google, the shared infrastructure of IT-enabled platforms are playing a massive transformational role in today’s digital age. The web is now encroaching upon core business activities such as new product design, advertising, marketing and sales, word-of-mouth, and customer service. It is fostering newer kinds of community-based business models. There is a significant amount of economic value accruing from the content generated in spaces mediated by social media, and there are tangible means for monetization of such content through newer forms of online and mobile advertising. These processes are just beginning and will have enormous impact on daily activities and the way users relate to people and organizations. This course examines the major trends in electronic and mobile commerce and the emerging phenomena of user-generated content. In addition to internet marketing strategies and business applications, the course covers the business implications of social media such as blogs and microblogs, wikis, social networking sites, search engine and display advertising, and other multimedia content emerging on mobile phone-based platforms.

**Systems Analysis and Design**

*INFO-UB 43 3 units.*  
*Prerequisite: INFO-UB 1.*  
This course stresses concepts and methods used in the analysis and design of computer-based information systems. It explores the major issues at each stage in the design of a system, including the management of the implementation process. Various technical tools ranging from flow charts and decision tables to automated design techniques are discussed. The course emphasizes the importance of users in the design process and focuses on approaches that improve the successful implementation of a computer system. A team project provides students with an opportunity to apply the concepts learned in class to a systems analysis and design problem. (This course is usually taught in summer and cross-listed as the MBA course, Business Process Design and Implementation, INFO-GB 3356).

**Dealing with Data**

*INFO-UB 46 3 units.*  
Many courses spend time on the concepts and techniques of analyzing data, but not many focus on how to handle the data and store it in forms to be analyzed. This course focuses on how one deals with data, from its initial acquisition to its final analysis. Topics include data acquisition, data cleaning and formatting, common data formats, data representation and storage, data transformations, database management systems, “big data” or nosql solutions for storing and analyzing data, common analysis tools including excel, sas and matlab, data mining, and data visualization. The course will be taught in an interactive lab-learning environment, and after the first few classes, some class time will be spent working as teams on small assignments. Students should have notebook computers that are powerful, have adequate ram and disk space and wifi. Most recent notebooks should be sufficient. In addition to students’ personal systems, the class will have access to several servers and a “big data” cluster to use in assignments and projects. This course should be valuable background for students in information systems, business analytics, market research, operations, finance, marketing, and accounting.

**Financial Information Systems**

*INFO-UB 50 3 units.*  
The financial services industry is being transformed by regulation, competition, consolidation, technology, and globalization. These forces are explored with an emphasis on how technology is both a driver of change as well as the vehicle for its implementation. Coursework focuses on payment products and financial markets, their key systems, how they evolved and where they might be going, algorithmic trading, market structure dark, liquidity, and electronic markets. Straight-through processing, risk management, and industry consolidation and convergence are also examined in light of current events. The course brings both the business practitioner and technologist closer together and uses a combination of lectures, readings, news, case studies, and projects.

**Computational Approaches to Financial Engineering**

*INFO-UB 55 3 units.*  
*Prerequisites: STAT-UB 103 or STAT-UB 1 and FINC-UB 2.*  
This course introduces students to a variety of financial engineering problems and solution approaches using software systems such as Excel,

Matlab, and SAS. Emphasis is on the underlying data and how to access it, as well as techniques for attacking common problems such as the pricing of derivatives, evaluating risk, approaches to building quantitative trading systems, and monte carlo simulation approaches in Value at Risk calculations. While by its nature, the course requires some mathematical skills and understanding of probability theory, there is no assumption that students have a background in many of the advanced mathematical concepts used in the theory of financial engineering. Students should either be taking Futures and Options (FINC-UB 43) or have a basic familiarity with the concept of options and other financial derivatives.

#### **Data Mining for Business Analytics**

*INFO-UB 57 3 units.*

This course teaches students how to structure and solve business problems using data-driven analysis and modeling. The course has three closely related goals: (1) to introduce students to state-of-the-art data-mining methods that support decision making by extracting useful knowledge from the increasingly large volume of data that organizations collect; (2) to provide an analytical framework within which students can apply these data-mining techniques successfully to data-rich business problems; (3) to give students hands-on experience with using the techniques to extract knowledge from data.

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

#### **Practical Data Science**

*INFO-UB 59 3 units.*

This class is an introduction to the practice of data science, during which students acquire a broad set of practical data analytic skills based on building real analytic applications of real data. These skills include accessing and transferring data, applying various analytical frameworks, applying methods from machine learning and data mining, conducting large-scale rigorous evaluations with business goals in mind, and the understanding, visualization, and presentation of results. Students gain experience processing “big data,” the latest buzz

concept in a field awash with buzz. Specifically, they will be able to analyze data too big to fit in a computer’s memory which therefore thwarts many standard analytical tools. Students will learn about unstructured data, such as processing text for applications like “sentiment analysis” of user-generated content on the web. Students will program throughout the course and are expected to have some prior programming experience or a keen desire to learn on the fly. The emphasis of the course is on rigor and practical usefulness. This is not a replacement for a class on machine learning, database, data mining theory, or algorithms.

#### **Networks, Crowds, and Markets**

*INFO-UB 60 3 units.*

*Counts toward information systems concentration and digital marketing track.*

This is a course on how the social, technological, and natural worlds are connected, and how the study of networks sheds light on these connections. Topics include social network structure and its effects on business and culture; crowdsourcing; games on graphs; the propagation through networks of information, fads, and disease; small worlds, network effects, and “rich-get-richer” phenomena; the power of networks for prediction; the power of the network for web search; networks and social revolutions, and the melding of economics, machine learning, and technology into new markets, such as “prediction markets” or markets for online advertisements.

#### **Global Outsourcing**

*INFO-UB 70 3 units.*

This course focuses on the rapidly growing phenomenon of global outsourcing and offshoring of professional jobs in IT, finance, accounting, biotechnology, engineering, human resource management, and customer support, often involving such popular destinations as India, China, Philippines, Russia, Brazil, and Canada. It draws on economic and management theories as well as real-world examples to explore both socioeconomic impacts of offshoring and managerial practices that service buyers and providers can employ to improve organizational outcomes.

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

*INFO-UB 94, 98, 99 1-3 units.*

*Prerequisite: Permission of the department chair or co-chair.*

Independent study provides an opportunity for a select group of upper-

classmen each year to work one-on-one with a faculty member on a topic selected by the student and approved by the supervising faculty member. Each student is expected to spend as much time on the independent study as would be spent on a regular course, and the topic selected may not replicate an existing course. An information sheet with important guidelines about Independent Study is available at [stern.nyu.edu/cons/groups/content/documents/webasset/com\\_039995.pdf](http://stern.nyu.edu/cons/groups/content/documents/webasset/com_039995.pdf). Further information regarding the policies surrounding Independent Studies can be found on page 94.

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

##### **Decision Models: Spreadsheets and Analytics**

*MULT-UB 7 3 units.*

*Prerequisites: OPMG-UB 1 and junior standing.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

##### **Advanced Decision Models**

*MULT-UB 16 3 units.*

*Prerequisites: OPMG-UB 1 and MULT-UB 7.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

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

*MULT-UB 35 3 units.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

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

*MULT-UB 36 3 units.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

##### **Electronic Communities**

*MULT-UB 37 3 units.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

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





# Management and Organizations (MGMT-UB)

## Program of Study

Choosing a concentration in Management enables students to understand how organizations work in any industry (e.g., financial services, consumer products, new technology), how to make them more effective, how to direct their own careers, as well as collaborate effectively with peers and ultimately lead those who work for them.

The management course program helps students develop a repertoire of skills to anticipate, address, and resolve the central challenges of running organizations in the 21<sup>st</sup> century. They will learn how to identify (and implement) the best strategy for a firm. They will also examine ways in which people work as individuals, as team members, and as organizational members.

### CAREER PREPARATION

All careers involve the management of individuals and groups. The management program is designed to provide students with both practical skills and an understanding of the

underlying theory that will make them effective individual contributors and managers. Students learn to view the business as a whole, to evaluate the overall needs of an organization (for-profit, and not-for-profit, and government), and to define supporting objectives. They will develop an outlook that enables them to perceive and anticipate opportunities to innovate and the need for change.

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

### MANAGEMENT CONCENTRATION REQUIREMENTS (12 UNITS)

Students who decide to concentrate in management must take four courses (12 units) in advanced management electives after completing the required core course Management and Organizations (MGMT-UB 1). Some multidisciplinary (MULT-UB) courses have also been approved to count toward fulfilling management concentration requirements. These are listed at the end of this section.

Students pursuing a concentration in management and organizations should consult with their adviser in the Stern Office of Academic Advising by the end of sophomore year to ensure that course distribution requirements are being met and to formally declare the management concentration. The Department of Management and Organizations undergraduate faculty adviser is always available to advise students on which management courses best fulfill their individual objectives.

## Courses

### CORE COURSE

**Management and Organizations**  
MGMT-UB 1 4 units. Fall and spring.

*Highly recommended for all sophomores.* In this course, students attain an understanding of the key factors that contribute to organizational success and the role that managers play in helping their organizations become more successful. The better a student understands these issues, the more effective they can be in their future careers. More specifically, the course explores how organizational leaders develop winning strategies, and then design their organization in a way that aligns structures, social relationships, tasks, human resource practices, and people to achieve those strategies. In exploring these issues, students will identify the challenges that organizational leaders and managers encounter as they try to make good decisions in the face of a constantly evolving industry environment, competing goals and agendas, and an increasingly diverse and global workforce.

**International Studies Program**  
MGMT-UB 11 4 units. Spring.

*Prerequisites: SOIM-UB 65, ECON-UB 11, and junior standing.* The International Studies Program (ISP) builds on the historical and cultural courses of the first two years of undergraduate study and on Economics of Global Business (ECON-UB 11). Students develop frameworks and techniques for analyzing how countries differ and the impact of those differences on opportunities for the growth and profitability of multinational firms headquartered or investing in different countries. Students also develop concepts and tools useful in formulating competitive strategy for 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 coun-

try during spring semester break; and (3) preparation of a final report and oral presentation of findings. Teamwork and oral and written presentation skills are an integral part of ISP. This course cannot be taken to meet any elective requirements for the management concentration.

### ADVANCED COURSES

**International Business Management**

MGMT-UB 4 3 units.

*Prerequisites: MGMT-UB 1, ECON-UB 11, and sophomore standing.* This course focuses on the strategic and organizational challenges facing the multinational firm. Types of questions addressed in the course include: (1) What are the sources of competitive advantage in a global context? (2) What differentiates a global from a domestic industry? (3) How does/should a multinational operate in these different environments?

### **Managing People and Teams**

*MGMT-UB 7 3 units.*

*Prerequisite: MGMT-UB 1.*

This course combines skill building through experiential exercises and an understanding of the underlying theory to help students learn how to be effective managers and team members in today's technology-enabled team context. Topics include issues such as managing collaboration in and across teams, motivating effort, performance, social judgment, and cross-cultural issues. Students learn how organizations can improve their effectiveness through better management of people and how individual managers can be more effective in working with and leading others.

### **Managing Innovation**

*MGMT-UB 8 3 units.*

*Prerequisite: MGMT-UB 1.*

The success of firms, managers, and individual contributors depends on their ability to identify innovative products, processes, or both. Research has shown that managing innovation requires a learning mindset attuned to new experiences, entrepreneurial thinking, and pragmatic leadership. Some of the specific questions considered in this course are: How does design thinking impact the understanding of strategy and organization design? What roles do the project, middle, and senior management play in the innovation process? How does one decide which ideas are worth pursuing? How do firms choose among multiple attractive innovation projects? What are the best ways to protect a firm's intellectual property?

### **Managing in Creative Industries**

*MGMT-UB 9 3 units.*

*Prerequisite: MGMT-UB 1.*

The purpose of the course is to expose students to the dynamics of cultural industries (e.g., art, theater, music, film, photography, architecture, etc.) and to train students to think strategically about the nature of cultural products, including what drives their supply and demand, the factors that affect the value of cultural products, and how firms can profit from them. To address these issues, it is important to understand that a key feature of these industries is that symbolic and aesthetic attributes are at the very core of value creation. This implies that the value of cultural products depends largely on third parties, such as critics, dealers, foundations, and users. Some of these parties act as powerful intermediaries or gatekeepers as they control critical material and symbolic resources firms need to continue to produce cultural products.

### **Strategic Analysis**

*MGMT-UB 18 3 units.*

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

### **Managerial Skills**

*MGMT-UB 21 3 units.*

*Prerequisite: MGMT-UB 1.*

Increasing self-awareness and openness to feedback are important first steps in leading today's business for tomorrow's results. Many companies bestow a management title on key talent and expect appropriate behavior to follow, but that is not the most effective way to develop future business leaders. In this course, students focus primarily on the practical aspects of managing. While based on solid research, the course stresses a hands-on approach to improving students' management skills. Each session focuses on developing (1) personal skills: self-awareness, managing stress, solving problems, and creativity; (2) interpersonal skills: coaching, counseling, supportive communication, gaining power and influence, motivating self and others, and managing conflict; and (3) group skills: empowering, delegating, and building effective teams.

### **Managing Change**

*MGMT-UB 25 3 units.*

*Prerequisite: MGMT-UB 1.*

*Recommended: Junior standing.*

Managing change is a central concern for today's managers as well as the primary focus of the management consulting industry. To effectively manage change, managers need 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. *Note: This course is particularly relevant for students who plan to pursue careers as general managers or management consultants.*

### **Managing Family Businesses and Privately Held Firms**

*MGMT-UB 28 3 units.*

*Corequisite: MGMT-UB 1.*

In this course, students develop an understanding of how privately held firms and family businesses differ from their for-profit competitors. The course consists of four modules, which address the following questions: (1) How does family control affect strategy and management decisions such as diversification, M&As, or financial policies? (2) How can growth in family businesses be managed and financed? (3) What structures and mechanisms can be put in place to manage family dynamics in a productive way? (4) How can succession be managed to ensure continuity in family business systems? (5) How can family ownership and control be transferred from one generation to another? Students who want to pursue a general management, consulting, or finance career have a high probability of working at or with a family-controlled business. Whatever their future role, students will find it useful to understand the uniqueness of these companies, and why they may or may not want to be involved with them.

### **Negotiation and Consensus Building**

*MGMT-UB 30 3 units.*

*Not Applicable towards BS-MS Accounting Program.*

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

### **Growth Strategy and Management**

*MGMT-UB 35 3 units.*

*Prerequisites: MGMT-UB 1 and sophomore standing.*

In this course, students learn how to devise and implement strategies that

enable businesses to make the leap from entrepreneurial ventures to successful, professionally managed Small and Medium Size Enterprises. The course addresses (1) Why do some entrepreneurial ventures successfully transition to small, medium, and large-scale enterprises while others do not? (2) What are the challenges and opportunities of each growth stage? (3) How do firms successfully make the transition from each growth stage to the next?

#### **Power and Politics**

*MGMT-UB 66 3 units.*

*Prerequisites: MGMT-UB 1.*

Politics is not a dirty word! People just need to learn how to play good politics and keep out bad politics. By the same logic, power by itself does not necessarily corrupt, though absolute power may corrupt absolutely. In other words, this course is about how to conquer the world, or at least how to survive the corporate jungle without losing one's soul. Even those who don't want to play politics, good or bad, need the skills from this course to ensure they don't become a victim of politics. By the end of this course, students will (1) not only have a conceptual understanding of what power is within an organizational context, but also a practical grasp of what the actual sources of power are; and (2) have gained substantial insight into how best to harness their political skills for effective management of their chosen career path.

#### **Patterns of Entrepreneurship**

*MGMT-UB 85 3 units.*

*Prerequisite: Sophomore standing.*

This course offers a framework for understanding the entrepreneurial process and exposes students to challenges, problems, and issues faced by entrepreneurs who start new businesses. Case studies are the principal

teaching method, supplemented by lectures, business cases, and guest speakers. Students learn to identify and evaluate business opportunities, develop a business concept and assess and obtain the required resources, and manage the growth of new ventures.

#### **Independent Study in Management**

*MGMT-UB 94, 98, 99 1-3 units.*

*Prerequisites: MGMT-UB 1 and permission of the department chair or co-chair.*

Independent study provides an opportunity for a select group of upperclassmen each year to work one-on-one with a faculty member on a topic selected by the student and approved by the supervising faculty member. Each student is expected to spend as much time on the independent study as would be spent on a regular course, and the topic selected may not replicate an existing course. An information sheet with important guidelines about Independent Study is available at [stern.nyu.edu/cons/groups/content/documents/webasset/con\\_039995.pdf](http://stern.nyu.edu/cons/groups/content/documents/webasset/con_039995.pdf). Further information regarding the policies surrounding Independent Studies can be found on page 94.

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

##### **Competitive Analysis**

*ECON-UB 15 3 units.*

Full course description can be found in the Department of Economics section (page 26).

##### **Casing Method: Data Analysis & Presentation**

*MULT-UB 5 2 units.*

*Prerequisite: Sophomore standing.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

##### **Decision Models: Spreadsheets and Analytics**

*MULT-UB 7 3 units.*

*Prerequisites: OPMG-UB 1 and junior standing.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

##### **Advanced Decision Models**

*MULT-UB 16 3 units.*

*Prerequisites: OPMG-UB 1 and MULT-UB 7.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

##### **Game Theory**

*MULT-UB 20 3 units.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

##### **Electronic Communities**

*MULT-UB 37 3 units.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

##### **Entrepreneurship for the New Economy**

*MULT-UB 40 3 units.*

Full course description can be found in the Multidisciplinary Courses section (page 52).



# Marketing (MKTG-UB)

## Program of Study

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

The undergraduate concentration in marketing prepares students for all the different aspects of the field. Students develop knowledge of the analytical tools needed to understand marketing problems as well as the necessary skills for solving the problems.

### MARKETING CONCENTRATION REQUIREMENTS (12 UNITS)

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

**Consumer Behavior**  
MKTG-UB 2

**Marketing Research**  
MKTG-UB 9

In addition to the above, students need to take 6 units of advanced marketing

electives. Students may take marketing electives in any combination of 3-unit courses or 2-unit mini-courses.

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

Students interested in augmenting their studies of marketing research are encouraged to consider a double concentration in marketing and statistics. Students interested in this area of study should meet with the faculty advisers for both marketing and statistics as well as their academic adviser to discuss how this combination may impact their chosen curricular path. Refer to page 49 for more information on the Statistics concentration.

## Courses

### CORE COURSE

**Introduction to Marketing**  
MKTG-UB 1 4 units.

*Prerequisite: Sophomore standing.*

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

### FUNDAMENTAL COURSES

**Consumer Behavior**  
MKTG-UB 2 3 units.

*Prerequisites: MKTG-UB 1 and sophomore standing.*

This course presents a comprehensive, systematic, and practical conceptual framework for understanding people

as consumers—the basic subject matter of all marketing. It draws on the social sciences to evaluate the influence of both individual and ecological factors on market actions. Students discuss relevant psychological and sociological theories and study how they can be used to predict consumers' reactions to strategic marketing decisions. Basic methodologies for research in consumer behavior are developed and applied. Course emphasis is on developing applications of behavioral concepts and methods for marketing actions.

**Marketing Research**  
MKTG-UB 9 3 units.

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

This course provides students with both research and managerial perspectives in the development and application of marketing research tools and procedures. It describes the development of research designs from problem formulation to analysis and

submission of the research report. It also covers the analysis of techniques in marketing research, such as focus groups, experimental design, surveys, sampling, statistical analysis, and reporting. Cases are utilized in the development of methods and in specific areas of application.

### ADVANCED COURSES (REQUIRES SOPHOMORE STANDING)

**Advertising Management**  
MKTG-UB 3 3 units.

*Prerequisite: MKTG-UB 1.*

This course provides students with a comprehensive framework and tools to understand the advertising process and to appreciate managerial and theoretical perspectives in advertising. It tackles the stages in developing an advertising plan - from analyzing the situation and defining clear advertising objectives to execution. Students learn tools related to various skill areas in advertising, including account planning, media planning and buying, and

copywriting/art direction, while developing a broader appreciation of how each skill area fits into the overall structure of the advertising process. Coursework involves a comprehensive group project that utilizes learning in all functional areas of advertising, while simulating the development of an advertising campaign.

#### **Managing Creative Content Development**

*MKTG-UB 4 2 units.*

*Prerequisite: Sophomore standing.*

This course provides students with an opportunity to learn about the individual and collaborative services provided by professional managers within the EMT industries. Through discussions with and lectures by entertainment and media lawyers, accountants, talent and literary agents, studio executives, producers, and publicity and advertising specialists, students learn about the diversity of talents required to complete a project or develop creative content protectable as intellectual property. This analysis covers activities across various entertainment industry sectors including movies, television, music, publishing, electronic games, theater, and related businesses. Assignments allow students to test their own creative abilities and understand the functions of the various professionals that form teams for managing and producing successful creative content for distribution and revenue.

#### **Business of Publishing**

*MKTG-UB 19 2 units.*

*Prerequisite: Sophomore standing.*

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

#### **Business of Film**

*MKTG-UB 20 2 units.*

This course is designed to provide both business and film students with a systematic overview of the modern day filmed entertainment business. The course covers the traditional "Hollywood System" operating out of Los Angeles and also examines the independent film model, while taking a critical look at the financing,

production, marketing, and distribution of filmed entertainment. Focus is on the various revenue streams inherent in the exploitation of such product, both in the domestic marketplace and in the international arena. The course provides students with real life experiences, practical realities, and a keen understanding of how things actually work in the film business. It gives students a basic background and orientation necessary for an entry-level position in a film production or distribution company, an international sales organization, or related support organizations.

#### **Entertainment Finance**

*MKTG-UB 21 2 units.*

*Prerequisites: ACCT-UB 1 and junior standing.*

This course provides a basic financial understanding of a variety of entertainment subcategories, including film, television, music, cable, and the Internet. In addition to text materials, real life examples are presented and include vignettes ranging from blockbuster films, television commercials, and Internet successes and failures. Accounting and finance principles are also introduced and applied throughout the course.

#### **Movie Marketing**

*MKTG-UB 22 2 units.*

This course gives students a basic understanding of key business issues relating to producing, distributing, marketing, and exploiting feature films. The course examines key aspects of the movie business, including managing a creative enterprise, deal making, acquiring rights, building a library, branding, and all aspects of effective marketing. The concepts developed in the course are applied in a group project presentation.

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

*MKTG-UB 23 2 units.*

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

#### **Business of Broadway**

*MKTG-UB 25 2 units.*

This is a specialty marketing course that provides students with a framework for understanding the dynamics of Broadway and live theater. The focus is on understanding the development and application of the economics, finance, structure, implementation and staging of performances, as well as the marketing strategies and tactics for gaining audience awareness and decision to purchase. The course examines funding, marketing, branding, product positioning, and the global distribution of live theatrical entertainment. It covers the history, venues, vocabulary, players, business and creative structures, budget development, supplementary revenue streams, successes and failures, relationship with the movie and music industries, the important figures and support systems that make the system work, global reach, and other topics.

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

*MKTG-UB 40 2 units.*

This course provides students with a framework for understanding the economics and key strategic issues facing organizations in the entertainment industry. It establishes a basis for the formulation of marketing tactics and strategies for firms competing for consumers' discretionary spending. Recent developments in major sectors of the entertainment industry are covered, including movies, television and cable, theater, and sports. Issues that cut across all types of entertainment industries are examined, including licensing, promotion, and new technologies.

#### **Media Planning and Research**

*MKTG-UB 41 2 units.*

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

#### **Television Management**

*MKTG-UB 44 2 units.*

This course covers the television industry, focusing on network television, cable, and satellite. It primarily

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

#### **Social Media Strategy**

*MKTG-UB 45 2 units.*

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

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

*MKTG-UB 46 2 units.*

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

#### **Sports Marketing**

*MKTG-UB 47 2 units.*

This course provides an overview of sports marketing as a component of a fully integrated marketing communication strategy. Students study the history and contemporary application of sports marketing as a method to achieve goals. The curriculum addresses corporate as well as sporting property use of sports marketing strategies to achieve business objectives. The course examines strategies that address critical business con-

stituencies, consumers, trade factors, employees, and the financial community. Also covered are sports marketing within the context of special sporting event sponsorships, professional sports teams as well as governing organizations, sports media (broadcast, print, and Internet), licensing, and hospitality.

#### **Business of Producing**

*MKTG-UB 49 2 units.*

This is a specialized EMT course that provides students with a framework for understanding the dynamics of producing (as a business profession), creating a finished creative product in the entertainment and media industries, developing a business model, and generating an income stream to repay and provide investors with a profit. The course explores script selection, finance, budgeting, timetable development, team building, talent selection, sales, contract and union negotiation, regulations, technology, and other relevant core competencies.

#### **Craft and Commerce of Cinema:**

##### **Tribeca Film Festival**

*MKTG-UB 51 2 units.*

This is a specialized EMT course, designed in coordination with the Tribeca Film Festival board, that provides students with a framework for understanding the dynamics of the independent film industry, and how producers and directors are able to utilize the infrastructure of the festival to bring their work to market. Students are selected for this course on the basis of essays, internships, industry work experience, and career focus. In the classroom, students meet with key business and creative executives from the Festival for discussions. The talks and assignments prepare students for film screenings and participation in panels during the two-week period of the Tribeca Film Festival.

#### **Pricing Strategies**

*MKTG-UB 53 3 units.*

*Prerequisite: MKTG-UB 1.*

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

#### **Data-Driven Decision Making**

*MKTG-UB 54 3 units.*

*Prerequisite: MKTG-UB 1.*

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

#### **Brand Strategy**

*MKTG-UB 55 3 units.*

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

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

#### **Digital Business Strategies**

*MKTG-UB 56 2 units.*

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

#### **Digital Marketing**

*MKTG-UB 57 3 units.*

*Prerequisite: MKTG-UB 1.*

This course teaches students to analyze and develop sophisticated interactive marketing programs. It introduces students to digital advertising and marketing theories as well as best practices in digital marketing, and provides opportunities to apply this knowledge to building or

improving the marketer's use of digital media. The course is designed to be a practical mix of strategic and tactical practice, and gives students a greater understanding of the role of social media in a marketing and communications mix.

#### **New Product Development**

*MKTG-UB 60 3 units.*

*Prerequisite: MKTG-UB 1.*

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

#### **Global Marketing Management**

*MKTG-UB 64 3 units.*

*Prerequisite: MKTG-UB 1.*

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

#### **Decision Making Strategy in Marketing and Management**

*MKTG-UB 65 3 units.*

*Prerequisite: MKTG-UB 1.*

This course is intended for future marketing managers, industry analysts, and management consultants interested in developing and evaluating marketing and business strategies based on Nobel Prize-winning research on judgment and decision

making. The purpose of this course is to inform future managers and consultants of people's decision rules and their associated biases and to enable these future managers and consultants to incorporate such insights in their business and marketing strategies. The course has two facets. First, it gives students a broad overview of important results from various behavioral sciences (e.g., social and cognitive psychology, behavioral decision research, consumer research) that clarify how people really make decisions. Second, it investigates how these results can be leveraged to design original and more effective marketing and business strategies.

#### **Leisure Marketing**

*MKTG-UB 80 2 units.*

This course provides students with a framework for understanding the dynamics of marketing in leading sectors in the leisure industry. It covers recent activities in key sectors of the leisure industry, including casinos, cruise ships, theme parks, ecotourism, themed restaurants, resorts, leisure hotels, and time shares. The course also explores marketing techniques that apply across leisure companies, including licensing, sponsorships, line extensions, and promotion. Students examine the evolution and current status of these sectors through lectures, case studies, readings, and projects.

#### **Luxury Marketing**

*MKTG-UB 85 2 units.*

*Prerequisite: MKTG-UB 1.*

This course provides students with an understanding of the fundamentals of luxury. By the end of the course, students develop (1) an appreciation of the history of the luxury industry, (2) an understanding of the luxury segment in a variety of industries (decorative objects, accessories, jewelry, beauty products, hospitality, automotive, etc. Fashion will be discussed as well, but the conversation will be limited to the true luxury fashion houses.), (3) the ability to identify luxury in a product (regardless of industry) and articulate what differentiates luxury products in terms of technique, design, and materials, and (4) the critical skills to identify potential new luxury products and how they relate to a variety of markets, including emerging markets.

#### **Independent Study in Marketing**

*MKTG-UB 94, 98, 99 1-3 units.*

*Prerequisites: MKTG-UB 1, MKTG-UB 2, MKTG-UB 9, six additional units of marketing electives, and permission of the department chair or co-chair.*

Independent study provides an opportunity for a select group of upperclassmen each year to work one-on-one with a faculty member on a topic selected by the student and approved by the supervising faculty member. Each student is expected to spend as much time on the independent study as would be spent on a regular course, and the topic selected may not replicate an existing course. An information sheet with important guidelines about Independent Study is available at [stern.nyu.edu/cons/groups/content/documents/webasset/con\\_039995.pdf](http://stern.nyu.edu/cons/groups/content/documents/webasset/con_039995.pdf). Further information regarding the policies surrounding Independent Studies can be found on page 94.

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

##### **Competitive Analysis**

*ECON-UB 15 3 units.*

Full course description can be found in the Department of Economics section (page 26).

##### **Decision Models: Spreadsheets and Analytics**

*MULT-UB 7 3 units.*

*Prerequisites: OPMG-UB 1 and junior standing.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

##### **Advanced Decision Models**

*MULT-UB 16 3 units.*

*Prerequisites: OPMG-UB 1 and MULT-UB 7.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

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

*MULT-UB 36 3 units.*

Full course description can be found in the Multidisciplinary Courses section (page 52).



# Operations (OPMG-UB)

## Program of Study

Operations is concerned with the production and delivery of both physical goods and services. Operations may be viewed as an organization's way of aligning global corporate strategy with implementable day-to-day activities and actions. While it is critical to understand how to provide the right capital for the firm, how to promote demand, and how to manage human resources, it is equally important to master the knowledge of how to facilitate production and service delivery and ensure that the corresponding processes are aligned with the overall corporate strategy.

### OPERATIONS CONCENTRATION REQUIREMENTS (12 UNITS)

Students who wish to concentrate in operations must take 12 units of operations courses in addition to the required Business Core course Operations Management (OPMG-UB 1). Of the 12 units taken towards the concentration, 6 units must be taken from these courses, however, it is encouraged that 9 of the 12 units be taken from this list when possible:

**Decision Models: Spreadsheets and Analytics**  
MULT-UB 7

**Advanced Decision Models**  
MULT-UB 16

**Revenue Management & Pricing**  
MULT-UB 30

**Supply Chain Management**  
OPMG-UB 6

**Operations in Financial Services**  
OPMG-UB 15

**Real Estate Development & Entrepreneurship**  
OPMG-UB 60

### OTHER COURSES THAT CAN BE TAKEN TO FULFILL THE REMAINING ELECTIVE REQUIREMENTS:

**Social and Digital Marketing Analytics**  
INFO-UB 38

**Global Sourcing and Open Innovation**  
INFO-UB 70

**Managing Innovation**  
MGMT-UB 8

**Data-Driven Decision Making**  
MKTG-UB 54

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

## Courses

### CORE COURSE

**Operations Management**  
OPMG-UB 1 4 units.  
*Prerequisites: STAT-UB 103 (or STAT-UB 1 and STAT-UB 3) and sophomore standing.*  
This course gives students a better understanding of how firms can gain competitive advantage from their operations function. Typically this requires the firm to achieve - at a minimum - cost, quality, and ecological parity; responsiveness and adaptability to customer needs and desires; rapid time to market; process technology leadership; and sufficient and responsive capacity. A problem-solving framework is developed that enables students to undertake managerial and technical analysis that should result in the desired comparative advantage. Both service and manufacturing case examples are utilized.

### FUNDAMENTAL COURSES

**Supply Chain Management**  
OPMG-UB 6 3 units.  
*Prerequisite: OPMG-UB 1.*  
The function of supply chain management is to design and manage the flow of material and information, starting from the raw materials until finished goods reach customers. Typically, logistics-related costs account for 20 to 25 percent of firms' total costs. On the revenue side, the supply chain decisions have a direct impact on market penetration and customer service. With the globalization of the economy and advances in information technology, supply chain design and coordination have become important tools for gaining competitive advantage. Therefore, the objectives of the course are to (1) develop an understanding of individual components of the supply chain (such as

order management, transportation, network design, distribution channel management, after-sales service, and customer service strategy) and their interrelationships with other functions of firms, such as marketing, manufacturing, and accounting; (2) impart analytical and problem-solving skills necessary to develop solutions for a variety of logistics problems; (3) understand the complexity of interfirm and intrafirm coordination in implementing programs such as quick response and vendor-managed inventories; and (4) develop the ability to design logistics systems and formulate integrated supply chain strategy, so that all components are not only internally synchronized but also tuned to fit corporate strategy, competitive realities, and market needs.



### **Operations in Financial Services**

*OPMG-UB 15 3 units.*

*Prerequisite: OPMG-UB 1.*

This course focuses on operational issues in financial services. It first goes into operational strategies for various financial services (including retail banks, investment banks, brokerage houses, and insurance companies). It then discusses the product-process matrix for financial services and covers the operations management of the distribution channels of various products offered by the financial services (checking accounts, trading accounts, credit cards, mortgages, etc.). Such channels include branch networks, ATMs, call centers, and the Internet. The methodologies used in the analysis of the distribution channels include the Data Envelopment Analysis (to do productivity measurements of different branches in a network), priority queuing (to analyze call center behavior), and others. The second half of the course focuses on Total Quality Management and Operational Risk. The methodologies used in Operational Risk analysis include Extreme Value Theory (EVT) to analyze the probabilities of catastrophic events occurring and the measures to mitigate and protect against such events (such as hedging and insurance). This course discusses Operational Risk cases in trading as well as retail banking.

### **Real Estate Development and Entrepreneurship**

*OPMG-UB 60 3 units.*

This course introduces students to the broad aspects of real estate development from an entrepreneurial perspective. Operations involves decisions made at the operating level of a business or project to assure the attainment of higher level goals and strategies. In real estate development,

these operating decisions can determine whether or not a deal will be successful and meet overall financial goals. Many students may choose to pursue investments in real estate, and often to actually operate and manage the properties. Although some students will not work full-time in the real estate industry, property investments will arise as opportunities to increase passive income and wealth. Understanding how these deals are created and managed will allow investors to choose deals with the highest probability of success. The real estate topics discussed in the course include all types of development: residential, hotel, office, retail, land, and industrial properties.

### **Independent Study in Operations**

*OPMG-UB 94, 98, 99 1-3 units.*

*Prerequisite: Permission of the department chair or co-chair.*

Independent study provides an opportunity for a select group of upper-classmen each year to work one-on-one with a faculty member on a topic selected by the student and approved by the supervising faculty member. Each student is expected to spend as much time on the independent study as would be spent on a regular course, and the topic selected may not replicate an existing course. An information sheet with important guidelines about Independent Study is available at [stern.nyu.edu/cons/groups/content/documents/webasset/con\\_039995.pdf](http://stern.nyu.edu/cons/groups/content/documents/webasset/con_039995.pdf). Further information regarding the policies surrounding Independent Studies can be found on page 94.

### **Decision Models**

*MULT-UB 7 3 units.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

### **Advanced Decision Models**

*MULT-UB 16 3 units.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

### **Revenue Management & Pricing**

*MULT-UB 30 3 units.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

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

#### **Social and Digital Marketing Analytics**

*INFO-UB 38 3 units.*

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

#### **Global Sourcing and Open Innovation**

*INFO-UB 70 3 units.*

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

#### **Managing Innovation**

*MGMT-UB 8 3 units.*

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

#### **Data-Driven Decision Making**

*MKTG-UB 54 3 units.*

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



# Statistics and Actuarial Science (STAT-UB)

## Programs of Study

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

### STATISTICS CONCENTRATION REQUIREMENTS (12 UNITS)

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

Students concentrating in statistics should consult with an adviser in the Stern Office of Academic Advising by the end of sophomore year to ensure course distribution requirements are being met and to formally declare the statistics concentration. The Department of Statistics and Actuarial Science undergraduate faculty adviser is always available to advise on statistics concentration course selection or other matters students pursuing statistics may wish to discuss.

Students interested in augmenting their studies of marketing research are encouraged to consider a double concentration in both marketing and statistics. Students who wish to choose this area of study should meet with the faculty advisers for both marketing and statistics as well as their academic adviser to discuss how this combination may impact their chosen curricular path.

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

**Regression and Multivariate Data Analysis\***  
STAT-UB 17

or

**Statistical Inference and Regression Analysis†**  
STAT-UB 15

*Plus* any three of the following courses:

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

**Forecasting Time Series Data\***  
STAT-UB 18

**Applied Stochastic Processes for Financial Models\***  
STAT-UB 8

**Mathematics of Investment†**  
STAT-UB 27

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

**Statistical Inference and Regression Analysis†**  
STAT-UB 15

**Introduction to Stochastic Processes†**  
STAT-UB 21

**Life Contingencies†**  
STAT-UB 37

**Computational Approaches to Financial Engineering\***  
INFO-UB 55

**Data Mining and Business Analytics\***  
INFO-UB 57

**Decision Models: Spreadsheets and Analytics†**  
MULT-UB 7

### ACTUARIAL SCIENCE CONCENTRATION REQUIREMENTS (31 UNITS)

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

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

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

**Mathematics of Investment**  
STAT-UB 27

**Corporate Finance**  
FINC-UB 7

*(This course from the Department of Finance covers topics that appear on the actuarial examinations. For full course description, refer to the Department of Finance section on page 30.)*

**Calculus I**  
MATH-UA 121

**Calculus II**  
MATH-UA 122

**Calculus III**  
MATH-UA 123

**Linear Algebra**  
MATH-UA 140

*Plus* two of the following four courses:

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

**Statistical Inference and Regression Analysis**  
STAT-UB 15

or

**Regression and Multivariate Data Analysis**  
STAT-UB 17

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

**Forecasting Time Series Data**  
STAT-UB 18

**Life Contingencies**  
STAT-UB 37

**Introduction to Stochastic Processes**  
STAT-UB 21

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

† Courses that have additional mathematics and other prerequisite requirements.

**CORE COURSE****Statistics for Business Control and Regression and Forecasting Models**

*STAT-UB 103 6 units.*

*Note: This course combines STAT-UB 1 and STAT-UB 3.*

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

**Statistics for Business Control**

*STAT-UB 1 4 units.*

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

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

**Regression and Forecasting Models**

*STAT-UB 3 2 units.*

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

*Prerequisite: STAT-UB 1 or equivalent.* This course presents an introduction to statistical models and their application to decision making. Topics include the simple linear regression model, inference in regression analysis, sensitivity analysis, and multiple regression analysis.

**ADVANCED COURSES****Applied Stochastic Processes for Financial Models**

*STAT-UB 8 3 units.*

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

This course presents a mathematical background for the stochastic processes that are widely employed as modeling tools in finance. The emphasis is on an intuitive approach and examples rather than on proofs and mathematical rigor. Topics include random walks, martingales, Markov chains, Poisson process and other continuous time Markov chains, Brownian motion, geometric

Brownian motion, and other diffusion processes. The relevance of the considered processes to financial modeling is stressed throughout. In particular, applications to pricing of derivative securities and to modeling of the term structure of interest rates are discussed.

**Introduction to the Theory of Probability**

*STAT-UB 14 3 units.*

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

This course covers the basic concepts of probability. Topics include the axiomatic definition of probability; combinatorial theorems; conditional probability and independent events; random variables and probability distributions; expectation of functions of random variables; special discrete and continuous distributions, including the chi-square,  $t$ ,  $F$ , and bivariate normal distributions; law of large numbers; central limit theorem; and moment generating functions. The theory of statistical estimation is introduced with a discussion on maximum likelihood estimation.

**Statistical Inference and Regression Analysis**

*STAT-UB 15 3 units.*

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

This course consists of two distinct components: statistical inference and regression analysis. Statistical inference topics include the principles of statistical estimation and inference, Neyman Pearson Lemma, testing of means, variances, tests of independence, and nonparametric methods. Regression analysis discusses the general linear regression model, least squares estimation, departures from standard assumptions, autocorrelation, multicollinearity, analysis of residuals, choice of variables, and nonlinear models.

**Regression and Multivariate Data Analysis**

*STAT-UB 17 3 units.*

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

This is a data-driven, applied statistics course focusing on the analysis of data using regression models. It emphasizes applications to the analysis of business and other data and makes extensive use of computer statistical packages. Topics include simple and multiple linear regression, residual analysis and other regression diagnostics, multicollinearity and model selection, autoregression, het-

eroscedasticity, regression models using categorical predictors, and logistic regression. All topics are illustrated on real data sets obtained from financial markets, market research studies, and other scientific inquiries.

**Forecasting Time Series Data**

*STAT-UB 18 3 units.*

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

This course is an exposition of time series and forecasting techniques with emphasis on ideas, methods, and interpretations. Students discuss the determination of the best analytical model for a given problem and the application of this model in the decision-making process for purposes that include description, explanation, and control of time-dependent data. It illustrates all techniques with case studies and uses computer program packages as an aid for obtaining solutions. The major focus is the Box-Jenkins approach to modeling and forecasting time series. Major topics include model building, model selecting, descriptions of timing and correlation relationships among data sets and forecasting models, estimation, and diagnostic checking. Other topics are seasonal adjustment, exponential smoothing models, state space models, and nonlinear models.

**Introduction to Stochastic Processes**

*STAT-UB 21 3 units.*

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

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

**Mathematics of Investment**

*STAT-UB 27 3 units.*

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

This course discusses the mathematical and technical aspects of investments. Topics include measurement of interest and discount rates, accu-

mulated value and present value, annuities, sinking funds, amortization of debt, and determination of yield rates on securities. Applications include bond evaluation, mortgages, capital budgeting, and depreciation methods.

#### **Life Contingencies**

*STAT-UB 37 3 units.*

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

This course applies probability and mathematics of investment to problems of premiums and reserves on annuities and insurance policies. Topics include probabilities of mortality, laws of mortality, joint life probabilities and annuities, and multiple decrement theory. Applications to pension plans are discussed. The course covers an introduction to Markov Chains and Poisson Processes with application to risk management and insurance.

#### **Independent Study in Statistics**

*STAT-UB 94, 98, 99 1-3 units.*

*Prerequisite: Permission of the department chair or co-chair.*

Independent study provides an opportunity for a select group of upper-classmen each year to work one-on-one with a faculty member on a topic selected by the student and approved by the supervising faculty member. Each student is expected to spend as much time on the independent study as would be spent on a regular course, and the topic selected may not replicate an existing course. An information sheet with important guidelines about Independent Study is available at [stern.nyu.edu/cons/groups/content/documents/webasset/con\\_039995.pdf](http://stern.nyu.edu/cons/groups/content/documents/webasset/con_039995.pdf). Further information regarding the policies surrounding Independent Studies can be found on page 94.

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

##### **Decision Models: Spreadsheets and Analytics**

*MULT-UB 7 3 units.*

*Prerequisites: OPMG-UB 1 and junior standing.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

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

*INFO-UB 55 3 units.*

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

##### **Data Mining for Business Analytics**

*INFO-UB 57 3 units.*

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

##### **Advanced Decision Models**

*MULT-UB 16 3 units.*

*Prerequisites: OPMG-UB 1 and MULT-UB 7.*

Full course description can be found in the Multidisciplinary Courses section (page 52).



# Multidisciplinary Courses

**M**ultidisciplinary courses may count toward multiple concentrations and/or are special-

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

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

## **Casing Method: Data Analysis & Presentation**

*MULT-UB 5 2 units.*

*Prerequisite: Sophomore standing.*

*Counts toward management concentration.*

Case methodology is a critical tool for analysts, managers, and entrepreneurs. This course explores how strategic frameworks are applied to high level business problems. Case interviews and case competitions are used as models for learning. Students study the principles behind creating and delivering effective visual slide-based presentations via mock deliveries. Class time focuses on concept lectures and skill-building through individual and group exercises with self-critique. Assignments focus on creating and editing data-based presentations. This course is highly recommended for students who wish to participate in case competitions.

## **Decision Models: Spreadsheets and Analytics**

*MULT-UB 7 3 units.*

*Prerequisites: OPMG-UB 1 and junior standing.*

*Counts toward statistics, information systems, marketing, management, and operations concentrations. Counts towards Corporate Finance, Business Analytics, Digital Marketing, and Asset Pricing tracks.*

This course introduces the basic principles and techniques of applied mathematical modeling for managerial decision making (models used in fields such as finance, operations, and marketing). Students learn the use of important analytical methods (e.g., spreadsheet modeling, using the optimization solver, running Monte Carlo simulations) to recognize their assumptions and to employ them in decision making. Emphasis is placed on model formulation and interpreta-

tion of results, not mathematical theory. The course is hands-on and focuses on problem solving. While aimed at undergraduates with little prior exposure to modeling and quantitative analysis, it is appropriate for all students who wish to strengthen their quantitative skills.

## **Cohort Leadership Program I**

*MULT-UB 9 0 units. Graded pass/fail.*

*Required for all freshmen.*

The purpose of the Cohort Leadership Program, *Introduction to Markets, Professionalism, Analysis, Community, and Teamwork* (IMPACT), is to facilitate community building among Stern freshmen. IMPACT achieves its mission by cultivating an educationally stimulating environment of curricular and co-curricular experiences. IMPACT's dynamic platform exposes students to Stern Undergraduate College's values: *Explore, Collaborate, and Engage*. Freshmen *explore* some of the central tenets of business through academic theory, *collaborate* to develop a real-world strategy based on social impact, and *engage* in the implementation and launch of their strategy.

## **Cohort Leadership Program II**

*MULT-UB 10 0 units. Graded pass/fail.*

*Required for all sophomores.*

Cohort Leadership Program (CLP) II: GO LEAD (Global Opportunities for Leadership, Ethics, and Academic Development) builds upon the strong foundation in business ethics, social responsibility, and leadership that students develop during their freshman year through the *Cohort Leadership Program* and *Business and Its Publics* courses. GO LEAD is a required comprehensive semester-long program that actively engages

Stern sophomores in curricular and co-curricular learning experiences. Integrated within the Office of Student Engagement and the Office of Academic Affairs, GO LEAD encourages students to take an active role in their leadership, ethics, and academic development through the exploration of global opportunities in both the private and public sectors.

## **Advanced Decision Models**

*MULT-UB 16 3 units.*

*Prerequisites: OPMG-UB 1 and MULT-UB 7.*

*Counts toward statistics, information systems, marketing, and management concentrations. Counts towards Asset Pricing and Corporate Finance tracks.*

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

### **Game Theory**

*MULT-UB 20 3 units.*

*Prerequisite: Sophomore standing.*

*Counts toward business economics and management concentrations. Counts towards Corporate Finance track.*

This course introduces the basics of game theory. It focuses on fundamentals of game theory, covering basic concepts and techniques through a mix of lectures, exercises, and case discussions. Students also think about how the lessons learned may apply to other contexts, such as politics. The course equips students with game theory techniques for making good business decisions by learning how to recognize and model strategic situations and to predict when and how actions will influence the decisions of others.

### **Law through the Lens of Film**

*MULT-UB 23 2 units.*

*Prerequisite: Sophomore standing.*

*Counts as Stern elective.*

The layman often perceives the law as a mysterious abstraction - something one hears about on a news report about the Supreme Court or in relation to criminal law or perhaps something one hopes to avoid just by not having any traffic violations.

Although law is not always visible in everyday life, it is also not so esoteric as to be beyond the layman's understanding. This course aims to develop a more educated perception of the law so that it becomes less intimidating, and to equip students with a basic level of savvy and analytical ability in relation to law. Over the course of the semester, students watch films and learn to spot legal issues in a variety of scenarios, from personal life to business transactions. Discussions will then go into how such issues can impact the individuals and entities involved, how they can be resolved, what the ramifications of those issues are in the bigger scheme of society, and what kind of examples actually do exist in both historical and contemporary case law. While this is a Stern course, it is not limited to business law; rather, it is a broad overview of law as viewed through film.

### **The Financial System**

*MULT-UB 27 3 units.*

*Prerequisites: FINC-UB 2 and ECON-UB 11.*

*Counts toward business economics, finance, and global business concentrations. Counts toward Corporate Finance and Asset Pricing tracks.*

The financial crisis has shown both how important the financial system is to the global economy and how complicated it is. Financial systems are centered around financial institutions and capital markets, but they also

involve governments, public policy, and regulation. They span the globe from the US, the EU and Japan, to Russia, China, and the Emerging Markets. In key areas, country-level financial architectures are integrating to form a more seamless high-performance whole, but this integration also amplifies problems during times of crisis. This course provides students with a broad and rigorous understanding of (1) how the global financial system works and what purposes it serves, (2) who the major players are and how they operate, and (3) what challenges the system creates for public policy. In doing so, the course helps students understand and make the most of their own opportunities in the financial system.

### **Revenue Management and Pricing**

*MULT-UB 30 3 units.*

*Prerequisite: OPMG-UB 1.*

*Counts toward operations concentration.*

Revenue Management and Pricing (RMP) focuses on how firms should manage their pricing and product availability policies across different selling channels to maximize performance and profitability. One of the best-known applications of RMP is yield management whereby airlines, hotels, and other companies seek to maximize operating contribution by dynamically managing capacity over time. For example, American Airlines estimates that its pricing and revenue management practices have generated more than \$1.4 billion in additional incremental revenue over a three-year period. Furthermore, the restless evolution of information technologies and software development have fueled the rapid growth of commercial RMP systems and related consulting services. Through lectures and case studies, the course develops a set of methodologies that students can use to identify and develop opportunities for revenue optimization in different business contexts including the transportation and hospitality industries, retail, media and entertainment, financial services, health care, and manufacturing. The course places particular emphasis on discussing quantitative models needed to tackle a number of important business problems including capacity allocation, markdown management, dynamic pricing for e-commerce, customized pricing, and demand forecasts under market uncertainty.

### **Trading Strategies and Systems**

*MULT-UB 35 3 units.*

*Prerequisite: Sophomore standing.*

*Counts toward information systems concentration and Asset Pricing track.*

This course describes how equity and

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

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

*MULT-UB 36 3 units.*

*Prerequisites: INFO-UB 1 and sophomore standing.*

*Counts toward information systems and marketing concentrations. Counts towards Business Analytics and Entrepreneurship tracks.*

This course introduces students to the changes search technology has brought upon business and society. Search engine companies like Google, Yahoo, and Microsoft are rapidly changing the way companies market their products, how consumers purchase products, and how businesses produce and deliver products. The amount of data being generated and maintained by these companies has also forced them to develop completely new approaches to managing systems and data. These approaches are now being used in other industries, in particular, pharma and financial services. The course covers the basic elements of search technologies and how they are impacting the many emerging new industries such as social networks, mobile advertising, text messaging, and search engine optimization.

### **Electronic Communities**

*MULT-UB 37 3 units.*

*Counts toward information systems and management concentrations.*

An eCommunity is a group of people organized online around a topic or issue. In this course, students are introduced to the landscape of online communities and social networks. Examples and case studies of online communities are discussed and analyzed to identify the characteristics of effective communities and methods for evaluation. Students review and interact with several online platforms used to design, develop, and maintain an online community. Students then use this knowledge to design and/or redesign an online community for a business client. Working in teams with a small business owner or organization leader, students will analyze their online community presence as well as their competitors', and propose and potentially implement a

new online community strategy. To provide cutting edge perspectives, industry professionals are invited to lead class discussions on special topics.

### **Entrepreneurship 2.0**

*MULT-UB 39 2 units.*

*Prerequisite: Sophomore standing.*

*Counts toward Entrepreneurship track.*

Entrepreneurship 2.0 studies the process to launch and build a company. Technology and the Internet continue to accelerate rapid innovation that is disrupting most industries and creating many new ones. There has never been a better time to launch a business, and with so many relatively inexpensive technology tools available, most entrepreneurs today are entering markets with a lean, rapid and agile approach. In short, startups research their market to become "Ready", test their product by firing away "FIRE", and use the real market feedback to improve their "Aim", and then they repeat the "Ready-FIRE-Aim" loop until they have the best product-market fit. This course, taught by experienced entrepreneurs, mixes lectures, office-hours, case studies, and guest entrepreneur presentations in an interactive and collaborative classroom environment. The students will form startup teams to brainstorm business ideas, research and test their products, and create a business summary for a live presentation to the class. Guest entrepreneurs, investors and your instructor will review your presentations to provide feedback and direction.

### **Entrepreneurship for the New Economy**

*MULT-UB 40 3 units.*

*Prerequisite: Sophomore standing.*

*Counts toward management concentration, social entrepreneurship minor, and Entrepreneurship track.*

This course discusses how the Internet has created a truly global and completely interconnected world economy. The ability to reach and target customers is much greater and the cost to sell products is much cheaper, creating businesses that can get to market rapidly, build scale with capital efficiency, and create value for founders and investors. The course focuses on the dynamics of this new business environment and the steps necessary to build a business in a Web 2.0 economy, as well as what to evaluate when launching a new venture and how (and when and whether) to secure financing.

### **Social Entrepreneurship**

*MULT-UB 41 3 units.*

*Prerequisite: Sophomore standing.*

*Counts toward social entrepreneurship minor and Entrepreneurship track.*

Social entrepreneurship is an emerging and rapidly changing business field that examines the practice of identifying, starting, and growing successful mission-driven for-profit ventures. This course provides a socially relevant academic experience to help students gain in-depth insights into economic and social business creation across a number of sectors/areas including poverty alleviation, energy, and sustainability. Through case studies, lectures, and classroom dialogue, students learn to think strategically and act opportunistically with a socially conscious business mindset.

### **The Middle East: Culture, Markets, and Strategy**

*MULT-UB 45 3 units.*

*Counts toward global business concentration.*

This course provides an introduction to business in the Middle East and North Africa (MENA). It examines key cultural, economic, political, and social structures and trends in the region and explores their implications for business strategies. Students study key events that have shaped the region beginning from the influence of Islam and the control by the Ottoman Empire through the colonial period to today. Issues covered may include political developments in the region such as the recent Arab spring, the Arab-Israeli peace process, the geopolitics of oil, economic development and competitiveness, the business environment, cultural issues, demographic patterns, water and agriculture, and consumption patterns.

### **Entertainment Law**

*MULT-UB 48 2 units.*

*Prerequisite: Sophomore standing.*

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

Law inevitably touches all fields in some way, and mass media and entertainment is no exception. This course examines the inner workings of the entertainment business from a legal perspective. Major topics include contracts, torts (defamation and privacy), and intellectual property. It also focuses on the relationships between various parties in the entertainment field (e.g., the artist, manager, and agent), the protection of intellectual property interests, and various aspects of the recording industry (e.g., contracts and royalties). Ultimately, this course prepares students for general analysis of a wide variety of entertainment law issues. Dealing with more

narrow topics, such as constitutional concerns or union representation, requires additional, specialized independent study. This class also helps students further develop their reasoning and communication skills.

### **Real Estate Transactions**

*MULT-UB 51 3 units.*

*Prerequisite: SOIM-UB 6.*

*Counts toward Real Estate Track.*

This course examines the legal issues of real estate financing with an emphasis on commercial transactions. The main topics covered are acquisition, development, construction, permanent financing, and management. The course focuses on these topics from a legal perspective and students will develop the ability to use legal concepts in real estate transactions. The final part of the course covers some aspects of taxation specific to real estate.

### **Social Innovation Practicum**

*MULT-UB 70 3 units.*

*Prerequisite: Sophomore standing.*

*Counts toward social entrepreneurship minor.*

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

### **Entrepreneurship and Law in Practice**

*MULT-UB 86 2 units.*

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

*Counts toward social entrepreneurship minor and Entrepreneurship track.*

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. Students are encouraged to go on to create companies started in the game!). The law game simulates a civil trial from inception to end.

---

**Research Seminar in Finance**

*MULT-UB 210 3 units.*

*Prerequisites: FINC-UB 7 and sophomore standing.*

*Counts towards finance concentration.*

This course is an advanced elective designed to introduce students to the excitement of doing research in the field of finance. The course will usually focus on a sub-category of Finance, such as Corporate Finance, Asset Management, Market Microstructure, or other topics depending upon the faculty interest. Students are required to read original research articles and develop an understanding of the research process including the development of testable hypotheses, collection of suitable data, application of appropriate analytic or statistical methodology, and ultimately reach an understanding of research findings and their limitations. Deliverables in the course will typically include written literature surveys and projects that replicate classic research studies or develop new research ideas. For more information about Research Seminars and other SPUR programming, please see page 106.

**Global Macroeconomic Issues**

*MULT-UB 230 3 units.*

*Prerequisites: ECON-UB 11 and sophomore standing.*

*Counts toward business economics, economic theory, and finance concentrations. Counts towards Corporate Finance and Asset Pricing tracks.*

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

economies are used to enhance knowledge of the world economy.

**Getting to Launch! The Lean Startup Lab**

*MULT-UB 301 3 units.*

*Prerequisite: Sophomore standing. Counts toward social entrepreneurship minor and Entrepreneurship track.*

This course broadly focuses on venture creation and guides students through the thrilling ride that is the entrepreneurial startup process. Students explore the how-to's of identifying and evaluating opportunities, developing innovative business models, concept testing, gaining early customer feedback, and then rapidly iterating to better address market demand and meet competitor challenges. Emphasis is placed on completing a feasibility analysis that examines "will it fly?" and on creating a strategic plan for launching, operating, and financing a business, be it a web 2.0, traditional brick and mortar, for-profit, or social impact venture.

---

## *Executive Practitioner & Experiential Learning Seminars*

Executive Practitioner and Experiential Learning Seminars offer eligible students opportunities to have meaningful collaborations with practitioners and organizations; to learn first-hand from leading practitioners, entrepreneurs, and top faculty in their fields; and to apply the skills acquired in the classroom to real-world problems.

Each semester new and innovative seminars will be announced prior to the registration period. All courses in this category will be identified as Multidisciplinary (MULT-UB). Some may require application processes or prerequisites. Some may satisfy specific area of study elective requirements, while others will count towards Stern elective requirements. Students should consult the Stern Undergraduate Advising Office with any questions.

### **EXECUTIVE PRACTITIONER SEMINARS**

Following is a sample of Executive Practitioner Seminars that have been offered in the past. New courses may be offered each semester.

### **The Dynamics of the Fashion Industry**

*MULT-UB 151 3 units.*

*Prerequisite: Sophomore standing. Corequisites: FINC-UB 2 and MGMT-UB 1.*

*Counts toward management and organizations concentration.*

The fashion industry is a unique and highly visible part of the business world and New York City is its global capital. The industry's economic impact on New York City is significant, employing more than 173,000 people and generating nearly \$10 billion in wages. In addition, the semi-annual Fashion Week, which includes more than 500 fashion shows and attracts approximately 232,000 attendees each year, generates almost \$900 million annually. This course brings together leading designers, manufacturers, and retailers who discuss with students the unique aspects of the fashion business. Both established players and entrepreneurial ventures are represented and focus on specific challenges the fashion industry faces in finance, marketing, sales, manufacturing, management, and operations.

### **Financial Reporting: Practical Insights**

*MULT-UB 152 3 units.*

*Prerequisites: FINC-UB 7 and ACCT-UB 3.*

*Counts toward accounting concentration.*

Many Stern students are involved in some aspects of reporting and analyzing financial statements after they graduate. Therefore, having a good understanding of the practical aspects of financial reporting and analysis is crucial to finding a job and having a successful career. These practical aspects cannot be communicated in a traditional classroom setting; their understanding requires presentations by and in-depth discussions with industry professionals. Stern's New York City location gives students unparalleled access to such professionals and this course offers a unique opportunity to interact with them.

### **EXPERIENTIAL LEARNING SEMINARS**

Following is a sample of Experiential Learning Seminars that have been offered in the past. New courses may be offered each semester.



---

**Marketing Social Initiatives in Developing Countries**

*MULT-UB 101 3 units.*

*Prerequisite: Sophomore standing.*

*Corequisite: MKTG-UB 1.*

*Counts toward marketing and global business concentrations.*

There are many social challenges in the developing world, including health issues, agriculture, violence against women, education, labor, and the environment. In the healthcare field alone, problems include preventing the spread of AIDS, providing child immunization, family planning, breast feeding, preventing and controlling a range of communicable and non-communicable diseases, drug abuse, and diet and nutrition. This project-based course presents a behavioral impact marketing planning process with a focus on integrated communication plans. The projects will be “live”, based on current initiatives by governments and NGOs (e.g. World Health Organization (WHO), UNICEF) in Asia, Latin America, and African countries. Lectures and discussions will be augmented by external speakers from the field with students creating marketing plans to address social challenges in developing countries.

**Social Impact Consulting**

*MULT-UB 103 3 units.*

*Prerequisite: Sophomore standing.*

*Counts toward social entrepreneurship and public policy and management minors.*

This course is an experiential learning seminar involving project-based collaboration among students, faculty, and nonprofit organizations in New York City. Its two objectives are to provide students with an occasion to put the lessons learned in the Social Impact Core Curriculum into practice as consultants; and to produce project outcomes that have meaning and value for participating stakeholders.

**Fashion Industry: Creativity and Business**

*MULT-UB 104 3 units.*

*Counts toward Entrepreneurship track.*

There are many challenges to running a fashion business. Marrying the oftentimes conflicting views and orientations of the creative side of the business with the practical operational realities of making money is one of the largest ones. This course provides students with the opportunity to work on projects with executives, designers, merchandisers, manufacturers, and marketers from leading fashion companies and start-up ventures. Both established players and entrepreneurial ventures will be represented, focusing on specific challenges the fashion industry faces in finance, marketing, sales, manufacturing, management, and operations. This is a project-based class, during

which students will learn the ins and outs of the fashion industry through working on “live cases.” Projects cover all aspects of the industry and can vary from working with established fashion brands and retailers to helping start-ups launch their businesses. At the completion of the projects, teams will present their analysis and plans to a panel of industry experts who will evaluate them based on their thoroughness and value to the companies.

**Emerging Technologies in the Energy Industry**

*MULT-UB 105 3 units.*

*Prerequisite: Sophomore standing.*

*Counts toward public policy and social entrepreneurship minors.*

This course lies at the intersection of two academic streams: Technology & Innovation and the Energy Industry. Specifically, it examines the rapid technological changes that are taking place in the energy industry from an economic, geopolitical, and sociocultural perspective. It covers traditional petroleum-based industries as well as other industries such as solar, nuclear, sand oil, wind, biofuels, and renewable energy. It also examines technological changes in the electricity market including smart grids. As part of the Experiential Learning Seminar, the course requires students to work on projects with New York City-based organizations.



# Cross-School Minors

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

### ADVANCED MATHEMATICAL METHODS MINOR REQUIRE- MENT (4 COURSES)

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

Students are required to take the following courses:

**Linear Algebra**  
MATH-UA 140\*

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

**Numerical Analysis**  
MATH-UA 252

or

**Numerical Methods I**  
MATH-GA 2010

One course from the advanced course list below:

**Statistical Inference and  
Regression Analysis**  
STAT-UB 15

**Introduction to Stochastic  
Processes**  
STAT-UB 21

**Ordinary Differential Equations**  
MATH-UA 262

**Partial Differential Equations**  
MATH-UA 263

**Analysis I**  
MATH-UA 325

### COURSES

#### Calculus III

MATH-UA 123 4 units.

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

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

This course covers functions of several variables: vectors in the plane and space; partial derivatives with applications, especially Lagrange multipliers; double and triple integrals; spherical and cylindrical coordinates; and surface and line integrals.

#### Linear Algebra

MATH-UA 140 4 units.

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

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

#### Introduction to the Theory of Probability

STAT-UB 14 3 units.

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

Full course description can be found in the Department of Statistics section (page 49).

#### Statistical Inference and Regression Analysis

STAT-UB 15 3 units.

*Prerequisites:* MATH-UA 121, MATH-UA 122, MATH-UA 124, and STAT-UB 14.

Full course description can be found in the Department of Statistics section (page 49).

#### Introduction to Stochastic Processes

STAT-UB 21 3 units

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

Full course description can be found in the Department of Statistics section (page 49).

#### Numerical Analysis

MATH-UA 252 4 units.

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

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

#### Numerical Methods I

MATH-GA 2010 3 units.

*Prerequisites:* A good background in linear algebra, and experience with writing computer programs (in Matlab, Python, Fortran, C, C++, or other language).

*Prior knowledge of Matlab is not required, but it is used as the main language for homework assignments.*

This course covers floating point arithmetic; conditioning and stability; numerical linear algebra, including direct methods for systems of linear equations, eigenvalue problems, LU, Cholesky, QR and SVD factorizations; interpolation by polynomials and cubic splines; Numerical quadrature; Nonlinear systems of equations and unconstrained optimization; Fourier transforms; and

---

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

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

*Statistical Inference and Regression Analysis  
STAT-UB 15*

*or*

*Introduction to Stochastic Processes  
STAT-UB 21*

Monte Carlo methods. Computer programming assignments and individual research projects are an essential part of the course.

**Ordinary Differential Equations**  
MATH-UA 262 4 units.

*Prerequisites:* MATH-UA 122, MATH-UA 123, and MATH-UA 140.

This course covers first and second order equations, series solutions, and laplace transforms. It also provides an introduction to partial differential equations and Fourier series.

**Partial Differential Equations**

MATH-UA 263 4 units.

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

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

**Analysis I**

MATH-UA 325 4 units.

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

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

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

New York City is home to major sectors of the entertainment and media industries, including major media conglomerates, network television, independent film, book and magazine publishing, advertising, and two of the largest cable companies. This cross-school minor includes courses from Stern School of Business, Tisch School of the Arts, and Steinhardt School of Culture, Education, and Human Development. It provides a foundation in the business aspects of media and entertainment and examines how technology impacts these industries. Students take electives from areas that deepen their knowledge base and understanding of these sectors.

**BUSINESS OF ENTERTAINMENT, MEDIA, AND TECHNOLOGY (BEMT) MINOR REQUIREMENTS (16 UNITS)**

Stern students cannot count a required course from the Business Core or from their concentration toward the minor. All students are required to take 8 units of their minor at Stern. All students must take Entertainment and Media Industries (MKTG-UB 40) as the core requirement plus 6 units of additional electives within Stern from the following list. The remaining 8 units must be taken through either the Steinhardt or Tisch courses listed. A minimum grade of C is required for all courses intended to count toward the BEMT minor, and the minimum overall GPA required in the minor is 2.0.

*Note:* If a course is not listed and a Stern student would like to count it toward his or her minor, the student may submit the request to the Stern Undergraduate College Office of Academic Advising ([uc.advising@stern.nyu.edu](mailto:uc.advising@stern.nyu.edu)). The office will request permission from the BEMT academic director. If the course is approved for the minor and is offered by Tisch (ver-

sus Stern), the student must follow procedures for non-majors wishing to take film courses ([http://filmtv.tisch.nyu.edu/object/UFTV\\_NonMajor\\_film\\_courses\\_only](http://filmtv.tisch.nyu.edu/object/UFTV_NonMajor_film_courses_only)).

**COURSES**

*Core Course*

**Entertainment and Media Industries**

MKTG-UB 40 2 units.

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

*Note:* Students are highly encouraged to take this course first because it serves as a foundation class for the study of this minor. Steinhardt students majoring in Media, Culture, and Communication may take MCC-UE 1020, the Business of Media (4 units) instead of MKTG-UB 40, but must still complete 8 units at Stern as part of the minor.

**STERN ELECTIVE COURSES**

**Entertainment Accounting**

ACCT-UB 49 2 units.

Full course description can be found in the Department of Accounting section (page 22).

**Accounting and Valuation in EMT**

ACCT-UB 55 2 units.

Full course description can be found in the Department of Accounting section (page 22).

**Managing Creative Content Development**

MKTG-UB 4 2 units.

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

**Business of Publishing**

MKTG-UB 19 2 units.

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

**Business of Film**

MKTG-UB 20 2 units.

Full course description can be found

in the Department of Marketing section (page 43).

**Entertainment Finance**

MKTG-UB 21 2 units.

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

**Movie Marketing**

MKTG-UB 22 2 units.

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

**Impact of Technology on Entertainment and Media**

MKTG-UB 23 2 units.

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

**Business of Broadway**

MKTG-UB 25 2 units.

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

**Media Planning and Research**

MKTG-UB 41 2 units.

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

**Television Management**

MKTG-UB 44 2 units.

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

**Social Media Strategy**

MKTG-UB 45 2 units.

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

**Globalization of the Entertainment Industry**

MKTG-UB 46 2 units.

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

**Sports Marketing**

*MKTG-UB 47 2 units.*

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

**Business of Producing**

*MKTG-UB 49 2 units.*

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

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

*MKTG-UB 51 2 units.*

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

**Digital Business Strategies**

*MKTG-UB 56 2 units.*

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

**Leisure Marketing**

*MKTG-UB 80 2 units.*

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

**Sports Economics**

*ECON-UB 211 3 units.*

Full course description can be found in the Department of Economics section (page 26).

**Social and Digital Marketing****Analytics**

*INFO-UB 38 3 units.*

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

**Networks, Crowds, and Markets**

*INFO-UB 60 3 units.*

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

**Managing in Creative Industries**

*MGMT-UB 9 3 units.*

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

**Entertainment Law**

*MULT-UB 48 2 units.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

**Tisch Film and Television Elective Courses**

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

**Language of Film**

*FMTV-UT 4 4 units.*

**Producing the Short Screenplay**

*FMTV-UT 1023 3 units.*

**Producing for Television**

*FMTV-UT 1028 3 units. Summer only.*

**TV Nation: Inside and Out of the Box**

*FMTV-UT 1086 3 units.*

**Strategies for Independent Producing**

*FMTV-UT 1092 3 units.*

**Film Marketing and Distribution**

*FMTV-UT 1093 3 units.*

**Producing for Film**

*FMTV-UT 1095 3 units.*

**Legal Aspects of the Entertainment Industry**

*FMTV-UT 1195 3 units.*

**Producing for Film and Television**

*FMTV-UT 1295 3 units. Summer only.*

**Steinhardt Music Business Elective Courses**

See the NYU Steinhardt website at [steinhardt.nyu.edu/music/business](http://steinhardt.nyu.edu/music/business) for detailed course descriptions and prerequisites.

**Business Structure of the Music Industry**

*MPAMB-UE 100 2 units. Fall and spring.*

*Note: Business Structure of the Music Industry is a prerequisite for all the following courses listed. Students may enroll in any section marked "non-majors."*

**Concert Management**

*MPAMB-UE 200 2 units. Spring.*

**Music Publishing**

*MPAMB-UE 205 2 units. Fall and spring.*

**International Music Business Marketplace**

*MPAMB-UE 300 2 units. Fall and spring.*

**Interactive, Internet and Mobile Music**

*MPAMB-UE 1306 2 units. Fall.*

**Village Records**

*MPAMB-UE1310 2 units. Fall and spring.*

*Prerequisite: Junior or senior standing.*

**Music Business Internship**

*MPAMB-UE.1320 2 units. Fall, spring, and summer.*

*Prerequisite: Junior or senior standing.*

**Steinhardt Media, Culture and Communication Elective Courses**

See the NYU Steinhardt web site at [steinhardt.nyu.edu/mcc](http://steinhardt.nyu.edu/mcc) for detailed course descriptions and prerequisites.

**Television: History and Form**

*MCC-UE 1006 4 units.*

**Film: History and Form**

*MCC-UE 1007 4 units.*

**Video Games: Culture and Industry**

*MCC-UE 1008 4 units.*

**Media Audiences**

*MCC-UE 1016 4 units.*

**Digital Literacy**

*MCC-UE 1031 4 units.*

**Media, Technology, and Society**

*MCC-UE 1034 4 units.*

**Media and Globalization**

*MCC-UE 1300 4 units.*

**Global Media and International Law**

*MCC-UE 1304 4 units.*

**Media and the Culture of Money**

*MCC-UE 1404 4 units.*

**Copyright, Commerce, and Culture**

*MCC-UE 1405 4 units.*

**The Rise of Internet Media**

*MCC-UE 1571 4 units.*

**Marketing for Mass Media**

*MCC-UE 1785 4 units.*

*Public Policy  
and  
Management  
Minor With the  
Wagner Graduate  
School of  
Public Service*

In today's global society, the interdependencies of the market, community, and state sectors have created a need for individuals who possess a deep understanding of both the public and private spheres. This interdisciplinary minor enables students to:

- Study sector-specific convergence, divergence, and challenges in management practices;
- Examine political influences on local, domestic, and international policy;
- Explore sustainability issues within the sectors; and
- Understand the nuances of effective leadership.

**PUBLIC POLICY AND MANAGEMENT MINOR REQUIREMENTS (14 UNITS MINIMUM)**

All students must complete a minimum of 14 units to satisfy the inter-school minor requirements and must take at least 6 units in each school. Students cannot declare classes counting toward this minor pass/fail. *Stern undergraduate students cannot double-count required business core or concentration courses toward this minor.*

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

*Core Courses*

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

UPADM-GP 101 4 units.

See the NYU Wagner web site at [wagner.nyu.edu/undergrad/minors.php](http://wagner.nyu.edu/undergrad/minors.php) for full course description.

**Introduction to Managing Public Service Organizations**

UPADM-GP 103 4 units.

See the Wagner web site at [wagner.nyu.edu/undergrad/minors.php](http://wagner.nyu.edu/undergrad/minors.php) for full course description.

**Management and Organizations<sup>1</sup>**

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

*Stern Elective Courses*

**Principles of Financial Accounting<sup>1</sup>**

ACCT-UB 1 4 units.

Full course description can be found in the Department of Accounting section (page 22).

**Management and Organizations**

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

**Introduction to Marketing<sup>1</sup>**

MKTG-UB 1 4 units.

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

**Business and the Environment**

ECON-UB 225 3 units.

Full course description can be found in the Department of Economics section (page 26).

**Managing People and Teams**

MGMT-UB 7 3 units.

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

**Managerial Skills**

MGMT-UB 21 3 units.

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

**Managing Change**

MGMT-UB 25 3 units.

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

**Negotiation and Consensus Building**

MGMT-UB 30 3 units.

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

**Power and Politics**

MGMT-UB 66 3 units.

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

**Experiential Learning Seminar: Social Impact Consulting**

MULT-UB 103 3 units.

*Prerequisite: Sophomore standing.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

**Experiential Learning Seminar: Emerging Technologies in the Energy Industry**

MULT-UB 105 3 units.

*Prerequisite: Sophomore standing.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

*Wagner Graduate School of Public Service Elective Courses*

See the NYU Wagner website at [wagner.nyu.edu/undergrad/minors.php](http://wagner.nyu.edu/undergrad/minors.php) for detailed course descriptions and prerequisites.

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

UPADM-GP 101 4 units.

**Introduction to Social Impact**

UPADM-GP 102 4 units.

**Introduction to Managing Public Service Organizations**

UPADM-GP 103 4 units.

**Getting Things Done: Implementation in Health Policy & Management**

UPADM-GP 211 4 units.

**Politics of New York**

UPADM-GP 215 4 units.

**U.S. Immigration Policy in Global Perspective**

UPADM-GP 218 4 units.

**The Meaning of Leadership**

UPADM-GP 221 4 units.

**Philanthropy, Advocacy and Social Change**

UPADM-GP 224 4 units.

**The International Financial System: Can It Be Regulated?**

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

**Vital Voices: Women Changing the World**

UPADM-GP 226 4 units.

**The Intersection of Politics and Public Service**

UPADM-GP 229 4 units.

**Medical Care & Health: Comparative Perspectives**

UPADM-GP 230 4 units.

**Topics in Health: Policy, Politics, and Power**

UPADM-GP 236 4 units.

**The Business of Nonprofit Management**

UPADM-GP 242 4 units.

**Brandraising: Nonprofit Communications for Social Change**

UPADM-GP 243 4 units.

**From Degas to Disney: Public Policy and the Arts**

UPADM-GP 263 4 units.

**Social Justice & Public Policy**

UPADM-GP 269 4 units.

<sup>1</sup>This course may not be taken by Stern students to satisfy minor requirements.

## *Social Entrepreneurship Minor With the Wagner Graduate School of Public Service*

Social entrepreneurs are transforming the business and societal landscape by applying business discipline and principles to confront some of the world's most intractable problems. Whether it's ensuring clean water, addressing illiteracy, preventing human rights abuses, bringing economic development initiatives to poor communities, or providing access to health care, social entrepreneurs are at the forefront offering sustainable, business-based solutions to meet these and other critical challenges.

Students take a carefully chosen selection of Wagner and Stern course options that explore the concept of students as "changemakers."

### **SOCIAL ENTREPRENEURSHIP MINOR REQUIREMENTS (14 UNITS MINIMUM)**

All students must complete a minimum of 14 units to satisfy the inter-school minor requirements and must take at least 6 units in each school. The inter-school minimum minor requirements include: an introductory course, a practicum course, and at least two additional courses (one from each school). *Stern undergraduate students cannot double-count required business core or concentration courses toward this minor.*

See the NYU Wagner website at [wagner.nyu.edu/undergrad/minors.php](http://wagner.nyu.edu/undergrad/minors.php) for detailed course descriptions and prerequisites for UPADM-GP courses.

Full course descriptions for MULT-UB courses can be found in the Multidisciplinary Courses section (page 52).

*All students must choose at least one Introductory Core Course from the following list as a core requirement.*

**Understanding Social Entrepreneurship: How to Change the World One Venture at a Time**  
UPADM-GP 264 4 units.

**Fundamentals of Social Entrepreneurship: Problem Solving and Integration**  
UPADM-GP 265 4 units.

**Social Entrepreneurship**  
MULT-UB 41 3 units.

*All students must choose at least one Practical Course from the following list as a core requirement.*

**Advanced Social Entrepreneurship**  
UPADM-GP 266 4 units.

**Practicum in Social Entrepreneurship**  
UPADM-GP 267 4 units.

**Social Innovation Practicum**  
MULT-UB 70 3 units.

**Getting to Launch! The Lean Startup Lab**  
MULT-UB 301 3 units.

*All students must choose at least two courses from the following list of Stern and Wagner electives (one from each school).*

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

Full course description can be found in the Department of Economics section (page 26).

**Management and Organizations**  
MGMT-UB 1 4 units. *Stern students may not count this course towards the minor.*

**Strategic Analysis**  
MGMT-UB 18 3 units.

**Negotiation and Consensus Building**  
MGMT-UB 30 3 units.

**Patterns of Entrepreneurship**  
MGMT-UB 85 3 units.

Full MGMT-UB course descriptions can be found in the Department of Management and Organizations section (page 40).

**Entrepreneurship for the New Economy**  
MULT-UB 40 2 units.

**Entrepreneurship & Law in Practice**  
MULT-UB 86 2 units.

**Marketing Social Initiatives in Developing Countries**  
MULT-UB 101 3 units.

**Experiential Learning Seminar: Social Impact Consulting**  
MULT-UB 103 3 units.

**Experiential Learning Seminar: Emerging Technologies in the Energy Industry**  
MULT-UB 105 3 units.

Full MULT-UB course descriptions can be found in the Multidisciplinary Courses section (page 52).

**Stern International Volunteers**  
SOIM-UB 2000 2 units.  
*This course is restricted to Stern students only.*

The overall objective of this course is to discuss global economic development with an emphasis on legal rights; research Ghanaian culture, history, and laws focusing on the role of property, human rights, and environment and conservation; consider the role of law and business as agents for social change; and explore personal responsibilities and opportunities for impact as volunteers culminating in a service trip to Accra, Ghana. The course is organized as a discussion seminar, with students taking responsibility for presenting information and facilitating dialogue. Each week, students read articles and book excerpts as a springboard for class discussion. Additionally, students will play an important role in conducting research on Ghana and presenting their findings to the class. During the semester there may be required service visits in the NYC metropolitan area.

**The Politics of Public Policy: City, Nation, Globe**  
UPADM-GP 101 4 units.

**Introduction to Public Service**  
UPADM-GP 102 4 units.

**Globalizing Social Activism: Sustainable Development**  
UPADM-GP 217 4 units.

**Philanthropy, Advocacy and Social Change**  
UPADM-GP 224 4 units.

**The International Financial System: Can It Be Regulated?**  
UPADM-GP 225 4 units.

**Foundations of Nonprofit Management**  
UPADM-GP 241 4 units.

**The Business of Nonprofit Management**  
UPADM-GP 242 4 units.

**Advanced Social Entrepreneurship**  
UPADM-GP 266 4 units. *If not taken as a practical requirement.*

**Practicum in Social Entrepreneurship**  
UPADM-GP 267 4 units. *If not taken as a practical requirement.*

See the NYU Wagner website ([wagner.nyu.edu/undergrad/minors.php](http://wagner.nyu.edu/undergrad/minors.php)) for detailed course descriptions and prerequisites for all UPADM-GP courses.



# Tracks

**T**Tracks were developed by a committee of Stern faculty to provide students with a roadmap of coursework that will help them develop both intellectually and professionally in areas of interest that cross traditional disciplines.

Tracks are designed to be multidisciplinary, in-depth, and supplemental to students' business majors/concentration(s). Completion of a track will not be noted on a student's transcript.

A track consists of a set of approximately eight courses and includes a progression of three types of courses:

- Prerequisite courses
- Essential courses
- Advanced electives

Each track has a Track Champion dedicated to developing and monitoring the track curriculum, advising students and facilitating their professional development.

## Asset Pricing Track

The Asset Pricing Track provides rigorous training in (1) the pricing/valuation of financial instruments, including corporate, fixed income, and derivative securities; (2) investment strategies, including performance evaluation and portfolio theory; and (3) the workings of capital markets, including the various participants in these markets, their roles, and the regulatory environment. Elective courses can be chosen to emphasize macroeconomic foundations, empirical methods, or quantitative finance. With an appropriate choice of elective courses, this track provides in-depth preparation for careers in asset management, sales and trading, fixed income and equity research, credit analysis, private equity, private wealth management, insurance, global finance (e.g., IMF, World Bank), central banking, regulation (e.g., SEC), economic consulting and policy, as well as graduate school in finance or economics.

### PREREQUISITES

Students are required to take the following prerequisite courses before pursuing the Asset Pricing track:

Microeconomics  
*ECON-UB 1*

Principles of Financial Accounting  
*ACCT-UB 1*

Statistics for Business Control  
*STAT-UB 1*

and

Regression and Forecasting Models  
*STAT-UB 3*

or

Statistics for Business Control and Regression and Forecasting Models  
*STAT-UB 103*

Introduction to Probability Theory  
*STAT-UB 14*

Mathematics for Economists  
*ECON-UA 6*

or

Calculus II  
*MATH-UA 122*

and

Linear Algebra  
*MATH-UA 140*

**ESSENTIAL COURSES**  
Foundations of Finance  
*FINC-UB 2*

Corporate Finance  
*FINC-UB 7*

The Financial System  
*MULT-UB 27*

Statistical Inference and Regression Analysis  
*STAT-UB 15*

or

Regression and Multivariate Data Analysis  
*STAT-UB 17*

or

Introduction to Econometrics  
*ECON-UA 266*

### ADVANCED ELECTIVES

Four courses from the following list, including at least two Investments electives\*:

#### Any Finance elective

For course listings, see the Department of Finance section (page 30).

Financial Modeling and Analysis  
*ACCT-UB 23*

Macroeconomics Foundations for Asset Prices  
*ECON-UB 233*

Advanced Topics in Modern Macroeconomics  
*ECON-UB 234*

Econometrics I  
*ECON-GB 3351*

Computational Approaches to Financial Engineering  
*INFO-UB 55*

Data Mining for Business Analytics  
*INFO-UB 57*

Decision Models: Spreadsheets and Analytics  
*MULT-UB 7*

Advanced Decision Models  
*MULT-UB 16*

\* Investments Electives are *FINC-UB 15*, *FINC-UB 16*, *FINC-UB 23*, *FINC-UB 26*, *FINC-UB 29*, *FINC-UB 30*, *FINC-UB 35*, *FINC-UB 38*, *FINC-UB 41*, *FINC-UB 42*, *FINC-UB 43*, *FINC-UB 61*, *FINC-UB 66*.

**Trading Strategies and Systems**  
*MULT-UB 35*

**Global Macroeconomic Issues**  
*MULT-UB 230*

**Forecasting Time Series Data**  
*STAT-UB 18*

**Introduction to Stochastic Processes**  
*STAT-UB 21*

**Analysis I**  
*MATH-UA 325*

**Stochastic Calculus**  
*MATH-GA 2902*

**Introduction to Computer Programming**  
*CSCI-UA*

*or*

**Introduction to Computer Science**  
*CSCI-UA 101*

*or*

**Data Structures**  
*CSCI-UA 102*

*or*

**Numerical Analysis**  
*MATH-UA 252*

*or*

**Numerical Methods I**  
*MATH-GA 2010*

## Courses

### PREREQUISITES

**Microeconomics**  
*ECON-UB 1 4 units.*  
Full course description can be found in the Department of Economics section (page 26).

**Principles of Financial Accounting**  
*ACCT-UB 1 4 units.*  
Full course description can be found in the Department of Accounting section (page 22).

**Statistics for Business Control**  
*STAT-UB 1 4 units.*  
Full course description can be found in the Department of Statistics section (page 49).

**Regression and Forecasting Models**  
*STAT-UB 3 2 units.*  
Full course description can be found in the Department of Statistics section (page 49).

**Statistics for Business Control and Regression and Forecasting Models**  
*STAT-UB 103 6 units.*  
Full course description can be found in the Department of Statistics section (page 49).

**Introduction to Probability Theory**  
*STAT-UB 14 3 units.*  
Full course description can be found in the Department of Statistics section (page 49).

**Mathematics for Economists**  
*ECON-UA 6 4 units. Open to freshmen and sophomores only.*  
Full course description can be found in the Department of Economics section (page 26).

**Calculus II**  
*MATH-UA 122 4 units.*  
Calculus II is a second semester calculus course for students who have previously been introduced to the basic ideas of differential and integral calculus. Over the semester students will study three topics that form a central part of the language of modern science: applications and methods of integration, infinite series and the representation of functions by power series, and parametric curves in the plane. Students will develop not only their computational ability in this course, but will also learn how the material of this course is applicable in natural scientific contexts.

**Linear Algebra**  
*MATH-UA 140 4 units.*  
Full course description can be found on page 57.

**ESSENTIAL COURSES**  
**Foundations of Finance**  
*FINC-UB 2 4 units. Fall, spring, and summer.*  
Full course description can be found in the Department of Finance section (page 30).

**Corporate Finance**  
*FINC-UB 7 3 units. Fall, spring, and summer.*  
Full course description can be found in the Department of Finance section (page 30).

**The Financial System**  
*MULT-UB 27 3 units.*  
Full course description can be found in the Multidisciplinary Courses section (page 52).

**Statistical Inference and Regression Analysis**  
*STAT-UB 15 3 units.*  
Full course description can be found in the Department of Statistics section (page 49).

**Regression and Multivariate Data Analysis**  
*STAT-UB 17 3 units.*  
Full course description can be found in the Department of Statistics section (page 49).

### ADVANCED ELECTIVES

**Financial Modeling and Analysis**  
*ACCT-UB 23 3 units.*  
Full course description can be found in the Department of Accounting section (page 22).

**Macroeconomics Foundations for Asset Prices**  
*ECON-UB 233 3 units.*  
Full course description can be found in the Department of Economics section (page 26).

**Advanced Topics in Modern Macroeconomics**  
*ECON-UB 234 3 units.*  
Full course description can be found in the Department of Economics section (page 26).

**Econometrics I**  
*ECON-GB 3351 3 units.*  
This course focuses on the theory of estimation and inference in econometrics. It covers finite sample results for the classical linear model, as well as asymptotic results for single equation models. Topics include linear and nonlinear least squares, generalized least squares, panel data, instrumental variable techniques, and generalized method of moment estimation. Heavy emphasis is placed on empirical application.

**Computational Approaches to Financial Engineering**  
*INFO-UB 55 3 units.*  
Full course description can be found in the Information Systems section (page 37).

**Data Mining for Business Analytics**  
*INFO-UB 57 3 units.*



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

#### **Decision Models: Spreadsheets and Analytics**

*MULT-UB 7 3 units.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

#### **Advanced Decision Models**

*MULT-UB 16 3 units.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

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

*MULT-UB 35 3 units.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

#### **Global Macroeconomic Issues**

*MULT-UB 230 3 units.*

Full course description can be found in the Multidisciplinary Courses section (page 52).

#### **Forecasting Time Series Data**

*STAT-UB 18 3 units.*

Full course description can be found in the Department of Statistics section (page 49).

#### **Introduction to Stochastic Processes**

*STAT-UB 21 3 units.*

Full course description can be found in the Department of Statistics section (page 49).

#### **Analysis I**

*MATH-UA 325 4 units.*

Full course description can be found on page 58.

#### **Stochastic Calculus**

*MATH-GA 2902 4 units.*

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

This is a course on the mathematical analysis of stochastic processes. It uses some modern measure theoretic terminology but is not mathematically rigorous. The course begins with discrete probability and Markov Chains and then moves on to continuous time Brownian motion and diffusion processes. The bulk of the class is devoted to stochastic integration, the Ito calculus, and the relation between partial differential equations and diffusion processes. This course also discusses the derivation of diffusion models and approximations.

#### **Introduction to Computer Programming**

*CSCI-UA 2 4 units.*

*Prerequisite: Three years of high school mathematics or equivalent. No prior computing experience is assumed.*

This course serves as an introduction to the fundamentals of computer programming, which is the foundation of computer science. Students design, write, and debug computer programs.

#### **Introduction to Computer Science**

*CSCI-UA 101 4 units. Fall and spring.*

*Prerequisite: CSCI-UA 2.*

In this course, students learn how to design algorithms to solve problems

and how to translate these algorithms into working computer programs. Experience is acquired through programming projects in a high-level programming language.

#### **Data Structures**

*CSCI-UA 102 4 units. Fall and spring.*

*Prerequisites: CSCI-UA 2 and CSCI-UA 101.*

This course covers the use and design of data structures, which organize information in computer memory. Students learn stacks, queues, linked lists, and binary trees, how to implement them in a high-level language, how to analyze their effect on algorithm efficiency, and how to modify them.

#### **Numerical Analysis**

*MATH-UA 252 4 units.*

Full course description can be found on page 57.

#### **Numerical Methods I**

*MATH-GA 2010 3 units.*

Full course description can be found on page 57.

*Note: Students must fulfill all required prerequisites for any course listed.*

*Requests to take graduate-level courses must be processed through the Stern Undergraduate Advising Office. Please consult an academic adviser for further information.*

## *Business Analytics Track*

The business analytics track is designed to expose students to the skills, methods, and practices that are useful for data-driven decision-making. This multidisciplinary field has strong roots in computer science, information science, mathematics, operations, and statistics. Topic areas include data organization and management, computer programming, data mining and machine learning, optimization, and statistical methods, used to both investigate past business performance and predictively model future performance. This track provides preparation for careers in a wide range of fields at companies that are committed to the use of data to gain insights about their business (including consulting, entrepreneurship, financial services, marketing, risk management, sales, social media, and technology), as well as graduate school in the social sciences.

### *PREREQUISITES*

Students are required to take the following prerequisite courses before pursuing the Business Analytics track:

#### **Calculus I or higher**

*MATH-UA 121*

#### **Statistics for Business Control**

*STAT-UB 1*

*and*

#### **Regression and Forecasting Models**

*STAT-UB 3*

*or*

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

*STAT-UB 103*

### *ESSENTIAL COURSES*

#### **Introduction to Computer Programming**

*CSCI-UA 2*

#### **Dealing with Data**

*INFO-UB 46*

*or*

#### **Database Design and Web Implementation**

*CSCI-UA 60*

#### **Data Mining for Business Analytics**

*INFO-UB 57*

#### **Regression and Multivariate Data Analysis**

*STAT-UB 17*

---

### ADVANCED ELECTIVES

Three courses from the following list, including at least two of the four categories indicated:

#### Mathematics

**Discrete Mathematics**  
MATH-UA 120

**Calculus II**  
MATH-UA 122

**Linear Algebra**  
MATH-UA 140

**Statistics**  
Forecasting Time Series Data  
STAT-UB 18

**Information Systems**  
Social Media and Digital  
Marketing Analytics  
INFO-UB 38

**Practical Data Science**  
INFO-UB 59

**Search and the New Economy**  
MULT-UB 36

**Operations Management**  
Decision Models  
MULT-UB 7

---

## Courses

### PREREQUISITES

**Statistics for Business Control**  
STAT-UB 1 4 units.  
Full course description can be found in the Department of Statistics section (page 49).

**Regression and Forecasting Models**  
STAT-UB 3 2 units.  
Full course description can be found in the Department of Statistics section (page 49).

**Statistics for Business Control and Regression and Forecasting Models**  
STAT-UB 103 6 units.  
Full course description can be found in the Department of Statistics section (page 49).

### ESSENTIAL COURSES

**Introduction to Computer Programming**  
CSCI-UA 2 4 units.  
Full course description can be found on page 64.

**Dealing with Data**  
INFO-UB 46 3 units.  
Full course description can be found in the Department of Information Systems section (page 37).

**Database Design and Web Implementation**  
CSCI-UA 60 4 units.  
*Prerequisites:* CSCI-UA 2 and CSCI-UA 4 or equivalent or experience programming in Java, Python or an equivalent programming experience such as in C or C++.  
This course introduces principles and applications of database design.

Students learn to use a relational database system; implement a Web interface for the users; and write applications using SQL. Students explore principles of database design and apply those principles to computer systems in general and to their respective fields of interest in particular. Students will also become acquainted with other implementations such as SQLite with Python and NoSQL (MongoDB).

**Data Mining for Business Analytics**  
INFO-UB 57 3 units.  
Full course description can be found in the Department of Information Systems section (page 37).

**Regression and Multivariate Data Analysis**  
STAT-UB 17 3 units.  
Full course description can be found in the Department of Statistics section (page 49).

### ADVANCED ELECTIVES

**Discrete Mathematics**  
MATH-UA 120 4 units.  
*Prerequisite:* A grade of C or better in MATH-UA 121 or the equivalent.  
This course serves as the first in discrete mathematics. It covers sets, algorithms, induction combinatorics, graphs and trees, combinatorial circuits, and logic and Boolean algebra.

**Calculus II**  
MATH-UA 122 4 units.  
Full course description can be found on page 63.

**Linear Algebra**  
MATH-UA 140 4 units.  
Full course description can be found on page 57.

**Forecasting Time Series Data**  
STAT-UB 18 3 units.  
Full course description can be found in the Department of Statistics section (page 49).

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

**Practical Data Science**  
INFO-UB 59 3 units.  
Full course description can be found in the Department of Information Systems section (page 37).

**Search and the New Economy**  
MULT-UB 36 3 units.  
Full course description can be found in the Multidisciplinary Courses section (page 52).

**Decision Models: Spreadsheets and Analytics**  
MULT-UB 7 3 units.  
Full course description can be found in the Multidisciplinary Courses section (page 52).

*Note: Students must fulfill all required prerequisites for any course listed.*  
*Requests to take graduate-level courses must be processed through the Stern Undergraduate Advising Office. Please consult an academic adviser for further info.*

---

## Corporate Finance Track

The Corporate Finance Track provides rigorous training in (1) corporate financial decision-making, including value creation, corporate governance, and agency issues; and (2) the markets for corporate claims and corporate control, including the role of financial intermediaries. Elective

courses can be chosen to emphasize financial management and reporting, entrepreneurship, banking, or international issues. With an appropriate choice of elective courses, this track provides in-depth preparation for careers in investment banking, private equity, venture capital, equity

research, credit analysis, corporate treasury, financial consulting, corporate accounting and audit, tax and law, global finance (e.g., IMF, World Bank), central banking, and regulation (e.g., SEC), economic consulting and policy, as well as graduate school in finance, economics, or accounting.

---

**PREREQUISITES**

Students are required to take the following prerequisite courses before pursuing the Corporate Finance track:

**Microeconomics**  
*ECON-UB 1*

**Principles of Financial Accounting**  
*ACCT-UB 1*

**Statistics for Business Control**  
*STAT-UB 1*

*and*

**Regression and Forecasting Models**  
*STAT-UB 3*

*or*

**Statistics for Business Control and Regression and Forecasting Models**  
*STAT-UB 103*

**ESSENTIAL COURSES**

**Foundations of Finance**  
*FINC-UB 2*

**Corporate Finance**  
*FINC-UB 7*

**Financial Statement Analysis**  
*ACCT-UB 3*

**The Financial System**  
*MULT-UB 27*

**ADVANCED ELECTIVES**

Four courses from the following list, including at least two Corporate Finance electives\*:

**Any Finance elective**

*For course listings, see the Department of Finance section (page 30).*

**Managerial Accounting**  
*ACCT-UB 4*

**Financial Reporting and Disclosure**  
*ACCT-UB 21*

**Acquisitions, Other Restructurings and Related Topics**  
*ACCT-UB 22*

**Financial Modeling and Analysis**  
*ACCT-UB 23*

**Asian Economies**  
*ECON-UB 222*

**Advanced Topics in Modern Macroeconomics**  
*ECON-UB 234*

**Econometrics I**  
*ECON-GB 3351*

**Data Mining for Business Analytics**  
*INFO-UB 57*

**Strategic Analysis**  
*MGMT-UB 18*

**Managing Family Businesses and Privately Held Firms**  
*MGMT-UB 28*

**Decision Models: Spreadsheets and Analytics**  
*MULT-UB 7*

**Advanced Decision Models**  
*MULT-UB 16*

**Game Theory**  
*MULT-UB 20*

**Global Macroeconomic Issues**  
*MULT-UB 230*

**Analysis I**  
*MATH-UA 325*

**Statistical Inference and Regression Analysis**  
*STAT-UB 15*

*or*

**Regression and Multivariate Data Analysis**  
*STAT-UB 17*

*or*

**Introduction to Econometrics**  
*ECON-UA 266*

**Introduction to Computer Programming**  
*CSCI-UA*

*or*

**Introduction to Computer Science**  
*CSCI-UA 101*

*or*

**Data Structures**  
*CSCI-UA 102*

*or*

**Numerical Analysis**  
*MATH-UA 252*

*or*

**Numerical Methods I**  
*MATH-GA 2010*

---

**Courses****PREREQUISITES**

**Microeconomics**  
*ECON-UB 1 4 units.*

Full course description can be found in the Department of Economics section (page 26).

**Principles of Financial Accounting**  
*ACCT-UB 1 4 units.*

Full course description can be found in the Department of Accounting section (page 22).

**Statistics for Business Control**  
*STAT-UB 1 4 units.*

Full course description can be found in the Department of Statistics section (page 49).

**Regression and Forecasting Models**

*STAT-UB 3 2 units.*

Full course description can be found in the Department of Statistics section (page 49).

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

*STAT-UB 103 6 units.*

Full course description can be found in the Department of Statistics section (page 49).

**ESSENTIAL COURSES**

**Foundations of Finance**

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

Full course description can be found in the Department of Finance section (page 30).

**Corporate Finance**

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

Full course description can be found in the Department of Finance section (page 30).

---

\* Corporate Finance electives include:

*FINC-UB 8, FINC-UB 22, FINC-UB 29, FINC-UB 30, FINC-UB 39, FINC-UB 45, FINC-UB 50, FINC-UB 61.*

**Financial Statement Analysis**  
*ACCT-UB 3 3 units. Fall and spring.*  
Full course description can be found in the Department of Accounting section (page 22).

**The Financial System**  
*MULT-UB 27 3 units.*  
Full course description can be found in the Multidisciplinary Courses section (page 52).

#### ADVANCED ELECTIVES

**Managerial Accounting**  
*ACCT-UB 4 4 units. Fall and spring.*  
Full course description can be found in the Department of Accounting section (page 22).

**Financial Reporting and Disclosure**  
*ACCT-UB 21 3 units.*  
Full course description can be found in the Department of Accounting section (page 22).

**Acquisitions, Other Restructurings and Related Topics**  
*ACCT-UB 22 3 units.*  
Full course description can be found in the Department of Accounting section (page 22).

**Financial Modeling and Analysis**  
*ACCT-UB 23 3 units.*  
Full course description can be found in the Department of Accounting section (page 22).

**Asian Economies**  
*ECON-UB 222 3 units.*  
Full course description can be found in the Department of Economics section (page 26).

**Advanced Topics in Modern Macroeconomics**  
*ECON-UB 234 3 units.*  
Full course description can be found in the Department of Economics section (page 26).

**Econometrics I**  
*ECON-GB 3351 3 units.*  
Full course description can be found on page 63.

**Data Mining for Business Analytics**  
*INFO-UB 57 3 units.*  
Full course description can be found in the Department of Information Systems section (page 37).

**Strategic Analysis**  
*MGMT-UB 18 3 units.*  
Full course description can be found in the Department of Management and Organizations section (page 40).

**Managing Family Businesses and Privately Held Firms**  
*MGMT-UB 28 4 units.*  
*Corequisite: MGMT-UB 1.*  
Full course description can be found in the Department of Management and Organizations section (page 40).

**Decision Models: Spreadsheets and Analytics**  
*MULT-UB 7 3 units.*  
Full course description can be found in the Multidisciplinary Courses section (page 52).

**Advanced Decision Models**  
*MULT-UB 16 3 units.*  
Full course description can be found in the Multidisciplinary Courses section (page 52).

**Game Theory**  
*MULT-UB 20 3 units.*  
Full course description can be found in the Multidisciplinary Courses section (page 52).

**Global Macroeconomic Issues**  
*MULT-UB 230 3 units.*  
Full course description can be found in the Multidisciplinary Courses section (page 52).

**Analysis I**  
*MATH-UA 325 4 units.*  
Full course description can be found on page 58.

**Statistical Inference and Regression Analysis**  
*STAT-UB 15 3 units.*  
Full course description can be found in the Department of Statistics section (page 49).

**Regression and Multivariate Data Analysis**  
*STAT-UB 17 3 units.*  
Full course description can be found in the Department of Statistics section (page 49).

**Introduction to Econometrics**  
*ECON-UA 266 4 units.*  
Full course description can be found in the Department of Economics section (page 26).

**Introduction to Computer Programming**  
*CSCI-UA 2 4 units.*  
Full course description can be found on page 64.

**Introduction to Computer Science**  
*CSCI-UA 101 4 units. Fall and spring.*  
Full course description can be found on page 64.

**Data Structures**  
*CSCI-UA 102 4 units. Fall and spring.*  
Full course description can be found on page 64.

**Numerical Analysis**  
*MATH-UA 252 4 units.*  
Full course description can be found on page 57.

**Numerical Methods I**  
*MATH-GA 2010 3 units.*  
Full course description can be found on page 57.

**Note: Students must fulfill all required prerequisites for any course listed.**  
*Requests to take graduate-level courses must be processed through the Stern Undergraduate Advising Office. Please consult an academic adviser for further information.*

## Digital Marketing Track

The Internet and advances in digitization are transforming how companies and governments interact with customers and partners. Digital commerce is at once a powerful enabler and disruptor of business models, where organizations must understand the complexities and nuances of the digital world to create value. Industry seems to be demanding that students have a strategic and analytical understanding of how organizations must

navigate in the digital world that is overflowing with data on customers, products, and interactions. Virtually every company in every industry is committed to establishing a “digital presence” that enables it to interact with customers and suppliers in new ways. Digital marketing deals with the interface that an organization presents its customers at the front end coupled with intelligent analytics that help it to sense trends and needs

and react rapidly to them. There is growing evidence that a strong digital presence translates into significant business value. There is currently vigorous hiring in this area and job opportunities are growing (e.g., Google and Facebook), with an estimated 2 million jobs for “data savvy” managers that will be created in the next decade.

---

**PREREQUISITES**

Students are required to take the following prerequisite courses before pursuing the Digital Marketing track:

**Microeconomics**  
*ECON-UB 1*

**Principles of Financial Accounting**  
*ACCT-UB 1*

**Statistics for Business Control**  
*STAT-UB 1*

*and*

**Regression and Forecasting Models**  
*STAT-UB 3*

*or*

**Statistics for Business Control and Regression and Forecasting Models**  
*STAT-UB 103*

**ESSENTIAL COURSES**

**Information Technology in Business and Society**  
*INFO-UB 1*

**Social Media and Digital Marketing Analytics**  
*INFO-UB 38*

**Networks, Crowds, and Markets**  
*INFO-UB 60*

**Introduction to Marketing**  
*MKTG-UB 1*

**ADVANCED ELECTIVES**

Three courses from the following list:

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

**Data Mining for Business Analytics**  
*INFO-UB 57*

**Data-Driven Decision Making**  
*MKTG-UB 54*

**Brand Strategy**  
*MKTG-UB 55*

**Digital Business Strategies**  
*MKTG-UB 56*

**Decision Models: Spreadsheets and Analytics**  
*MULT-UB 7*

---

**Courses****PREREQUISITES**

**Microeconomics**  
*ECON-UB 1 4 units.*  
Full course description can be found in the Department of Economics section (page 26).

**Principles of Financial Accounting**  
*ACCT-UB 1 4 units.*  
Full course description can be found in the Department of Accounting section (page 22).

**Statistics for Business Control**  
*STAT-UB 1 4 units.*  
Full course description can be found in the Department of Statistics section (page 49).

**Regression and Forecasting Models**  
*STAT-UB 3 2 units.*  
Full course description can be found in the Department of Statistics section (page 49).

**Statistics for Business Control and Regression and Forecasting Models**  
*STAT-UB 103 6 units.*  
Full course description can be found in the Department of Statistics section (page 49).

**ESSENTIAL COURSES**

**Information Technology in Business and Society**  
*INFO-UB 1 4 units.*  
Full course description can be found in the Department of Information Systems section (page 37).

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

**Networks, Crowds, and Markets**  
*INFO-UB 60 3 units.*  
Full course description can be found in the Department of Information Systems section (page 37).

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

**ADVANCED ELECTIVES**

**Design and Development of Web and Mobile Apps**  
*INFO-UB 22 3 units.*  
Full course description can be found in the Department of Information Systems section (page 37).

**Data Mining for Business Analytics**  
*INFO-UB 57 3 units.*  
Full course description can be found in the Department of Information Systems section (page 37).

**Data-Driven Decision Making**  
*MKTG-UB 54 3 units.*  
Full course description can be found in the Department of Marketing section (page 43).

**Brand Strategy**  
*MKTG-UB 55 3 units.*  
Full course description can be found in the Department of Marketing section (page 43).

**Digital Business Strategies**  
*MKTG-UB 56 2 units.*  
Full course description can be found in the Department of Marketing section (page 43).

**Decision Models: Spreadsheets and Analytics**  
*MULT-UB 7 3 units.*  
Full course description can be found in the Multidisciplinary Courses section (page 52).

**Note: Students must fulfill all required prerequisites for any course listed.**  
*Requests to take graduate-level courses must be processed through the Stern Undergraduate Advising Office. Please consult an academic adviser for further information.*

## Entrepreneurship Track

The entrepreneurship track is designed to help students confront the unique challenges facing anyone who wants to start their own venture. Whether driven by new technology, social need, passion or personal interest, successful entrepreneurs must have command of many skills. This multidisciplinary field includes innovation, creativity, management, operations, marketing and finance. While these topics are important in all businesses and organizations, the unique challenges of limited resources and risk differentiates start-up ventures from large corporations. A particular emphasis is placed on business planning which ties these areas together in a logical coherent way, allowing entrepreneurs to seek capital and resources. This track provides the tools and insights to increase the chances of success for start-up ventures

### PREREQUISITES

Students are required to take the following prerequisite courses before pursuing the Entrepreneurship track:

**Microeconomics**  
ECON-UB 1

**Principles of Financial Accounting**  
ACCT-UB 1

**Statistics for Business Control**  
STAT-UB 1

and

**Regression and Forecasting Models**  
STAT-UB 3

or

**Statistics for Business Control and Regression and Forecasting Models**  
STAT-UB 103

### ESSENTIAL COURSES

**Patterns of Entrepreneurship**  
MGMT-UB 85

**Getting to Launch!: The Lean Startup Lab**  
MULT-UB 301

### ADVANCED ELECTIVES

At least three courses from the following list:

**Managing People and Teams**  
MGMT-UB 7

**Managing Innovation**  
MGMT-UB 8

**Growth Strategy and Management**  
MGMT-UB 35

**Social Media Strategy**  
MKTG-UB 45

**Brand Strategy**  
MKTG-UB 55

**Digital Business Strategies**  
MKTG-UB 56

**Search and the New Economy**  
MULT-UB 36

**Entrepreneurship 2.0**  
MULT-UB 39

**Entrepreneurship for the New Economy**  
MULT-UB 40

**Social Entrepreneurship**  
MULT-UB 41

**Entrepreneurship and Law in Practice**  
MULT-UB 86

**Experiential Learning Seminar**  
MULT-UB 104

*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 track. Contact the Office of Academic Advising for further information.*

**Social Venture Capital**  
FINC-GB 3148

**Venture Capital Financing**  
FINC-GB 3173

**Entrepreneurial Finance**  
FINC-GB 3361

**New Venture Financing**  
FINC-GB 3373

**Managing the Growing Company**  
MGMT-GB 2327

## Courses

### PREREQUISITES

**Microeconomics**  
ECON-UB 1 4 units.  
Full course description can be found in the Department of Economics section (page 26).

**Principles of Financial Accounting**  
ACCT-UB 1 4 units.  
Full course description can be found in the Department of Accounting section (page 22).

**Statistics for Business Control**  
STAT-UB 1 4 units.  
Full course description can be found in the Department of Statistics section (page 49).

**Regression and Forecasting Models**  
STAT-UB 3 2 units.  
Full course description can be found in the Department of Statistics section (page 49).

**Statistics for Business Control and Regression and Forecasting Models**  
STAT-UB 103 6 units.  
Full course description can be found in the Department of Statistics section (page 49).

### ESSENTIAL COURSES

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

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

**Networks, Crowds, and Markets**  
INFO-UB 60 3 units.  
Full course description can be found in the Department of Information Systems section (page 37).

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

### ADVANCED ELECTIVES

**Design and Development of Web and Mobile Apps**  
INFO-UB 22 3 units.  
Full course description can be found in the Department of Information Systems section (page 37).

**Data Mining for Business Analytics**  
INFO-UB 57 3 units.  
Full course description can be found in the Department of Information Systems section (page 37).

**Data-Driven Decision Making**  
*MKTG-UB 54 3 units.*  
Full course description can be found in the Department of Marketing section (page 43).

**Brand Strategy**  
*MKTG-UB 55 3 units.*  
Full course description can be found in the Department of Marketing section (page 43).

**Digital Business Strategies**  
*MKTG-UB 56 2 units.*  
Full course description can be found in the Department of Marketing section (page 43).

**Decision Models: Spreadsheets and Analytics**  
*MULT-UB 7 3 units.*  
Full course description can be found in the Multidisciplinary Courses section (page 52).

**Search and the New Economy**  
*MULT-UB 36 3 units.*  
Full course description can be found in the Multidisciplinary Courses section (page 52).

**Entrepreneurship for the New Economy**  
*MULT-UB 40 3 units.*  
Full course description can be found in the Multidisciplinary Courses section (page 52).

**Social Entrepreneurship**  
*MULT-UB 41 3 units.*  
Full course description can be found in the Multidisciplinary Courses section (page 52).

**Entrepreneurship and Law in Practice**  
*MULT-UB 86 2 units.*  
Full course description can be found in the Multidisciplinary Courses section (page 52).

**Experiential Learning Seminar**  
*MULT-UB 104 3 units.*  
Full course description can be found in the Multidisciplinary Courses section (page 52).

*Note: Students must fulfill all required prerequisites for any course listed.*  
*Requests to take graduate-level courses must be processed through the Stern Undergraduate Advising Office. Please consult an academic adviser for further information.*

## Management Consulting Track

Stern's approach to teaching consulting is as an effective way of thinking about businesses and solving business problems, skills that are applicable to any position both inside and outside the consulting industry. Consultants identify and adapt "best practices" to the firms that hire them, working on different projects across varied industries, usually with access to top executives in those firms. Consultants can be called on for their strategic, operational, industry, and financial expertise. This track is an excellent complement to a concentration in management as well as other areas such as finance, marketing, and accounting.

Because consultants gain exposure to many organizations across many industries, they are well positioned to observe patterns and become aware of "best practices" tied to various market positions and structures. Consultants must also have an understanding of the constraints of applying a "best practice" in a context that has different features from the context in which the "best practice" was identified. Also, as a result of their vantage point, consultants are sometimes able to perceive changes in industry or general market conditions slightly ahead of a leader inside of one organization in one industry. As they seek to identify the most critical factors constraining organizational performance, consultants triangulate among operational, market, financial, organizational, and cultural issues.

Students who select this track develop a number of core skills, including data analysis, problem solv-

ing, and peer leadership as well as written, verbal, and visual communications. With an appropriate choice of elective courses, this track provides in-depth preparation for careers in management consulting, strategy consulting, economic consulting, healthcare consulting, and information technology consulting.

### PREREQUISITES

Students are required to take the following prerequisite courses before pursuing the Management Consulting track:

**Microeconomics**  
*ECON-UB 1*

**Principles of Financial Accounting**  
*ACCT-UB 1*

**Statistics for Business Control**  
*STAT-UB 1*

*and*

**Regression and Forecasting Models**  
*STAT-UB 3*

*or*

**Statistics for Business Control and Regression and Forecasting Models**  
*STAT-UB 103*

### ESSENTIAL COURSES

**Management and Organizations**  
*MGMT-UB 1*

**International Studies Program**  
*MGMT-UB 11*

**Strategic Analysis**  
*MGMT-UB 18*

**Data-Driven Decision Making**  
*MKTG-UB 54*

*or*

**Dealing with Data**  
*INFO-UB 46*

*or*

**Data Mining for Business**  
*INFO-UB 57*

*Note: Students may take more than one of these classes. Taking one of these classes meets Essentials requirements and any additional courses taken from the list fulfills Advanced Elective requirements.*

### ADVANCED ELECTIVES

Four courses from the following list:

**Financial Statement Analysis**  
*ACCT-UB 3*

**Competitive Analysis**  
*ECON-UB 15*

**Equity Valuation**  
*FINC-UB 41*

**Mergers, Acquisitions and Restructuring**  
*FINC-UB 50*

**Managing People and Teams**  
MGMT-UB 7

**Managing Innovation**  
MGMT-UB 8

**Managing Change**  
MGMT-UB 25

**Data-Driven Decision Making**  
MKTG-UB 54

**Casing Method: Data Analysis & Presentation**  
MULT-UB 5

**Operations Management**  
OPMG-UB 1

---

## Courses

### PREREQUISITES

**Microeconomics**  
ECON-UB 1 4 units.  
Full course description can be found in the Department of Economics section (page 26).

**Principles of Financial Accounting**  
ACCT-UB 1 4 units.  
Full course description can be found in the Department of Accounting section (page 22).

**Statistics for Business Control**  
STAT-UB 1 4 units.  
Full course description can be found in the Department of Statistics section (page 49).

**Regression and Forecasting Models**  
STAT-UB 3 2 units.  
Full course description can be found in the Department of Statistics section (page 49).

**Statistics for Business Control and Regression and Forecasting Models**  
STAT-UB 103 6 units.  
Full course description can be found in the Department of Statistics section (page 49).

### ESSENTIAL COURSES

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

**International Studies Program**  
MGMT-UB 11 4 units.  
Full course description can be found in the Department of Management and Organizations section (page 40).

**Strategic Analysis**  
MGMT-UB 18 3 units.  
Full course description can be found in the Department of Management and Organizations section (page 40).

**Data-Driven Decision Making**  
MKTG-UB 54 3 units.  
Full course description can be found in the Department of Marketing section (page 43).

**Dealing with Data**  
INFO-UB 46 3 units.  
Full course description can be found in the Department of Information Systems section (page 37).

**Data Mining for Business Analytics**  
INFO-UB 57 3 units.  
Full course description can be found in the Department of Information Systems section (page 37).

**ADVANCED ELECTIVES**  
**Financial Statement Analysis**  
ACCT-UB 3 3 units. *Fall and spring.*  
Full course description can be found in the Department of Accounting section (page 22).

**Competitive Analysis**  
ECON-UB 15 3 units.  
Full course description can be found in the Department of Economics section (page 26).

**Equity Valuation**  
FINC-UB 41 3 units.  
Full course description can be found in the Department of Finance section (page 30).

**Mergers, Acquisitions and Restructuring**  
FINC-UB 50 2 units.  
Full course description can be found in the Department of Finance section (page 30).

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

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

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

**Casing Method: Data Analysis & Presentation**  
MULT-UB 5 2 units.  
Full course description can be found in the Multidisciplinary Courses section (page 52).

**Operations Management**  
OPMG-UB 1 4 units.  
Full course description can be found in the Department of Operations section (page 47).

**Note: Students must fulfill all required prerequisites for any course listed.**  
*Requests to take graduate-level courses must be processed through the Stern Undergraduate Advising Office. Please consult an academic adviser for further information.*

---

## Real Estate Track

The Real Estate Track provides rigorous training in (1) the economics of real estate development and investment, the financing of such projects, leasing, and appraisal of buildings; (2) the pricing/valuation and trading of financial instruments with real estate as the underlying asset, such as Real Estate Investment Trusts (REITs), residential and commercial mortgage-backed securities (MBS), and related derivative and structured finance prod-

ucts such as collateralized debt obligations (CDOs), credit default swaps (CDS), and index products (CDX, ABX, etc.); (3) the workings of real estate primary and secondary markets, including the various participants in these markets, their roles; and (4) the legal, taxation, and regulatory environment. Elective courses can be chosen to emphasize the commercial real estate development process (RED focus) or the investment strategies in

real estate capital markets (REF focus). With an appropriate choice of elective courses, this track provides in-depth preparation for careers in real estate development, real estate brokerage, real estate project investment for private equity firms, family offices, sovereign wealth funds, and careers in real estate finance in the fixed income or equity desks of investment banks (research, sales and trading), hedge funds, and sovereign wealth funds.



---

**PREREQUISITES**

Students are required to take the following prerequisite courses before pursuing the Real Estate track:

**Microeconomics**  
*ECON-UB 1*

**Principles of Financial Accounting**  
*ACCT-UB 1*

**Foundations of Finance**  
*FINC-UB 2*

**Law, Business, and Society**  
*SOIM-UB 6*

**Statistics for Business Control**  
*STAT-UB 1*

*and*

**Regression and Forecasting Models**  
*STAT-UB 3*

*or*

**Statistics for Business Control and Regression and Forecasting Models**  
*STAT-UB 103*

**ESSENTIAL COURSES**

**Corporate Finance**  
*FINC-UB 7*

**Real Estate Capital Markets**  
*FINC-UB 38*

**Real Estate Primary Markets**  
*FINC-UB 39*

**Real Estate Transactions**  
*MULT-UB 51*

**ADVANCED ELECTIVES**

Students should take four courses from the following lists. The courses denoted by [REF] are more interesting for students who want to specialize more towards a real estate finance specialization, whereas the courses denoted with [RED] are more interesting for students who want to focus on the development, direct investment, or management of property.

At least one of the following two courses is required (it is allowed and even recommended to take both):

**Real Estate Investment Strategies [REF]**  
*FINC-UB 35*

**Real Estate Development and Entrepreneurship [RED]**  
*OPMG-UB 50*

The remaining electives may be selected from this list:

**Financial Statement Analysis [RED/REF]**  
*ACCT-UB 3*

**Taxation of Individuals [RED]**  
*ACCT-UB 63*

**Macroeconomic Foundations for Asset Prices [REF]**  
*ECON-UB 233*

**Urban Economics [RED]**  
*ECON-UA 227*

**Risk Management in Financial Institutions [REF]**  
*FINC-UB 22*

**Topics in Emerging Financial Markets [RED/REF]**  
*FINC-UB 23*

**Debt Instruments [REF]**  
*FINC-UB 26*

**Behavioral Finance [RED/REF]**  
*FINC-UB 29*

**Equity Valuation [REF]**  
*FINC-UB 41*

**Mergers, Acquisitions, and Restructuring [RED]**  
*FINC-UB 50*

**Topics in Entrepreneurial Finance [RED]**  
*FINC-UB 61*

**Strategic Analysis [RED]**  
*MGMT-UB 18*

**Negotiation and Consensus Building [RED/REF]**  
*MGMT-UB 30*

Applicable courses in the College of Arts and Science Departments of Art History, Urban Design, and Architecture Studies.

Applicable urban planning courses in the Wagner Graduate School of Public Service, subject to approval of instructor and real estate track adviser.

---

**Courses****PREREQUISITES**

**Microeconomics**  
*ECON-UB 1 4 units.*

Full course description can be found in the Department of Economics section (page 26).

**Principles of Financial Accounting**  
*ACCT-UB 1 4 units.*

Full course description can be found in the Department of Accounting section (page 22).

**Statistics for Business Control**  
*STAT-UB 1 4 units.*

Full course description can be found in the Department of Statistics section (page 49).

**Regression and Forecasting Models**

*STAT-UB 3 2 units.*

Full course description can be found in the Department of Statistics section (page 49).

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

*STAT-UB 103 6 units.*

Full course description can be found in the Department of Statistics section (page 49).

**Foundations of Finance**

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

Full course description can be found in the Department of Finance section (page 30).

**Law, Business, and Society**  
*SOIM-UB 6 4 units.*

Full course description can be found on page 17.

**ESSENTIAL COURSES**

**Corporate Finance**

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

Full course description can be found in the Department of Finance section (page 30).

**Real Estate and Capital Markets**

*FINC-UB 38 3 units.*

Full course description can be found in the Department of Finance section (page 30).

**Real Estate Primary Markets**

*FINC-UB 39 3 units.*

Full course description can be found in the Department of Finance section (page 30).

**Real Estate Transactions**

*MULT-UB 51 3 units*

Full course description can be found in the Multidisciplinary Courses section (page 52).

---

## ADVANCED ELECTIVES

### Real Estate Investment Strategies

*FINC-UB 35 3 units.*

Full course description can be found in the Department of Finance section (page 30).

### Financial Statement Analysis

*ACCT-UB 3 3 units.*

Full course description can be found in the Department of Accounting section (page 22).

### Taxation of Individuals

*ACCT-UB 63 3 units. Fall and spring.*

Full course description can be found in the Department of Accounting section (page 22).

### Urban Economics

*ECON-UB 227 4 units.*

Full course description can be found in the Department of Economics section (page 26).

### Macroeconomic Foundations for Asset Prices

*ECON-UB 233 3 units.*

Full course description can be found in the Department of Economics section (page 26).

### Risk Management in Financial Institutions

*FINC-UB 22 3 units.*

Full course description can be found in the Department of Finance section (page 30).

### Topics in Emerging Financial Markets

*FINC-UB 23 3 units.*

Full course description can be found in the Department of Finance section (page 30).

### Debt Instruments

*FINC-UB 26 3 units.*

Full course description can be found in the Department of Finance section (page 30).

### Behavioral Finance

*FINC-UB 29 3 units.*

Full course description can be found in the Department of Finance section (page 30).

### Equity Valuation

*FINC-UB 41 3 units.*

Full course description can be found in the Department of Finance section (page 30).

### Mergers, Acquisitions, and Restructuring

*FINC-UB 50 2 units.*

Full course description can be found in the Department of Finance section (page 30).

### Topics in Entrepreneurial Finance

*FINC-UB 61 3 units.*

Full course description can be found in the Department of Finance section (page 30).

### Strategic Analysis

*MGMT-UB 18 3 units.*

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

### Negotiation and Consensus Building

*MGMT-UB 30 3 units.*

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

### Real Estate Development and Entrepreneurship

*OPMG-UB 50 3 units.*

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

**Note: Students must fulfill all required prerequisites for any course listed.**

*Requests to take graduate-level courses must be processed through the Stern Undergraduate Advising Office. Please consult an academic adviser for further information.*



# Faculty of the Leonard N. Stern School of Business

Please note that faculty appointments and general information change frequently.  
Visit [stern.nyu.edu/experience-stern/faculty-research](http://stern.nyu.edu/experience-stern/faculty-research) for the most updated faculty listings.

## Accounting

### Tim Baldenius

Vincent C. Ross Professor of Accounting  
B.A. 1994, Hamburg; Ph.D. 1998, Vienna

### 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.S. 1998, Indiana; M.B.A., 2006, Indiana; Ph.D. 2007, Indiana

### Christine Cuny

Assistant Professor of Accounting  
B.S. 2003, M.S. 2003, Wake Forest; M.B.A. 2012, Ph.D. 2013, Chicago

### 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); M.Phil. 1982, Ph.D. 1984, New York

### Yiwei Dou

Assistant Professor of Accounting  
B.A. 2005, Peking (China); M.A. 2006, York; Ph.D. 2012, Toronto

### Haim Dov Fried

Associate Professor of Accounting  
B.Com. 1972, Sir George Williams (Montreal); M.B.A. 1974, Toronto; 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

### Ilan Guttman

Associate Professor of Accounting  
B.A. 1995, B.Sc. 1996, M.A. 1998, Ph.D. 2004, Hebrew

### Seymour Jones

Clinical Professor of Accounting  
B.A. 1952, City College (CUNY); M.B.A. 1954, New York

### Michael Jung

Assistant Professor of Accounting  
B.S. 1993, California (Berkeley); M.B.A. 1999, New York; Ph.D. 2010, Pennsylvania

### April Klein

Professor of Accounting  
B.A. 1977, Pennsylvania; M.B.A. 1979, Ph.D. 1983, Chicago

### Pepa Kraft

Assistant Professor of Accounting  
B.S.c. 1999, London School of Economics; M.S.c. 2002, HEC University of Lausanne (Switzerland); Ph.D. 2010, Chicago

### Baruch I. Lev

Philip Bardes Professor of Accounting and Finance  
B.A. 1962, Hebrew; M.B.A. 1967, Ph.D. 1968, Chicago

### Ajay Maindiratta

Associate Professor of Accounting  
B.Tech. 1975, Indian Institute of Technology; Ph.D. 1984, Carnegie Mellon

### Xiaojing Meng

Assistant Professor of Accounting  
B.A. 2001, Central University of Finance and Economics; M.A. 2003, Beijing University; Ph.D. 2012, Columbia

### James Ohlson

Professor of Accounting  
M.B.A. 1968, Ph.D. 1972, California (Berkeley)

### 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

### Ron Shalev

Assistant Professor of Accounting, Taxation, and Business Law  
L.L.B. 1995, M.A. 1997, Hebrew; I.E.M.B.A. 2002, Northwestern; Ph.D. 2007, Columbia

### Michael Tang

Assistant Professor of Accounting, Taxation, and Business Law  
B.A. 2007, Fudan (China); M.S. 2010, Ph.D. 2012, Rochester

### Hao Xue

Assistant Professor of Accounting  
B.A. 2005, Wuhan (China); M.S. 2008, Fudan (China); Ph.D. 2013, Carnegie Mellon

### 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**  
Associate Professor of Economics  
B.A. 1999, Australian National; M.A. 2002, Ph.D. 2004, Harvard
- David K. Backus**  
Heinz Riehl Professor of Finance and Economics; Chairperson, Department of Economics  
B.A. 1975, Hamilton College; Ph.D. 1981, Yale
- 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
- Simon Bowmaker**  
Clinical Associate Professor of Economics  
M.A. 1996, Aberdeen; M. Phil. 1997, Cambridge; Ph.D. 2008, St Andrews
- Adam M. Brandenburger**  
J. P. Valles Professor of Business Economics and Strategy; Vice Dean for Graduate Education; 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**  
Associate Professor with Tenure  
B.A. 1993, Bologna (Italy); M.A. 1998, Ph.D. 2000, Rochester
- Allan Collard-Wexler**  
Assistant Professor of Economics  
B.A. 2000, McGill; M.A. 2011, Ph.D. 2007, Northwestern
- Thomas F. Cooley**  
Paganelli-Bull Professor of Business and International Trade; Professor of Economics and International Business  
B.S. 1965, Rensselaer Polytechnic Institute; M.A. 1969, Ph.D. 1971, Pennsylvania
- Joyee Deb**  
Assistant Professor of Economics  
B.Sc. 1997, St. Stephen's College (Delhi); M.B.A. 1999, Indian Institute of Management; Ph.D. 2008, Northwestern
- Nicholas S. Economides**  
Professor of Economics  
B.S. 1976, London School of Economics; M.A. 1979, Ph.D. 1981, California (Berkeley)
- 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**  
Associate Professor of Economics with Tenure  
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
- Peter Henry**  
Dean, Leonard N. Stern School of Business; William R. Berkley Professor of Economics & Finance  
B.A. 1991, North Carolina (Chapel Hill); B.A. 1993, Oxford; Ph.D. 1997, Massachusetts
- Barbara G. Katz**  
Professor Emerita of Economics  
B.A. 1968, M.A. 1969, Ph.D. 1973, Pennsylvania
- Kei Kawai**  
Assistant Professor of Economics  
M.A. 2006, Northwestern; L.L.B. 2004, Tokyo; Ph.D. 2011, Northwestern
- 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
- 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
- Paul Romer**  
Professor of Economics; Director, The Urbanization Project  
B.A. 1977, Ph.D. 1983, 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
- Kermit Schoenholtz**  
Professor of Management Practice  
A.B. 1977, M.Phil. Economics 1982
- George D. Smith**  
Clinical Professor of Economics and International Business  
B.A. 1968, Fairleigh Dickinson; M.A. 1970, Ph.D. 1976, Harvard
- A. Michael Spence**  
Clinical Alan Greenspan Professor of Economics  
B.A. 1966, Princeton; B.A. 1968, Oxford; Ph.D. 1972, 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

**Vaidyanathan Venkateswaran**  
Assistant Professor of Economics  
B.Com. 1996, Mahatma Gandhi  
(India); M.A. 2008, Ph.D. 2011,  
California (Los Angeles)

**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

**Jidong Zhou**  
Assistant Professor of Economics  
B.A. 2000, Peking; M.A. 2002, Peking;  
Ph.D. 2008, University College London

**Stanley Zin**  
William R. Berkley Professor of  
Economics and Business  
B.A. 1979, Windsor; M.A. 1981,  
Wayne; Ph.D. 1978, Toronto

---

## *Finance*

**Viral Acharya**  
C.V. Starr Professor of Economics  
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

**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  
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; Kerschner  
Family Chair in Finance Education  
B.Com. 1977, Madras; M.S. 1979,  
Indian Institute of Management;  
M.B.A. 1981, Ph.D. 1985, California  
(Los Angeles)

**Itamar Drechsler**  
Assistant Professor of Finance  
B.S. 2002, M.A. 2003, M.A. 2007,  
Ph.D. 2009, Pennsylvania

**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

**Xavier Gabaix**  
Martin J. Gruber Professor of  
Finance  
M.A. 1995, École Normale Supérieure  
(France); Ph.D. 1999, Harvard

**Edward Glickman**  
Executive Director, Center for Real  
Estate Finance Research; Clinical  
Professor of Finance  
B.S., B.App.Sc. 1978, Pennsylvania;  
M.B.A. 1981, Harvard

**Joel Hasbrouck**  
Kenneth G. Langone Professor of  
Business  
B.S. 1974, Haverford; M.A. 1980,  
Ph.D. 1981, Pennsylvania

**Aurel Hizmo**  
Assistant Professor of Finance  
B.S.B.A. 2005, St. Louis; M.A. 2008,  
Duke; Ph.D. 2011, Duke

**Manjiree Jog**  
Clinical Assistant Professor of  
Finance  
B.Com. 1987, Pune (India); M.B.A.  
1997, New York

**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

**Theresa Kuchler**  
Assistant Professor of Finance  
Diploma 2007, Mannheim (Germany);  
Ph.D. 2013, Stanford

**Samuel Lee**  
Assistant Professor of Finance  
B.A., M.A. Goethe (Germany); Ph.D.,  
Stockholm

**Richard M. Levich**  
Professor of Finance and  
International Business; Deputy  
Chair, Department of Finance  
B.A. 1971, M.B.A. 1971, Ph.D. 1977,  
Chicago

**Andres Liberman**  
Assistant Professor of Finance  
B.A. 2004, Chile; M.Phil. 2011, Ph.D.  
2013, Columbia

**Alexander Ljungqvist**  
Ira Rennert Professor of Finance  
and Entrepreneurship; Research  
Director, Berkley Center for  
Entrepreneurial Studies  
M.S. 1992, Lund (Sweden); M.Phil.  
1994, Ph.D. 1995, Oxford

**Anthony W. Lynch**  
Professor of Finance  
B.A. 1986, M.A. 1988, J.D. 1989,  
Queensland (Australia); Ph.D. 1994,  
Chicago

---

**Matteo Maggiori**  
Assistant Professor of Finance  
B.Sc. 2004, Luis Guido Carli (Italy);  
M.Sc. 2005, Warwick; M.S. 2009,  
Ph.D. 2012, California (Berkeley)

**Anthony Marciano**  
Clinical Professor of Finance  
B.A. 1983, Dartmouth; M.B.A. 1998,  
Massachusetts Institute of Technology

**Thomas Mertens**  
Assistant Professor of Finance  
Diploma 2005, Bonn (Germany); Ph.D.  
2009, Harvard

**Holger Mueller**  
Professor of Finance  
M.B.A. 1993, Ph.D. 1997, St. Gallen  
(Switzerland)

**Charles J. Murphy**  
Professor of Management Practice  
B.S. 1969, Manhattan; M.B.A. 1974,  
A.P.C. 1975, New York

**Emiliano Pagnotta**  
Assistant Professor of Finance  
Licentiate 2002, Buenos Aires; M.A.  
2003, San Andres; M.A. 2005, Ph.D.  
2009, Northwestern

**Lasse H. Pedersen**  
John A. Paulson Professor of  
Finance and Alternative  
Investments  
M.S. 1997, Copenhagen; Ph.D. 2001,  
Stanford

**Thomas Philippon**  
Associate Professor of Finance;  
Charles Schaefer Family Fellow  
B.S. 1997, Ecole Polytechnique  
(France); M.A. 1998, Ecole Normale  
Supérieure, DELTA (France); M.A.  
1999, London School of Economics;  
Ph.D. 2003, Massachusetts Institute of  
Technology

**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

**Anthony Saunders**  
John M. Schiff Professor of Finance  
B.S. 1971, M.S. 1972, Ph.D. 1981,  
London School of Economics

**Alexi Savov**  
Assistant Professor of Finance  
B.A. 2005, Washington University (St.  
Louis); M.B.A. 2010, Ph.D. 2010,  
Chicago

**Anjolein Schmeits**  
Clinical 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

**Josephine Smith**  
Assistant Professor of Finance  
B.A. 2005, University of Rochester;  
Ph.D. 2010, Stanford

**Roy C. Smith**  
Kenneth Langone Professor of  
Entrepreneurship and Finance;  
Professor of Management Practice  
B.S. 1960, U.S. Naval Academy;  
M.B.A. 1966, Harvard

**Johannes Stroebel**  
Assistant Professor of Finance  
B.A. 2006, Oxford; Ph.D. 2012,  
Stanford

**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  
B.A. 1982, Madras; M.B.A. 1984,  
Indian Institute of Management; M.A.  
1987, Ph.D. 1988, Cornell

**Bruce Tuckman**  
Clinical Professor of Finance  
A.B. 1984, Harvard; Ph.D. 1989,  
Massachusetts Institute of Technology

**Stijn Van Nieuwerburgh**  
Professor of Finance; Director,  
Center for Real Estate Finance  
Research  
B.A. 1998, Gent (Belgium); M.A.  
2000, M.Sc. 2001, Ph.D. 2003,  
Stanford

**Ingo Walter**  
Seymour Milstein Professor of  
Finance, Corporate Governance and  
Ethics  
B.A. 1962, M.S. 1963, Lehigh; Ph.D.  
1966, New York

**Robert F. Whitelaw**  
Edward C. Johnson 3d Professor of  
Entrepreneurial Finance; Chair,  
Department of Finance  
B.S. 1984, Massachusetts; Ph.D. 1993,  
Stanford

**Jeffrey A. Wurgler**  
Nomura Professor of Finance  
B.A.S. 1994, Stanford; M.A., Ph.D.  
1999, Harvard

**David Yermack**  
Albert Fingerhut Professor of  
Finance and Business  
Transformation  
B.A. 1985, J.D. 1991, M.B.A. 1991,  
M.A. 1993, Ph.D. 1994, Harvard

---

## *Information Systems Group*

**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**  
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

---

**John J. Horton**  
Assistant Professor of Information Systems in Information, Operations, and Management Sciences  
B.S. 2001, Military; Ph.D. 2011, Harvard

**Panagiotis G. Ipeiritis**  
Associate 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

**Lee S. Sproull**  
Leonard N. Stern Professor of Business Emerita  
B.A. 1967, Wellesley College; M.A.T. 1969, Wesleyan; M.A. 1975, Ph.D. 1977, Stanford

**Arun Sundarajan**  
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

**Alexander Tuzhilin**  
Professor of Information Systems; NEC Faculty Fellow  
B.A. 1980, New York; M.S. 1981, Stanford; Ph.D. 1989, New York

**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

---

## *Management Communication*

**Naomi Diamant**  
Deputy Dean TRIUM, Assistant Dean Global Programs, and Clinical Assistant Professor of Management Communication  
B.A. 1982, Cape Town; M.A. 1986, Hebrew; Ph.D. 1992, Columbia

**Dianne Lennard**  
Clinical Associate Professor of Management Communication  
B.A. 1974, Bard; M.S. 1977, Bank Street College of Education; Ph.D. 2004, Union Institute and University

**Robert Lyon**  
Clinical Assistant Professor of Management Communication  
B.A. 1979, Macalester College; M.F.A. 2004, New York

**David Purdy**  
Clinical Assistant Professor of Management Communication  
B.M.Ed 1978, Temple; M.B.A. 1985, Maryland

**Irv Schenkler**  
Clinical Associate Professor of Management Communication; Director, Department of Management Communication  
A.B. 1975, Columbia; M.A. 1976; MPhil. 1978

**Susan Stehlik**  
Clinical Associate Professor of Management Communication  
B.S. 1972, Wisconsin (Madison); M.S., 1990 New School

**Aline Wolff**  
Clinical Professor of Management Communication  
B.A. 1966, California (Berkeley); M.A. 1979, Teachers College, Columbia; Ph.D. 1981, Columbia

**Jeffrey Younger**  
Clinical Assistant Professor of Management Communication  
B.A. 1981, Pennsylvania; M.S. 2005, Brooklyn College

---

## *Management and Organizations*

**Beth A. Bechky**  
Professor of Management and Organizations  
B.S. 1991, Cornell; M.A. 1992, Ph.D. 1999, Stanford

**Steven L. Blader**  
Associate Professor of Management and Organizations  
B.A. 1994, Pennsylvania; M.A. 1999, Ph.D. 2002, New York

**Elizabeth Boyle**  
Clinical Associate Professor of Management and Organizations and Deputy Chair  
B.A. 1983, Catholic University of America; M.B.A. 1989, Ph.D. 2004, New York

**Gino Cattani**  
Associate Professor of Management and Organizations  
B.A. 1991, D.B.A. 1997, 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, Ph.D. 2006, Harvard

**Sinziana Dorobantu**  
Assistant Professor of Management and Organizations  
B.A. 2001, American University in Bulgaria; M.A. 2005, Ph.D. 2010, Duke

**Jamie "J.P." Eggers**  
Assistant Professor of Management and Organizations  
B.A. 1993, Amherst College; M.B.A. 1999, Emory; Ph.D. 2008, Pennsylvania

**Christina Fang**  
Associate Professor of Management and Organizations  
B.A. 1997, Nanyang Technological (Singapore); M.A. 2001, Ph.D. 2003, Pennsylvania

**Claudine Gartenberg**  
Assistant Professor of Management and Organizations  
B.A. 1996, Harvard; M.B.A. 2006, Ph.D. 2011, Harvard

---

**Ari Ginsberg**  
Professor of Entrepreneurship and Management  
B.H.L. 1975, ITRI College; M.A. 1977, Columbia; M.B.A. 1982, Ph.D. 1985, Pittsburgh

**Jason Greenberg**  
Assistant Professor of Management and Organizations  
A.A. 1994, Rockland Community College; B.A. 1996, Binghamton University; M.A. 2000, Florida (Gainesville); M.P.P. 2002, Chicago; Ph.D. 2009, Massachusetts Institute of Technology

**William D. Guth**  
Professor Emeritus of Management and Strategy; Adjunct Professor of Management  
B.S. 1953, Washington; M.B.A. 1954, Indiana; D.B.A. 1960, Harvard

**Deepak Hegde**  
Assistant Professor of Management and Organizations  
Bachelor of Industrial Engineering 1999, The National Institute of Engineering (India); M.P.P. 2005, Georgia Institute of Technology; M.B.A. 2008, Ph.D. 2010, California (Berkeley)

**R. Kabaliswaran**  
Clinical Associate Professor of Management and Organizations  
B. Tech. 1975, Indian Institute of Technology; M.E. 1981, Manhattan College; Ph.D. 1991, New York

**Gavin J. Kilduff**  
Assistant Professor of Management and Organizations  
B.S. 2002, Pennsylvania State; Ph.D. 2010, California (Berkeley)

**Anat Lechner**  
Clinical Associate Professor of Management and Organizations  
B.S. 1998, Tel Aviv; M.B.A. 1994, Ph.D. 2000, Rutgers

**Lisa Leslie**  
Associate Professor of Management and Organizations  
A.B. 2001, Princeton; M.A. 2004, Ph.D. 2007, Maryland

**Sonia Marciano**  
Clinical Professor of Management and Organizations  
B.A. 1984, M.B.A. 2000, Ph.D. 2000, Chicago

**Frances J. Milliken**  
Professor of Management and Organizations; Arthur E. Imperatore Professorship in Entrepreneurial Studies  
B.A. 1978, Barnard; M.B.A. 1982, Ph.D. 1985, City College (CUNY)

**Elizabeth Morrison**  
Professor of Management and Organizations; ITT Harold Geneen Professor in Creative Management; Vice Dean of Faculty  
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 A. Okun**  
Clinical Professor of Management and Entrepreneurship; Professor of Management Practice  
B.A. 1984, Wesleyan; J.D., M.B.A. 1989, Harvard

**Nathan C. Pettit**  
Assistant Professor of Management and Organizations  
B.S. 2002, Cornell; M.P.S. 2003, Cornell; M.A. 2006, Columbia, Ph.D. 2011, Cornell

**Joseph Porac**  
Professor of Management and Organizations; George Daly Professor of Business Leadership  
B.S. 1974, Pittsburgh; Ph.D. 1979, Rochester

**Renee M. Rottner**  
Assistant Professor of Management and Organizations  
B.A. 1991, Eastern Michigan University; M.S. 2004, Stanford University (California); Ph.D. 2011, California (Irvine)

**Robert M. Salomon**  
Associate Professor of Management and Organizations  
B.B.A. 1995, Michigan; M.Phil. 2000, Ph.D. 2002, New York

**Melissa A. Schilling**  
Professor of Management and Organizations; Mary Jacoby Faculty Fellow  
B.S. 1990, Colorado; Ph.D. 1997, Washington

**Rebecca L. Schaumberg**  
Assistant Professor of Management and Organizations  
B.A. 2006, Carleton College; Ph.D. 2013, Stanford

**Robert C. Seamans**  
Assistant Professor of Management and Organizations  
B.A. 1996, Reed; M.B.A. 2001, Yale; M.A. 2004, Boston; Ph.D. 2009, California (Berkeley)

**Kelly E. See**  
Assistant Professor of Management and Organizations  
B.S. 1996, Wisconsin, Madison; Ph.D. 2004, Duke

**Zur B. Shapira**  
Professor of Entrepreneurship and Management; William R. Berkley Professorship in Entrepreneurship  
B.Sc. 1970, M.Sc. 1972, Hebrew; Ph.D. 1976, Rochester

**Belén Villalonga**  
Associate Professor of Management and Organizations  
B.A. 1991, Colegio Universitario de Estudios Financieros (Madrid); M.A. 1998, California (Los Angeles); Ph.D. 2000, Universidad Complutense (Madrid); Ph.D. 2001, California (Los Angeles)

**Batia M. Wiesenfeld**  
Professor of Management and Organizations; David Margolis Faculty Fellow and Department Chair  
B.A. 1988, Ph.D. 1996, Columbia

**Geraldine A. Wu**  
Assistant Professor of Management and Organizations  
B.S., B.A., M.A. 1997, Stanford; M.Phil. 2001, Ph.D. 2006, Columbia



- Adam Alter**  
Assistant Professor of Marketing  
B.Sc. 2004, New South Wales; M.A.  
2006, Ph.D. 2009, Princeton
- Henry Assael**  
Professor of Marketing  
B.A. 1957, Harvard; M.B.A. 1959,  
Pennsylvania; Ph.D. 1965, Columbia
- Bryan Bollinger**  
Assistant Professor of Marketing  
B.A. 2003, Dartmouth; M.A. 2010,  
Ph.D. 2011, Stanford
- Andrea Bonezzi**  
Assistant Professor of Marketing  
B.S., Parma (Italy); M.S., Bocconi  
(Italy); Ph.D. 2012, Northwestern
- 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 Professor of Marketing and  
Entrepreneurship  
B.A. 1978, Wright State; M.B.A. 1986,  
Tulane
- Kim P. Corfman**  
Professor of Marketing; Deputy  
Chair, Marketing Department  
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; Professor  
of Marketing  
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
- Daria Dzyabura**  
Assistant Professor of Marketing  
B.S. 2007, Ph.D. 2012, Massachusetts  
Institute of Technology
- 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 Professor of Marketing  
B.A. 1987, California (Los Angeles);  
M.B.A. 1992, California (Berkeley)
- Eric A. Greenleaf**  
Professor of Marketing  
B.S. 1977, New Hampshire; M.B.A.  
1981, Ph.D. 1986, Columbia
- Hal E. Hershfield**  
Assistant Professor of Marketing  
B.A. 2001, Tufts; Ph.D. 2009, Stanford
- Sam Hui**  
Assistant Professor of Marketing  
B.S., M.S. 2003, Stanford; Ph.D. 2008,  
Pennsylvania
- Masakazu Ishihara**  
Assistant Professor of Marketing  
B.S. 2000, Wisconsin-Madison; M.S.  
2004, Wisconsin-Madison; Ph.D. 2011,  
Toronto
- 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**  
Professor of Marketing  
B.S. 1993, Santa Clara; Ph.D. 1999,  
Cornell
- Al Lieberman**  
Albert Gallatin Clinical Professor  
of Business; Clinical Professor of  
Marketing; Executive Director,  
Entertainment, Media, and  
Technology Program  
B.S. 1960, Cornell; M.B.A. 1963, New  
York
- Durairaj Maheswaran**  
Paganelli-Bull Professor of  
Marketing and International  
Business  
B.Tech. 1973, Madras; M.B.A. 1976,  
Indian Institute of Management; Ph.D.  
1987, Northwestern
- Geeta Menon**  
Dean, Undergraduate College;  
Abraham Krasnoff Professor of  
Global Business; Professor of  
Marketing  
B.A. 1981, M.A. 1983, Madras; Ph.D.  
1991, Illinois
- Tom Meyvis**  
Associate Professor of Marketing;  
Daniel P. Paduano Faculty Fellow  
Licentiaat 1996, Catholique de Louvain  
(Belgium); Ph.D. 2001, Florida
- Vicki G. Morwitz**  
Harvey Golub Professor of  
Business Leadership; 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 Raghurir**  
Abraham Gitlow Professor of  
Business; 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
- Vishal Singh**  
Associate Professor of Marketing  
B.A. 1992, Delhi; M.S. 1997, Iowa  
State; Ph.D. 2003, Northwestern
- Joel H. Steckel**  
Vice Dean, Doctoral Education;  
Professor of Marketing  
B.A. 1977, Columbia; M.B.A. 1979,  
M.A. 1980, Ph.D. 1982, Pennsylvania
- Yaacov Trope**  
Affiliated Professor of Marketing;  
Professor of Psychology  
B.A. 1970, Tel Aviv; M.A. 1972; Ph.D.  
1974, Michigan
- Luke Williams**  
Executive Director of the Berkley  
Center for Entrepreneurship &  
Innovation; Clinical Associate  
Professor of Marketing and  
Entrepreneurship  
B.Tech. 1993, Monash (Australia)
- Russell S. Winer**  
William H. Joyce Professor of  
Marketing; Chairperson,  
Department of Marketing  
B.A. 1973, Union College; Ph.D. 1977,  
Carnegie Mellon

---

*Operations  
Management  
Group*

**Mor Armony**  
Associate Professor of Operations  
Management  
B.S. 1993, M.S. 1996, Hebrew; M.S.  
1997, Ph.D. 1999, Stanford

**Arash Asadpour**  
Assistant Professor of Operations  
Management  
B.S. 2005, Sharif University of  
Technology; Ph.D., Stanford

**René A. Caldenteu**  
Associate Professor of Operations  
Management  
M.A. 1994, Chile; Ph.D. 2001,  
Massachusetts Institute of Technology

**Harry G. Chernoff**  
Clinical Professor of Information,  
Operations, and Management  
Sciences  
B.A. 1968, M.S. 1975, Ph.D. 1985,  
New York

**Srikanth Jagabathula**  
Assistant Professor of Operations  
Management  
B.Tech. 2006, Indian Institute of  
Technology (Bombay); M.S. 2008,  
Ph.D. 2011, Massachusetts Institute of  
Technology

**Ilan Lobel**  
Assistant Professor of Operations  
Management  
B.S. 2004, Pontificia Universidad  
Catolica de Rio de Janeiro (Brazil);  
Ph.D. 2009, Massachusetts Institute of  
Technology

**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  
Operations Management;  
Chairperson, Information,  
Operations, and Management  
Sciences  
M.S. 1973, Delft (Netherlands); M.S.  
1975, Ph.D. 1978, California (Berkeley)

**Joshua Reed**  
Associate Professor of Operations  
Management  
B.S. 2000, Illinois; Ph.D. 2007,  
Georgia Institute of Technology

**Gustavo J. Vulcano**  
Associate Professor of Operations  
Management  
B.Sc. 1994, M.Sc. 1997, Buenos Aires;  
M.Phil. 2000, Ph.D. 2003, Columbia

**Wenqiang Xiao**  
Associate Professor of Operations  
Management  
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

**Jiawei 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

**Xi Chen**  
Assistant Professor of Statistics  
Group in Information, Operations,  
and Management Sciences  
B.Sc. 2007, Xi'an Jiaotong (China);  
M.S. 2009, Ph.D. 2013, Carnegie  
Mellon

**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

**Patrick Perry**  
Assistant Professor of Statistics  
Group in Information, Operations,  
and Management Sciences  
B.S. 2003, Stanford; M.S. 2004,  
Stanford; Ph.D. 2009, Stanford

**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 Emeritus of Statistics  
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 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 oth-

ers; and the personal essay.

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

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

NYU Office of Undergraduate Admissions  
212-998-4500  
[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 the Applicants with International Credentials section on page 84.

## RECOMMENDED HIGH SCHOOL PREPARATION

The quality of an applicant's secondary school record is considered to be more important than a prescribed pattern of courses. Sound preparation, however, should include English, with heavy emphasis on writing; social studies; foreign language; mathematics; and laboratory sciences. The Admissions Committee pays particular attention to the number of honors, AP, and IB courses the applicant has completed in high school. The minimum requirements for consideration are:

- 4 years of English (with heavy emphasis on writing)
- 3-4 years of academic mathematics (to include Pre-calculus\*)
- 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 students continue mathematics and language courses in their senior year of high school. For required testing, see page 83.

## 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 Common Application (online only) and the Common Application Supplement are required.
- b. Nonrefundable \$70 application fee.
- c. Official high school and/or college records for academic credit that has already been earned (and General Educational Development test scores if applicable).
- d. All required testing should be completed and results forwarded electronically by one testing agency to the Undergraduate Admissions Processing Center.
- e. Recommendations.
- f. Personal Statement/Essay.

Candidates are urged to complete and file their applications by the stated deadline (see page 83 for application filing deadlines). The Office of Undergraduate Admissions reserves the right to substitute or waive particular admissions requirements at the discretion of the Admissions Committee.

Freshman candidates for September admission are notified approximately April 1. Early Decision I candidates are notified beginning in mid-December. Early Decision II candidates are notified on or after February 15. Transfer candidates for September admission are notified beginning in mid-April.

## CAMPUS VISITS

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

Both high school and college students wishing to discuss the choice of a college, the transfer process, or academic programs are invited to attend an information session conducted by the Office of Undergraduate Admissions at the Jeffrey S. Gould Welcome Center, located at 50 West 4th Street. The Office of Undergraduate Admissions holds

\*Students must be calculus-ready.

\*\*Applicants to the BPE program are encouraged to have 3-4 years of a foreign language.

daily information sessions and conducts campus 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 at the Club Quarters, a private hotel convenient to the University. Club Quarters Downtown, a 280-room, private, first-class business hotel, is located in the Wall Street area of Manhattan. By special arrangement with NYU, it offers moderately priced, quality accommodations for University-affiliated guests. Features include a customized NYU floor and lounge decorated to highlight the University's presence in New York. Rates are well below those for comparable accommodations in Manhattan. On weekends, visitors are welcome to use Club Quarters Midtown. Near Fifth Avenue, it is close to shopping, Broadway theaters, and Rockefeller Center. For information and reservations, call 212-575-0006 or visit [nyu.edu/about/visitor-information/hotels](http://nyu.edu/about/visitor-information/hotels) to learn of other nearby hotels.

### REQUIRED TESTING

All freshman applicants must submit standardized test scores. Applicants for admission to NYU may submit:

- The SAT Reasoning Test or
- The ACT (with Writing Test) or
- Three SAT Subject Test scores (one in literature or the humanities, one in math or science, and one non-language of the student's choice) or
- The SAT Reasoning Test and two Advanced Placement (AP) Exam scores or
- Three AP exam scores (one in literature or the humanities, one in math or science, and one non-language of the student's choice).

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

Freshman candidates should submit official score reports for standardized tests. Visit [admissions.nyu.edu](http://admissions.nyu.edu) for the latest required testing information.

*Note: The AP exams must be taken prior to high school senior year to be appli-*

*cable during the admissions cycle.*

*International students who are in an area where the ACT Writing Test is not offered must choose one of the other test score options.*

If students have taken the SAT or ACT more than once, or if they have SAT Subject Test or Advanced Placement (AP) Test scores they wish to submit in support of their application, it is recommended they send in all of their scores. Using the requirement options above, the admissions office will use the combination of scores that best presents their candidacy.

It is recommended that students applying as regular decision freshmen complete their testing by the November test date, and they *must* finish by the December test date. It is strongly recommended that early decision applicants complete all testing by the October test date, although November scores usually arrive in time to be considered.

Students whose native language is not English and whose primary language of instruction has not been English should also take the Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS). (See the *Applicants with International Credentials* section on page 84 for additional information.)

Official test scores should be sent directly to NYU from the testing agencies. The NYU code for the College Board (SAT Reasoning Test, SAT I, SAT Subject Tests, SAT II Examinations, and TOEFL) is 2562; the ACT code for NYU is 2838.

Detailed information on the SATs and Advanced Placement examinations may be obtained from the College Board, 45 Columbus Avenue, New York, NY 10023-6917; 212-713-8000; [collegeboard.org](http://collegeboard.org). Detailed information on the ACT may be obtained from ACT, 500 ACT Drive, P.O. Box 168, Iowa City, IA 52243-0168; 319-337-1270; [act.org](http://act.org).

### ADMISSION APPLICATION FILING DEADLINES

Freshmen are considered only for fall (September) entry.

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

### NOTIFICATION DATES

We will notify you by the following dates:

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

### RESPONSE DEADLINES

Admitted students must respond by the following dates:

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

### FINANCIAL AID DEADLINES

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

### EARLY DECISION PLAN FOR HIGH SCHOOL SENIORS

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

NYU uses information students share with the University via the CSS/PROFILE (see *Financial Aid* on page 86) to provide admitted students with an estimated financial aid package after December 15. For Early Decision II candidates, this information is used to provide admitted students with an estimated financial aid package after February 15. Students are then provided with their official financial aid award in late April, assuming students have completed both the CSS/PROFILE and the Free Application for Federal Student Aid (FAFSA) by February 15.

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

## TRANSFER APPLICANTS

Transfer applicants to Stern will be considered for fall admission only (see *Admission Process* on page 82).

Admission of external transfers is limited by space availability. Credit will be granted for most collegiate work completed with a grade of C or better within the last ten years that satisfies degree requirements and that falls within the residency requirement, with the exception of certain courses of a vocational nature or courses not consistent with the educational objectives of the Stern Undergraduate College. Within these provisions, applicants from regionally accredited colleges are eligible for admission.

Except when specifically noted, the general procedures described for entering freshmen apply to all applicants seeking to transfer from other two-year or four-year institutions. Transfer applicants must submit official credentials from all institutions attended, including secondary school transcripts. Transfer applicants who took the SAT or ACT exams while in high school should submit their test results as part of their application. Transfer applicants who did not take these examinations while in high school and have been in college less than one year must take one of these tests and submit their results to NYU.

To be considered for transfer admission to the Stern School of Business, a student must have completed (or be in the process of completing) one year and 30–32 semester hours at his or her current college or university. This does not include credit awarded by examination or earned at a previous school. Students who do not meet this requirement will not be considered for admission.

Students wishing to transfer into the second/sophomore year should have completed the following courses (at a minimum) at their current institution:

- 1 semester of Calculus or higher
- 1 semester of writing/composition (two semesters are preferred)

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

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

The Stern School of Business will not consider applications from students who would be incoming seniors.

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

Please note that all degree candidates in Stern must complete at least 64 consecutive units of coursework in residence at Stern immediately preceding the date of graduation. For further information regarding the external transfer process, see the Undergraduate Admissions web site at [admissions.nyu.edu](http://admissions.nyu.edu).

## TRANSFER APPLICANTS WITHIN THE UNIVERSITY

Students who wish to transfer from one school to another within the University must file an Internal Transfer Application online at [admissions.nyu.edu](http://admissions.nyu.edu) prior to the March 1 application deadline. (Stern accepts transfers in the fall only.) Students must complete (or be in the process of completing) one full year (32 points) of academic study in their original school of enrollment to be eligible for internal transfer. The Leonard N. Stern School of Business will also consider for transfer admission students who enter NYU via transfer into another NYU school or college.

## SPECIAL UNDERGRADUATE STUDENTS (VISITING)

The Stern Undergraduate College offers courses to non-matriculated students. Contact the NYU University Programs Office at [nyu.edu/admissions/visiting-students/contact-us](http://nyu.edu/admissions/visiting-students/contact-us) for program details and deadline information.

## APPLICANTS WITH INTERNATIONAL CREDENTIALS

NYU welcomes applications for admission from international applicants all over the globe. NYU has one of the largest international student bodies in the world.

NYU offers limited financial support in the form of institutional grants/scholarships to international freshmen admitted to our New York campus. Grants/scholarships will be based upon a combination of financial need and academic merit. Please see [nyu.edu/admissions/financial-aid-and-scholarships](http://nyu.edu/admissions/financial-aid-and-scholarships) for further information. Because of the

delays in receiving documents from outside the United States, all students who reside outside the U.S. are strongly encouraged to apply online at [nyu.edu/admissions/undergraduate-admissions/applying-for-admission](http://nyu.edu/admissions/undergraduate-admissions/applying-for-admission). Before beginning the application, please be aware that NYU does not consider applications from students who already possess a bachelor's degree in any academic area.

## Student Visas and Orientation

Matters pertaining to student visas and international student orientation activities are administered by the Office of Global Services (OGS), 561 LaGuardia Place, 1st floor; 212-998-4720. Specific information on the various resources provided by OGS can be found at [nyu.edu/global/international-immigration-services](http://nyu.edu/global/international-immigration-services).

## Instructions for Submitting International Documents

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

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

NYU cannot assume responsibility for the return of any documents provided in support of application for admission. Do not submit diplomas or original single copies of records that cannot be replaced. Also, students should be certain to use their legal name exactly as it appears on their passport on all NYU applications and related documents and correspondence.

## Required Testing for International Students

All freshmen applicants—domestic and international—must submit SAT, ACT, or AP standardized testing to NYU to be considered for admission to NYU. NYU also considers a wide range of regional and national examinations to fulfill an applicant's standardized testing requirement in addition to SAT, ACT, and IB results. Students are required to submit offi-

cial score reports directly from the appropriate testing agency. Consult the appropriate pages of NYU's admissions web site to learn about the required testing requirements for freshman applicants or testing requirements for transfer applicants. These pages apply to both domestic and international students and there are no exceptions whatsoever.

To locate an international testing center and date for the SAT or AP exams, visit the College Board SAT web site at [collegeboard.org](http://collegeboard.org). To locate an international testing center and date for the ACT, visit the ACT web site at [actstudent.org](http://actstudent.org). To locate an international testing center and date for the AP, visit the College Board AP web site at [apstudent.collegeboard.org/takingtheexam/registering-for-exams](http://apstudent.collegeboard.org/takingtheexam/registering-for-exams).

### *Testing Your English Ability*

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

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

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

### **THE AMERICAN LANGUAGE INSTITUTE**

Students who wish to improve their English language skills prior to applying to an undergraduate program at New York University are welcome to investigate the American Language Institute, housed at NYU. All students are further tested upon arrival at the University. If their ability to speak and write in English is not deemed to be of a sufficiently high level to register for academic study, students must register for non-credit English courses that entail additional expense and extend the

time normally required to complete a degree.

Individuals who wish to obtain additional information about the American Language Institute are invited to visit the office of the American Language Institute weekdays throughout the year between the hours of 9 a.m. and 6 p.m. (Fridays until 5 p.m.). They may also visit the web site, [scps.nyu.edu/ali](http://scps.nyu.edu/ali); write to The American Language Institute, School of Continuing and Professional Studies, New York University, 7 East 12th Street, Suite 921, New York, NY 10003-7154; call 212-998-7040; fax 212-995-4135; or email: [ali@nyu.edu](mailto:ali@nyu.edu).

### **READMISSION OF FORMER STUDENTS**

Any former student who has been out of attendance for more than two consecutive terms and who wishes to return to the college must apply for readmission. Applications for readmission are available online at [admissions.nyu.edu](http://admissions.nyu.edu). Requests for readmission should be received by *August 1* for the fall term, *December 1* for the spring term, and *April 1* for the summer term. Students who have attended another college or university since their last attendance at New York University must complete the regular application for undergraduate transfer student admission and submit an official transcript.

### **ADVANCED STANDING**

The Stern School of Business Undergraduate College strongly recommends that students apply no more than 20 advanced standing points toward their degree requirements given that the Stern curriculum has been carefully designed to ensure both intellectual depth and breadth throughout four years. To apply for advanced standing, a student must

- submit proof of prior college-level coursework 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 at Stern to discuss the implications thereof, and
- sign an Advanced Standing Agreement Form with the Stern Undergraduate Office of Academic Advising that is placed on file with the Stern Undergraduate College and the Office of the University Registrar.

*Note: Freshmen are highly encouraged to consult with an academic adviser before they apply AP credit toward their first term at NYU.*

### **CREDIT BY EXAMINATION**

The Advanced Placement Program (AP-College Entrance Examination Board), the International Baccalaureate Program (IB), and the results of some foreign maturity certificate examinations enable undergraduate students to receive credit toward the bachelor's degree on the basis of performance in college-level examinations or proficiency examinations related to Stern's degree requirements, subject to the approval of the college.

The maximum number of units allowed toward the degree requirements that are a result of any possible combination of nonresidential special examination programs shall not exceed 32. *Note: Stern strongly recommends that undergraduates apply no more than 20 units toward their degree requirements so they may fully experience the depth and breadth of the Stern curriculum.*

### *International Baccalaureate (IB)*

The Stern School recognizes for advanced standing credit most higher-level examinations passed with grades of 6 or 7 (exceptions include Economics). No credit is granted for standard-level examinations. Official reports must be submitted to the Undergraduate Admissions Processing Center for review.

### *Maturity Certificate Examinations*

The Stern Undergraduate College will consider the results of certain foreign maturity certificate examinations for advanced standing credit, i.e., British GCE "A" levels or Cambridge Pre-U, French Baccalauréat, German Abitur, Italian Maturità, or the Federal Swiss Maturity Certificate. Stern may require that score reports be authenticated and reviewed by approved independent credential evaluation agencies.

### *Advanced Placement Program (AP)*

New York University participates in the Advanced Placement Program of the College Entrance Examination Board. In accordance with New York University policy, if test results are 4 or 5, depending on the subject examination (see chart on page 87), the student may receive college credit toward the degree and may not take the corresponding college-level course for credit. For additional information, consult the Office of Undergraduate Admissions at [admissions.nyu.edu](http://admissions.nyu.edu) or call 212-998-4500.

## Limitations on Advanced Standing Credits (By Subject)

### *Mathematics:*

All students entering Stern as freshmen are required to fulfill a 4-unit mathematics course. Beginning with the class of 2016 and beyond, students who earn a 4 or 5 on the BC Calculus AP exam, or a 6 or 7 on the IB Higher Level Mathematics exam, or an A or B on the GCE A-level Math exam will be eligible to apply those advanced standing credits to satisfy the Calculus I requirement.<sup>1</sup>

The 4-unit requirement is typically fulfilled through the successful completion of Calculus I (MATH-UA 121), but for students with advanced standing, a higher-level course may be more appropriate for fulfilling the 4-unit requirement. Stern academic advisers are available to help those students with advanced standing make appropriate course selections. Advanced standing can be used to place into either Calculus II, Calculus III, or Linear Algebra.<sup>2</sup>

### *Economics:*

All students entering Stern as freshmen are required to complete the 4-unit Microeconomics course (ECON-UB 1).

Students in the B.S. in Business program also complete a 4-unit international economics course, Economics of Global Business (ECON-UB 11). No credit is awarded for any prior Economics coursework or AP economics exams.

Students in the B.S. in Business and Political Economy program will complete Intro to Macroeconomics (BPEP-UB 2) in lieu of Economics of Global Business. They may be eligible to use a 5 on AP Macroeconomics, a 7 on IB HL Economics, or an A on GCE A-Level Economics to substitute for BPEP-UB 2.

Transfer students who do not enter Stern with an approved intermediate-level microeconomics course will be required to take either Competitive Analysis (ECON-UB 15) or Intermediate Microeconomics (ECON-UA 10) to satisfy this requirement.

### *Statistics:*

All students entering Stern are required to fulfill a 6-unit statistics requirement. Students are eligible to waive out of 4 of the 6 total unit requirements based on an appropriate score in AP Statistics. To be waived from the 4-unit portion of the requirement, eligible students may take a

proficiency examination in the first semester the student arrives on campus. Upon passing the examination, the 4 units from the usual Statistics requirement are redistributed to electives. Regardless of advanced standing, all students must take the 2-unit course entitled Regression and Forecasting Models (STAT-UB 3).

### *Writing/Exposition:*

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

## THE ENROLLMENT PROCESS

To be enrolled, an admitted candidate must do the following:

1. Accept the University's offer of admission and pay the required non-refundable tuition deposit.
2. If applicable, pay the required non-refundable housing deposit.
3. Have his or her high school and college forward a final transcript(s) to the Undergraduate Admissions Processing Center. The transcript must specify date of graduation.
4. File a medical report.
5. Make an appointment with the individual school or division for academic advisement.
6. Pay balance of tuition and/or housing fees by the stipulated deadlines.
7. Register for classes when notified.

## PLACEMENT EXAMINATIONS

Foreign language placement examination results may be used at Stern as follows: Students who wish to continue in a language previously studied in high school or in college must take a language placement test or submit scores from the College Entrance Examination Board or receive a recommendation for placement from the appropriate language department by taking their corresponding departmental placement exams offered online or in person throughout the academic year. For further information, please speak with an academic adviser or the Director of Undergraduate Study of the appropriate language department.

## FINANCIAL AID

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

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

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

For more information, see the NYU Financial Aid web site at [nyu.edu/financial.aid](http://nyu.edu/financial.aid).

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

NYU's FAFSA deadline is February 15 (for both Early Decision and Regular Decision applicants to receive a final financial aid award in April). Students must include the NYU federal school code number 002785 in the school section of the FAFSA to ensure that their submitted information is transmitted by the processor to New York University.

New York State residents should also complete the separate application for the Tuition Assistance Program (TAP); for information visit [nyu.edu/financial.aid](http://nyu.edu/financial.aid). Students from other states may be required to complete separate applications for their state programs if their state grants can be used at New York University. For more detailed information regarding Financial Aid requirements and policies, see the Financial Aid section on page 90.

<sup>1</sup>For students who entered prior to 2016, no credit toward degree requirements will be granted based on examinations taken during high school. Advanced placement standing in mathematics for these students is used only to determine in which mathematics course an incoming student should enroll.

<sup>2</sup>Students may also place into Calculus III to satisfy their math requirement by taking and passing a placement exam administered by the mathematics department.

ADVANCED PLACEMENT EQUIVALENCIES

AP Examination and Grade	Credits	NYU Course Equivalent <sup>3</sup>	Stern Course Equivalent
Art History 4	4	No course equivalent	Elective
Art History 5	4	ARTH-UA 1 and ARTH-UA 2	Elective
Biology 4, 5	8	BIOL-UA 11-12/ BIOL-UA 13-14	Natural Science
Calculus AB 4, 5	No credit	No course equivalent	Placement Only
Calculus BC 4, 5	4	MATH-UA 121	Mathematics
Chemistry 4, 5	8	CHEM-UA 125,126/ CHEM 127, 128	Natural Science
Chinese Language & Culture 4, 5	4	EAST-UA 204	Elective
Computer Science A 4, 5	4	CSCI-UA 101	Elective
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	No course equivalent	Elective
French Language and Culture 4, 5	4	FREN-UA 30	Elective
German Language and Culture 4, 5	4	GERM-UA 4	Elective
Human Geography	No credit	No course equivalent	No Credit
Italian Language and Culture 4, 5	4	ITAL-UA 12	Elective
Japanese Language and Culture 4, 5	4	EAST-UA 250	Elective
Latin 4, 5	4	CLASS-UA 6	Elective
Macroeconomics 5	4/ No credit <sup>4</sup>	ECON-UA 1	BPE Requirement
Microeconomics	No credit	No course equivalent	No Credit
Music Theory	No credit	No course equivalent	No Credit
Physics B 4 <sup>5</sup>	5	No course equivalent	Natural Science
Physics B 5	10	PHYS-UA 11-12	Natural Science
Physics C-E&M. 4, 5	5 or 3	PHYS-UA 12 or PHYS-UA 93	Natural Science
Physics C-Mech. 4, 5	5 or 3	PHYS-UA 11 or PHYS-UA 91	Natural Science
Politics (U.S. Gov't and Politics) 4, 5	4	No course equivalent	Elective
Politics (Comp. Gov't and Politics) 4, 5	4	No course equivalent	Elective
Psychology 4, 5	4	PSYCH-UA 1	Elective
Spanish Language and Culture 4, 5	4	SPAN-UA 4	Elective
Spanish Literature and Culture 4	4	SPAN-UA 100	Elective
Spanish Literature and Culture 5	4	SPAN-UA 100 or 200	Elective
Statistics 4,5	No credit	STAT-UB 1 <sup>6</sup>	Placement Only
Studio Art	No credit	No course equivalent	No Credit
United States History 4, 5	4	No course equivalent	Elective
World History	4	No course equivalent	Elective

<sup>3</sup>Students who intend to major or minor in a CAS department should contact the departmental adviser for information on how applying AP credit will impact their major or minor requirements in a given departmental area (e.g. refer to the Art History Department for information on how applying AP Art History credit may impact major or minor completion). For foreign language placement, students should contact the respective department for specific information.

<sup>4</sup>Credit is only applicable for Stern students in the BPE Program. For all other Stern students, no credit will be awarded.

<sup>5</sup>Students may not receive credit for both Physics B and Physics C.

<sup>6</sup>See page 86 for information regarding Stern's policy on advanced placement credits for Statistics.





# Tuition, Fees, and Financial Aid

## Tuition and Fees

Following is the schedule of fees established by the Board of Trustees of New York University for the academic year 2013-2014. The Board of Trustees reserves the right to alter this schedule without notice.

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

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

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

A fee will be charged if payment is not made by the due date indicated on the student's statement. The unpaid balance of a student's account is also subject to an interest charge of 12% per annum from the first day of class until payment is received.

Holders of New York State Tuition Assistance Program Awards are allowed credit toward their tuition fees in the amount of their entitlement, provided they are New York State residents, are enrolled on a

full-time basis, and present with their schedule/bill the Award Certificate for the applicable term.

Students who receive awards after registration will receive a check from the University after the New York State payment has been received by the Office of the Bursar and the Office of the University Registrar has confirmed eligibility.

### Full-Time Students

**Tuition, 12 to 18 units, per term** . . . . . \$21,485.00

Nonreturnable registration and services fee, per term . . . . \$1,683.00

For each unit taken in excess of 18, per unit, per term (includes a nonreturnable registration and services fee of \$64.00 per unit) . . . . \$1,327.00

### Other Students

**Tuition, per unit** . . . . . \$1,263.00

Nonreturnable registration and services fee:

Fall term 2013 first unit . . . \$443.00

Spring term 2014 first unit . . \$461.00

Nonreturnable registration and services fee, per unit, for registration after first unit . . . . . \$64.00

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

### Basic Health Insurance Benefit Plan

*Full-time students are automatically enrolled.<sup>1</sup> All others can select:*

Annual . . . . . \$2,220.00

Fall term . . . . . \$830.00

Spring term (coverage for the spring and summer terms) . . . . \$1,390.00

Summer term . . . . . \$611.00 (only for students who did not register in the preceding term)

### Comprehensive Health Insurance Benefit Plan

*International students are automatically enrolled.<sup>1</sup> All others can select:*

Annual . . . . . \$3,439.00

Fall term . . . . . \$1,295.00

Spring term (coverage for the spring and summer terms) . . . . \$2,144.00

Summer term (only for students who did not register in the preceding term) . . . . . \$942.00

### Stu-Dent Plan

*Dental service through NYU's College of Dentistry*

Primary member . . . . . \$235.00

Partner . . . . . \$235.00

Dependent (under age 16) . . \$83.00

Renewal membership . . . . \$193.00

### Special Fees

*Fees are subject to change. Contact the NYU Bursar's Office for the most up-to-date information.*

Late payment of tuition fee . . \$25.00

Late registration fee commencing with the second week of classes . . . . \$50.00

Late registration fee commencing with the fifth week of classes . . . . \$100.00

Penalty fee . . . . . \$20.00

Deposit upon acceptance (nonreturnable) . . . . . \$500.00

Housing deposit (if applicable) upon acceptance (nonreturnable) . . . . . \$1,000.00

*Note: Undergraduate application fee (nonreturnable) . . . . . 70.00*

*Application fee for admissions for international students and U.S. citizens living abroad (nonreturnable) . . . . \$70.00*

<sup>1</sup>A waiver option is available. Students automatically enrolled in the Basic Plan or the Comprehensive Plan can change between plans or waive the plan entirely (as long as they show proof of other acceptable health insurance).

## Deferred Payment Plan

The Deferred Payment Plan allows students to pay 50% of their net balance due for the current term on the payment due date and defer the remaining 50% until later in the semester. This plan is available to students who meet the following eligibility requirements:

- They are matriculated and registered for six or more units.
- They are without a previously unsatisfactory University credit record.
- They are not in arrears for any University charge or loan.

The plan includes a nonrefundable application fee of \$50.00, which is to be included with the initial payment on the payment due date.

Interest at a rate of 1% per month on the unpaid balance will be assessed if payment is not made in full by the final installment due date. A late payment fee will be assessed on any late payments.

A separate deferred payment plan application and agreement is required for each semester this plan is used. The Deferred Payment Plan is available via eSuite. Log onto eSuite and click the "Payment Plans" tab.

For additional information, visit the Office of the Bursar web site at [nyu.edu/bursar/paymentplans](http://nyu.edu/bursar/paymentplans) or call 212-998-2806.

## TuitionPay Plan

TuitionPay is a payment plan administered by SallieMae. This interest-free plan allows for all or a portion of a student's educational expenses (including tuition, fees, room, and board) to be paid in monthly installments.

The traditional University billing cycle consists of one large lump sum payment due at the beginning of each semester. TuitionPay is a budget plan that enables a family to spread payments over the course of the academic year. By enrolling in this plan, students spread fall semester tuition payments over a four-month period (June through September) and spring semester tuition payment over another four-month period (November through February).

With this plan, students budget the cost of tuition and/or housing after deducting any financial aid received and/or any payments made directly to NYU.

A nonrefundable enrollment fee of \$50.00 is required when applying for the fall and spring plans. Students must enroll in both the fall and spring plans. Monthly statements are

mailed by TuitionPay, and all payments should be made directly to them. For additional information, visit the TuitionPay web site at [tuitionpay.salliemae.com](http://tuitionpay.salliemae.com) or call 800-635-0120.

## Arrears Policy

The University reserves the right to deny registration and withhold all information regarding the record of any student who is in arrears in the payment of tuition, fees, loans, or other charges (including charges for housing, dining, or other activities or services) for as long as any arrears remain.

## Withdrawal and Refund of Tuition

A student who for any reason finds it impossible to complete a course for which he or she has registered should consult with an academic adviser. An official withdrawal must be filed either on Albert (through the first three weeks of the term only) or in writing on a completed Change of Program (drop/add) form with the Office of the University Registrar.

*Note: An official withdrawal must be filed if a course has been cancelled, and in this case the student is entitled to a refund of tuition and fees paid. Withdrawal from courses that have not been cancelled does not necessarily entitle the student to a refund of tuition paid or a cancellation of tuition still due. A refund of tuition will be made provided such withdrawal is filed within the scheduled refund period for the term (see schedule below).*

Merely ceasing to attend a class does not constitute official withdrawal, nor does notification to the instructor. A stop payment of a check presented for tuition does not constitute withdrawal, nor does it reduce the indebtedness to the University. The 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 two calendar weeks of the term for which application for withdrawal is filed. The processing of refunds takes approximately two weeks.

## Refund Schedule for withdrawal from a course (Fall and Spring Terms Only)

Courses dropped during the first two weeks of the term	100% of tuition and fees
Courses dropped after the first two weeks of the term	NONE

## Refund Period Schedule for Complete Withdrawal (Fall and Spring Terms Only)

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

Withdrawal on or before the official opening date of the term<sup>2</sup>  
100% of tuition and fees

Withdrawal on the second day after the official opening date of the term through the end of the first calendar week  
100% of tuition only

*The first calendar week consists of the first seven calendar days beginning with the official opening date of the term, not the first day of the class meeting.*

Withdrawal within the second calendar week  
of the term 70% of tuition only

Withdrawal within the third calendar week  
of the term 55% of tuition only

Withdrawal within the fourth calendar week  
of the term 25% of tuition only

Withdrawal after completion of the fourth calendar week  
of the term NONE

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

A student may not withdraw from a class the last three weeks of the fall or spring semester or the last three days of each summer session.

Exceptions to the published refund schedule may be appealed in writing to the refund committee of the school of registration and should be supported by appropriate documentation regarding the circumstances that warrant consideration of an exception. Exceptions are rarely granted. Students who withdraw should review the "Refunds" page on the Office of the Bursar's web site at [nyu.edu/bursar](http://nyu.edu/bursar).

<sup>2</sup>After the official opening date of the term, all registration and services fees are not returnable.

Federal regulations require adjustments reducing financial aid if a student withdraws even after the NYU refund period. Financial aid amounts will be adjusted for students who withdraw through the ninth week of the semester and have received any federal grants or loans. This adjustment may result in the student's bill not being fully paid. NYU will bill the student for this difference. The student will be responsible for payment of this bill before returning to NYU and will remain responsible for

payment even if he or she does not return to NYU.

For any semester a student receives any aid, that semester will be counted in the satisfactory academic progress standard. This may require the student to make up units before receiving any further aid. Please review "Semester Course Loads" on page 94 and "Academic Standards" on page 99 for further information and to prevent jeopardizing future semesters of aid.

## Tuition Insurance

NYU encourages all students to purchase tuition insurance in case a withdrawal after the refund period becomes necessary. Visit [tuitionrefund-plan.com](http://tuitionrefund-plan.com) for more information or contact A.W.G. Dewar, Inc., Four Batterymarch Park, Quincy, MA 02169-7648; 617-774-1555.

## Financial Aid

NYU Office  
of Financial Aid  
25 West Fourth Street  
212-998-4444  
[nyu.edu/financial.aid](http://nyu.edu/financial.aid)

New York University awards financial aid in an effort to help students meet the difference between their own resources and the cost of education. All awards are subject to availability of funds and the student's demonstrated need. Renewal of assistance depends on annual reevaluation of a student's need, the availability of funds, the successful completion of the previous year, and satisfactory progress toward completion of degree requirements. In addition, students must meet the published filing deadlines.

### The Office of Financial Aid Online

Visit Financial Aid and Scholarships at [nyu.edu/financial.aid](http://nyu.edu/financial.aid) for full access to the information and procedures summarized here. Particular attention should be given to (1) Types of Financial Aid (for scholarships, grants, loans) and (2) Applications and Forms. These topics are included on the navigation bar located on the home page.

### Applying for Financial Aid at NYU

The following applications are the forms students must submit for any and all types of financial aid awarded at NYU, including all need-based and merit-based scholarships:

- CSS/Financial Aid PROFILE
- Free Application for Federal Student Aid (FAFSA)
- New York State Tuition Assistance Program (TAP), for *New York State residents only*

Please refer to the Applications and Forms area of the web site for details specific to students applying for admission to NYU's Washington Square campus, NYU Abu Dhabi, and NYU Shanghai.

Students seeking financial aid for summer courses must also complete a NYU Summer Aid Application.

### Important deadlines:

#### For Freshmen Applicants

- Early Decision I: November 15 (to receive an Early Decision financial aid estimate in mid-December)
- Early Decision II: January 15 (to receive an Early Decision financial aid estimate in mid-February)
- Regular Decision: February 15 (to receive a final financial aid award in April)

#### For Transfer Applicants

- Fall/Summer Admission: April 1 (to receive a final financial aid award in May/June)
- Spring Admission: November 1

### Eligibility for Financial Aid

To be considered for financial aid, students must be officially admitted to NYU or matriculated in a degree program and making satisfactory academic progress toward degree requirements. Financial aid awards are not automatically renewed each year. Students must submit the FAFSA each year, continue to demonstrate financial need, make satisfactory progress toward degree requirements, and be in good academic standing.

Please consult "Eligibility for Financial Aid" at [nyu.edu/financial.aid](http://nyu.edu/financial.aid) for current details (see Policies in the lower right column of the home page).

### Withdrawal

Students receiving federal student aid who withdraw completely may be billed for remaining balances resulting from the mandatory return of funds to the U.S. government. The amount of federal aid "earned" up to that point is determined by the withdrawal date and a calculation based upon the federally prescribed formula. Generally, federal assistance is earned on a pro-rata basis.

### Scholarships and Grants

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

### University-Sponsored and University-Administered Programs

Through the generosity of its alumni and other concerned citizens, as well as from funds supplied by the federal government, the University is able to provide an extensive financial aid program for its students. Awards are competitive and are based on a combination of academic achievement, applicable test scores, and in most cases, financial need. No separate application is necessary.

### Federal Scholarships and Grants

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

### State Grants

New York State offers a wide variety of grants and scholarships to residents, subject to the annual availability of funds. Application is made directly to the state and grants are awarded by the state. New York State programs are listed at [hesc.com](http://hesc.com).

Some students from outside New York State may qualify for funds from their own state scholarship programs that can be used at New York University. Contact individual state financial aid agencies (call 800-433-3243 to get the phone number and address) to ask about program requirements and application procedures. Upon receiving an eligibility notice from a state program, submit it immediately to the NYU Office of Financial Aid.

## Scholarships and Grants from Other Organizations

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

## Stern Scholarships for Matriculated Students

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

## Loan Programs

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

## Student Employment

*Wasserman Center for Career Development*  
133 East 13th Street, 2nd Floor; 212-998-4730

[nyu.edu/careerdevelopment](http://nyu.edu/careerdevelopment)

Most financial aid award packages include work-study. This means that students are eligible to participate in the Federal Work-Study Program and may earn up to the amount recommended in their award package. Work-study wages are paid directly to the student on a biweekly basis and are normally used for books, transportation, and personal expenses.

## Resident Assistantships

Resident assistants reside in the residence halls and are responsible for organizing, implementing, and evaluating social and educational activities. Compensation is room and/or board, and/or a stipend. Visit [nyu.edu/life/living-at-nyu.html](http://nyu.edu/life/living-at-nyu.html) for applications and further information.

## Tuition Remission

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

## Employee Education Plans

Many companies pay all or part of the tuition of their employees under tuition refund plans. Employed students attending the University should ask their personnel officers or training directors about the existence of a company tuition plan. Students who receive tuition reimbursement and NYU employees who receive tuition remission from NYU must notify the Office of Financial Aid that they receive this benefit.

## Optional Payment Plans

Payment plans can help manage educational expenses. Options are described on page 89 as well as at [nyu.edu/bursar/payment.info/plans.html](http://nyu.edu/bursar/payment.info/plans.html).

## Student Responsibilities

- ✓ You must apply for financial aid each year to receive any and all types of financial aid awarded at NYU, including all need-based and merit-based scholarships.
- ✓ Consult [nyu.edu/financial.aid](http://nyu.edu/financial.aid) for all financial aid application deadlines. Failure to meet the NYU deadline may result in a reduction of your aid eligibility.
- ✓ Use NYU Albert at [albert.nyu.edu](http://albert.nyu.edu) to accept your financial aid awards. If you submit documents to the Office of Financial Aid, please put your University I.D. number on each page and keep a copy for yourself. Do not submit originals.
- ✓ Be certain that you understand the conditions of the awards you accept. Contact the Office of Financial Aid if you have any questions.
- ✓ You must adhere to satisfactory academic progress standards to remain eligible for financial aid. The Office of Financial Aid will send reminders, but it is the student's responsibility to know and heed the requirements.
- ✓ You must notify the Office of Financial Aid immediately if you receive an award or financial aid from any additional source. A change in your resources may affect your eligibility for student aid.
- ✓ You must respond immediately to all requests from the Office of Financial Aid. Failure to comply may result in the cancellation of your aid.
- ✓ Consult with the Office of Financial Aid immediately if you reduce your academic program to fewer points, or if you are enrolled full-time (at least 12 points) but intend to begin part-time (less than 12 points). Also contact the Office of Financial Aid if there is a change in your housing status. A change in enrollment or housing status may affect the financial aid you receive.
- ✓ Be sure to notify the Office of the University Registrar if you move by updating your contact information via NYU Albert at [albert.nyu.edu](http://albert.nyu.edu). We use the records of the Office of the University Registrar to administer financial aid.



# Academic Advising, Registration, and Policies and Procedures

## Academic Advising

Stern Office of Academic Advising  
Tisch Hall, Suite 616  
40 West Fourth Street  
212-998-4020  
[stern.nyu.edu/programs-admissions/undergraduate/academics/academic-advising](http://stern.nyu.edu/programs-admissions/undergraduate/academics/academic-advising)

### STERN OFFICE OF ACADEMIC ADVISING

The Stern Office of Academic Advising is an important resource for undergraduates during their four years at Stern. Stern educates through in-classroom learning and co-curricular experiences, and the Stern Office of Academic Advising provides comprehensive guidance to help students design a well-rounded academic program to meet that goal. The office's professional staff partner with students from the start of their Stern career to map out their undergraduate experience, tailored to individual skills and interests.

The Stern Office of Academic Advising provides academic advising to Stern undergraduates and coordinates undergraduate programs independently and in partnership with key Stern and all-University offices to enhance academic, professional, and social development. The advising staff consists of well-qualified professionals eager to help students adjust to the academic and personal challenges of college life.

Stern offers one-on-one advising to all students to assist in curriculum planning as well as to address topics such as course scheduling, choosing a concentration, selecting a minor, study abroad planning, and participating in co-curricular activities. In addition to individual advising appointments, the office coordinates a series of student programming to supplement each student's academic experience.

The advising staff provides additional support to new students during their first term. At orientation, presentations are made concerning the curriculum, international study opportunities, the student code of conduct, student life, co-curricular activities, and student support services. 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 AND TRACK ADVISERS

Each academic department and track has one or more faculty advisers responsible for advising Stern undergraduates regarding academic interests and career ambitions. All faculty and track advisers have office hours dedicated to these special advising responsibilities. A listing of current faculty and track advisers can be found on the Stern Undergraduate College web site at [stern.nyu.edu/portal-partners/current-students/undergraduate/academics/advising/faculty-advising](http://stern.nyu.edu/portal-partners/current-students/undergraduate/academics/advising/faculty-advising).

### PRELAW ADVISING

Stern's prelaw adviser is available to meet with students interested in a law career. Prewlaw students should consult the Stern Undergraduate College advising web site for pertinent information to help them decide whether to apply to and attend law school. Although there is no prescribed prelaw curriculum, there are several business and liberal arts courses that may interest students considering law school. Prewlaw information sessions are offered in the fall, and students are encouraged to meet with the prelaw faculty adviser during their senior year to discuss the law school application process.

### PREHEALTH ADVISING

Students interested in fulfilling requirements for postgraduate health careers – from medicine and dentistry to the allied-health professions – are encouraged to meet with the preprofessional Stern adviser as early in their academic career as possible. Prehealth students should also take advantage of the resources offered through the College of Arts and Science's Preprofessional Advisement Office, Silver Center, Room 901, 212-998-8160, [prehealth.cas.nyu.edu](http://prehealth.cas.nyu.edu).

The program of study for a student interested in any of these areas minimally requires completion of the following courses: General Chemistry I and Lab (CHEM-UA 125), General

Chemistry II and Lab (CHEM-UA 126); Principles of Biology I and II (BIOL-UA 11, BIOL-UA12), Principles of Biology Lab (BIOL-UA 123); Organic Chemistry I and Lab (CHEM-UA 225), Organic Chemistry II and Lab (CHEM-UA 226); and General Physics I and II (PHYS-UA 11, PHYS-UA 12). Students are also encouraged to take Writing the Essay (EXPOS-UA 121) as their core writing course and an additional English course as an elective.

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

### CAREER COUNSELING

The Wasserman Center for Career Development aims to provide personalized career services in a supportive environment that empowers NYU students at every stage of their professional development and helps lead them to fulfilling careers in their chosen fields. The Wasserman Center is committed to providing the highest quality career counseling and placement assistance to NYU students and alumni. The office continues to introduce and explore many new technical enhancements while maintaining personal, individualized services to give students every possible advantage in their job search. The Wasserman Center is also dedicated to developing and nurturing innovative and outstanding programs; counselors from the center often work closely and partner with the Stern advising staff to create meaningful preprofessional events. For a full listing of all of the programs and services offered to the NYU community, please see the Wasserman Center's web site [nyu.edu/careerdevelopment](http://nyu.edu/careerdevelopment). (See also page 91.)

---

### THE ACADEMIC RESOURCE CENTER

The Academic Resource Center (ARC), located at 18 Washington Place, is the place to go when a student doesn't know where to turn with academic navigation questions. It offers a variety of academic support resources, including cross-school advising and peer tutoring through the University Learning Center, as well as referrals to other academic resources from its SMART Bar (ARC's information desk for questions about Student Mentoring, Academic Resources, and Tutoring). Additional resources at the ARC include computers and ITS printers, an Argo Tea Café, and a variety of study spaces. Also located in the Academic Resource Center is academic advising and support for the Collegiate Science and Technology Entry Program and Higher Education Opportunity Program. For more information visit [nyu.edu/students/undergraduates/academic-services/undergraduate-advisement/academic-resource-center](http://nyu.edu/students/undergraduates/academic-services/undergraduate-advisement/academic-resource-center) or call 212-998-2ARC (2272) or email [arc.advising@nyu.edu](mailto:arc.advising@nyu.edu).

### THE UNIVERSITY LEARNING CENTER

Stern students are also eligible to receive academic support through the University Learning Center (ULC), which has two convenient locations:

the Academic Resource Center and University Hall. The ULC provides individual and group review sessions for specific courses, as well as Academic Skills Workshops, free of charge.

The ULC's mission is to assist students in developing the knowledge base, skills, and strategies that will help them become confident, independent, and active learners. Its various academic support services are intended to help students meet the challenge of NYU's rigorous academic standards.

Services offered by the ULC include the following:

- Individual and group tutoring sessions
- Course-specific study groups
- Examination review sessions
- Study skills assessment
- Workshops on academic effectiveness and time management
- Computer-assisted training

For more information, visit the University Learning Center's Web site at [nyu.edu/students/undergraduates/academic-services/college-learningcenters](http://nyu.edu/students/undergraduates/academic-services/college-learningcenters).

### THE WRITING CENTER

The Writing Center helps students, faculty, and administrators who desire assistance with a particular writing assignment or want to generally improve their writing skills. Many people use the Center because they can have conversations with experi-

enced writing consultants who can aid in understanding an assignment, developing a plan, or learning to edit, and who can offer suggestions about drafts in progress. Writing Center consultants do not proofread or edit papers. Consultations run from thirty to forty-five minutes. For more information, visit [nyu.edu/cas/ewp/html/writing\\_center.html](http://nyu.edu/cas/ewp/html/writing_center.html) or contact the Writing Center, 411 Lafayette Street, 4th Floor, New York, NY 10003; 212-998-8866; [writingcenter@nyu.edu](mailto:writingcenter@nyu.edu).

### THE MOSES CENTER

The Henry and Lucy Moses Center for Students with Disabilities provides comprehensive services and programs for undergraduate and graduate students with hearing and visual impairments, mobility impairments, learning disabilities and attention deficit disorders, chronic illnesses, and psychological impairments.

The Moses Center functions to determine qualified disability status and to assist students in obtaining appropriate accommodations and services. Services provided are designed to encourage independence and self-advocacy, backed by a comprehensive system of supports. For more information, visit [nyu.edu/csd](http://nyu.edu/csd) or contact The Moses Center, 726 Broadway, 2nd Floor, New York, NY 10003; 212-998-4980.

---

## Registration

Separate and complete registration must be made for each term of work. New students are notified by the Stern Office of Academic Advising of registration procedures upon admission. Currently enrolled students should use Albert, the NYU registration and student information services web site, to register for courses each term. This process occurs in April for the fall term and in November for the spring term. Announcements concerning these dates are advertised by the Office of the University Registrar as well as the Stern Office of Academic Advising. For each registration period, students receive an appointment notice from the Office of the University Registrar that is determined based on the student's number of earned credits at the time of registration; this appointment time also appears on the student's Albert account. This notice provides the student with a personal date and time for registration, which is not subject to adjustment. Payment and other pertinent information are available through the Office of the Bursar.

Students who wait to enroll in classes until the registration period immediately prior to the beginning of each semester are required to pay their tuition and fees to the Office of the Bursar within 48 hours of registering. Registration after the close of the stated registration periods must be approved by the Stern Office of Academic Advising, Tisch Hall, Suite 616. A late registration fee is charged (see Refund Period Schedule on page 89).

### SUMMER SESSIONS AND JANUARY TERM

The 12-week summer is divided into two six-week sessions. Students may choose from day and evening courses in either or both terms. As specified by a New York State Education Department regulation, a student who registers for both six-week sessions may take a maximum of 16 units, with the unit load for either session not exceeding 10 units. Matriculated students who wish to attend summer sessions are urged to take advantage of the registration advising period in

February. Students may add courses through the third day of classes during each summer session, and may withdraw from courses through the fourth week of classes. Summer courses are listed on Albert beginning in December. For more information, visit [nyu.edu/summer](http://nyu.edu/summer).

January term occurs during the second part of the NYU winter recess. The session offers students the chance to enroll in one course, which allows for both intensive study of the subject matter as well as time to enjoy all New York City has to offer. If a student wishes to enroll in more than one course for the January term, they may meet with an academic adviser to discuss it as an option. January term courses enable students to earn academic units (concentration, minor, or elective) in courses that are in high demand, to accelerate their degree completion, and to concentrate on personal interests. Matriculated students who wish to take courses during the January term are urged to take advantage of the registration advising period in October. For more informa-

tion regarding registration timelines, course offerings, and tuition, visit [nyu.edu/winter](http://nyu.edu/winter).

### SEMESTER COURSE LOADS

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

Permission from the Stern Office of Academic Advising is required if a student wishes to take more than 18 units in a given semester. Students who wish to do so must fill out the "Request to Increase Semester Credit Load" form and meet with an academic adviser for final approval once the form is filled out. Permission to take more than 18 units per term is limited to students who have completed at least 32 units of work while matriculated at Stern and who have maintained a cumulative grade point average of 3.0 or better. Freshmen may be given permission to take more than 18 units in a semester only after completing one full semester of coursework and only if the student has a GPA of 3.5 or better. All students taking over 18 units in a given semester are subject to extra tuition and fees. Students enrolled in fewer than 12 units in their final semester or who exercise the option to increase their unit load at any point in their academic career are encouraged to visit the Office of Financial Aid and the Office of the Bursar to find out how their semester course load impacts their tuition costs or financial aid.

While the Stern curriculum only requires that students earn a minimum of 128 units to meet most concentration<sup>1</sup> and graduation requirements, students can take up to and count toward their GPA 144 units while at Stern. Courses taken in excess of 144 units that do not meet degree requirements will be discounted from the student's degree chronologically (i.e. the most recent course taken that does not satisfy degree requirements will be discounted). Students on financial aid, however, may not receive funding for any units taken over 128 units that

do not count toward graduation requirements. Students who must take an excess of 128 units in order to meet their graduation requirements are encouraged to contact the Office of Financial Aid.

### ADD-DROP

Students may add and drop courses during designated periods. No classes can be added after the established deadlines.

### WAIT LISTS

During registration, most Stern courses will open a wait list when a section of a particular course has closed. Students may use Albert to add themselves to a wait list for a given course. Being wait-listed for a course does not guarantee admission into that course. Students are encouraged to register for an alternative course to ensure proper academic progress and satisfactory completion of degree requirements. Note that each school and/or academic department may have different waitlist policies. For non-Stern course specific information, contact the appropriate department directly for assistance. Further details concerning the wait list are made available from the Office of the University Registrar. Wait lists expire the Monday after the first full week of classes at the beginning of each semester; at that time all students are removed from the wait list.

### WITHDRAWAL FROM COURSES

A student may officially withdraw from a course if continuation is made impossible for reasons beyond his or her control. Courses dropped during the first three weeks of the term do not appear on the transcript. Those dropped from the beginning of the fourth week through the ninth week of the term are recorded with a grade of W on their transcript. After the ninth week, no one may withdraw from a course. Students who are ill or have a serious personal issue should contact the Stern Office of Academic Advising. An official request to withdraw is made on the Program Change Form, which students can obtain in Suite 616, Tisch Hall or in the Office of the University Registrar.

### AUDITING COURSES

The Stern Undergraduate College does not permit auditing of Stern undergraduate courses. Students may not attend courses for which they have not registered.

### INDEPENDENT STUDIES

Students registering for independent study for a given semester or session must meet the deadlines set by each respective department. To be eligible for independent study, students must be Bachelor of Science candidates at the Stern School of Business Undergraduate College, have an overall GPA of at least 3.3, and senior standing. Well in advance of the deadline, qualified students should fill out an Independent Study Authorization Form, which entails seeking approval for the project by both the department chair or co-chair and the faculty member who serves as instructor for the course.

Students who are approved are registered by their academic adviser for independent study. Independent Study Authorization Forms can be obtained in the Stern Office of Academic Advising or on the Stern Undergraduate College advising web site at [stern.nyu.edu/portal-partners/current-students/undergraduate/resources-policies/forms](http://stern.nyu.edu/portal-partners/current-students/undergraduate/resources-policies/forms).

### MBA COURSES

Stern juniors and seniors with cumulative grade point averages of 3.5 or higher may apply to take specific MBA level courses with the following conditions:

- All requests are subject to approval from the Stern Undergraduate Advising Office and the course department, as well as subject to space availability. Students should not adjust their schedules until they are approved to take a course.
- Courses may not include those already being taught through the undergraduate program.
- A maximum of three undergraduates may enroll in a single MBA course per semester.
- Course content must be relevant to the student's area of study. (With approval, courses can fulfill concentration requirements or free electives.)
- Prerequisites must be satisfied. (Undergraduate courses may count as a prerequisite.)
- MBA courses may not be taken on a pass/fail basis.

<sup>1</sup> Some Stern/CAS concentration/major combinations necessitate exceeding the 128 unit graduation requirement.

---

## STUDY ABROAD REGISTRATION AND GRADING POLICIES

### *NYU Study Away Programs*

Students are permitted to take up to two business courses at an NYU Study Away campus. Students who wish to take courses toward a non-Stern major or minor are encouraged to submit written approval from that particular department to the Stern Office of Academic Advising prior to their departure.

## International Business Exchange Program (IBEX)

Students may take up to two courses toward a Stern concentration while abroad as part of the International Business Exchange Program (IBEX). Students earn letter or numeric grades abroad and must receive a passing grade according to the host institution's grading scale to transfer the units to their Stern curriculum. However, grades for all IBEX courses are transferred back to a student's transcript 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, see page 97). 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 Exchanges and Special Programs.

---

## *Policies and Procedures of the College*

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

### STUDENT CODE OF CONDUCT

At NYU Stern, we seek to engage our students, faculty, and alumni as life-long partners in the process of learning, debate, and discovery. Academic and personal integrity are central to this mission. As members of our community we commit to:

- 1) Show respect for every member of the NYU community and refrain from all forms of intimidation, harassment, and acts of prejudice that infringe upon the rights of other members of the community.
- 2) Exercise integrity in all aspects of our academic work including, but not limited to the preparation and completion of exams, papers, and all other course requirements by not engaging in any method or means that provides an unfair advantage.
- 3) a. Clearly acknowledge the work and efforts of others when submitting written work as our own. The incorporation of the work of others - including but not limited to their ideas, data, creative expression, and direct quotations (which should be designated with quotation marks), or paraphrasing thereof - must be fully and appropriately referenced using notations both in the text and the bibliography.  
b. Submitting the same or substantially similar work in multiple courses, either in the same semester or in a different semester, without the express approval of all instructors is strictly forbidden. Limited quoting or paraphrasing is permissible so long as we clearly identify and reference, as we would the work of another, any quoted or closely paraphrased passages of our own previously written

work, whether published or submitted for course credit at Stern or any other institution.

4) Demonstrate dignity and integrity in all aspects of our involvement with the School and University, including participation in sponsored organizations and activities, and situations in which we may be seen to represent the School or University. These activities and situations include, but are not limited, to student organizations (including clubs, governments, and honor societies), conferences and meetings, student-organized and school-sponsored travel, interviews, and interactions with alumni.

5) Demonstrate sound judgment and integrity in the submission of documents, forms, and information to or on behalf of the School, University, or any member of those communities.

6) Work to preserve and be wise stewards of the University's resources and facilities and respect the personal property of other members of the NYU community.

7) Conduct ourselves as law abiding members of both the NYU community and our broader society - including but not limited to refraining from behaviors that infringe upon the rights of others or disrupt the educational process and acting in conformity with NYU and Stern policies and public law.

8) Refrain from behaving in ways that knowingly support, assist, or in any way attempt to enable another person to engage in any violation of the Code of Conduct. Our support also includes reporting any observed violations of this Code of Conduct or other School and University policies that are deemed to have an adverse effect on the NYU Stern community.

9) Carefully review and abide by the rules and policies of NYU as out-

lined in detail at [nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/code-of-ethical-conduct](http://nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/code-of-ethical-conduct) and [nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines](http://nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines), recognizing that being fully informed about NYU and Stern rules and codes governing civil behavior and academic integrity is an obligation of community membership.

As members of this community we understand that any violation of this Code of Conduct, whether committed knowingly or out of ignorance, can result in disciplinary action and may result in a sanction up to and including expulsion from New York University. The Student Code of Conduct was amended and approved by the Stern faculty in October 2011.

Membership in a global campus community such as NYU Stern requires mutual respect, consideration, and concern for the well-being of others as well as a significant degree of personal integrity and maturity. Students whose prior behavior has been determined through the University's or Stern's student conduct processes to have been disruptive to the University community and/or antithetical to these qualities may be precluded from participation in study away programs, Stern travel study courses, and Stern-sponsored conferences and/or competitions.

### Plagiarism

Students are required to submit their own work. Ideas, data, direct quotations, paraphrasing, or any other incorporation of the works of others must be clearly referenced. To do otherwise constitutes plagiarism. Examples of plagiarism include the following:

- 1) The use of other persons or services to prepare written work that is submitted as a student's own.
- 2) The use of previously or concurrently submitted papers or segments



thereof written by other students or by the student himself or herself.  
3) Submission of the same or very similar papers in different sections of multiple-section courses by collaborating students.

Students suspected of any form of plagiarism will be subject to disciplinary action.

### Examinations

All communication—written, oral, or otherwise—among students during examinations is forbidden except when approved by the instructor. The use of notes, books, other written materials, calculators, or other aids is forbidden except when approved by the instructor. Providing or receiving information about the content of an examination is forbidden except when approved by the instructor. The use of anyone else to take an examination for a student is forbidden. The above-mentioned items are intended to be illustrative of plagiarism and other forms of cheating. They are not all-inclusive.

### Use of Technology

**Calculators, mobile devices, personal computers, wireless devices, and/or any electronic device not explicitly permitted by the instructor:**

The use of electronic devices in the classroom, including for taking examinations, will be at the discretion of the instructor (permission may be communicated verbally or in writing). Students who use unapproved devices may 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 software and unauthorized access to the center's computer networks and PCs are forbidden.

As mentioned in the Stern Code of Conduct, 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). Students should also familiarize themselves with the University Guidelines on Bullying, Threatening, and other forms of Disruptive Behavior, which can be found at [nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/bullying-threatening-and-other-disruptive-behavior-guidelines](http://nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/bullying-threatening-and-other-disruptive-behavior-guidelines).

### Judiciary Committee

The Stern Undergraduate Judiciary Committee is comprised of Stern upper-class students and faculty. Stern faculty members are appointed by the Dean of the Undergraduate College or his/her designee. An application and interview process is held each year for interested students. Any member of the faculty, administration or staff, or any student may file a complaint against an undergraduate student alleging a violation. 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 a complaint in writing or by email to the Deans' designee. Information regarding the judicial process can be found at [stern.nyu.edu/cons/groups/content/documents/webasset/con\\_038803.pdf](http://stern.nyu.edu/cons/groups/content/documents/webasset/con_038803.pdf).

### 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 Judiciary Committee and/or appropriate legal action by the University. The Committee 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. Students must comply with all College and University policies and procedures (see the NYU Rules of Conduct) [nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/university-policy-on-student-conduct](http://nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/university-policy-on-student-conduct) and [stern.nyu.edu/UC/CurrentStudents/CodeofConduct/index.htm](http://stern.nyu.edu/UC/CurrentStudents/CodeofConduct/index.htm) governing student conduct. As participants in school-sponsored travel, students are expected to commit to the following:

1. Show respect for every member of the NYU community by refraining from all forms of intimidation, sexual and physical harassment, and acts of prejudice that infringe upon the rights of other members of the community.
2. 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.
3. 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.
4. Preserve the quality of facilities that students may visit or reside at during their travels.
5. 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.).
6. Refrain from irresponsible behavior, including the inappropriate and/or excessive consumption of alcohol.
7. Refrain from leaving the host city for any personal excursions or trips (unless organized by Stern).
8. Refrain from operating motorized vehicles.
9. Refrain from participating in risky athletic/recreational activities (i.e. scuba, parachuting, parasailing, etc.).
10. Conduct yourself as a law abiding member of both the NYU community and our broader society – including but not limited to a) refraining from behaviors that infringe upon the rights of others or disrupt the educational process, and b) acting in conformity with NYU and Stern policies and public law.

11. Refrain from behaving in ways that knowingly support, assist, or in any way attempt to enable another person to engage in any violation of the Code of Conduct. This includes the obligation to report any observed violations of this Travel Code of Conduct or other School and University policies that are deemed to have an adverse effect on the NYU Stern community.
12. Check in on time and in person with the designated University Official on a daily basis.
13. Attend all mandatory events and activities during the trip.
14. Be on time to all scheduled events, including daily check-ins on free day(s).
15. Travel on the group flights purchased by Stern both to and from the destination.

Violations of the Stern Travel Code of Conduct & Responsibilities can result in disciplinary action, which could include (but is not limited to) academic sanctions, expulsion from the University, referral to the Judiciary Committee or the Undergraduate Dean or Dean's designee(s). In situations where the violation is deemed egregious, students may be immediately sent back to the U.S., bearing responsibility for the cost of transportation to and from the airport as well as airline fees associated with flight changes.

#### **IN-CLASS BEHAVIOR AND EXPECTATIONS**

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

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

None of these devices may be used in class.

#### **Attendance**

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

#### **Arriving Late, Leaving Early, Coming and Going**

Students are expected to arrive to class on time and stay to the end of the class period. Arriving late or leaving class early impacts the course grade. Students may enter class late only if given permission by the instructor and must do so without disrupting the class. Instructors are not obligated to admit late students or may choose to admit them only at specific times, and instructors are not obligated to readmit students who leave class.

#### **Late Submission of Assignments**

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

#### **General Behavior**

Students must conduct themselves with respect and professionalism toward faculty, students, and others present in class and follow the instructor's rules for classroom behavior. Students who fail to do so may be asked to leave the classroom. (See NYU Stern Student Code of Conduct on page 95.)

#### **Collaboration on Graded Assignments**

Students may not work together on graded assignment unless the instructor gives express permission. (See NYU Stern Student Code of Conduct on page 95.)

#### **GRADING PROCEDURES**

#### **Grading Guidelines for Core Courses at the Stern Undergraduate College**

NYU Stern strives to create courses that challenge students intellectually and that meet the Stern standards of academic excellence. To ensure fairness and clarity of grading, the Stern faculty has adopted a grading guideline for core courses with enrollment of more than 25 students, in which approximately 35% of students will receive an "A" or "A-" grade. In core courses of less than 25 students, the instructor is at liberty to give whatever grades he or she reasons the students deserve, while maintaining

rigorous academic standards. For elective courses, the individual instructor or department is responsible for determining reasonable grading guidelines.

#### **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:

A <sup>2</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>2</sup> No grade above A or value above 4.0 may be used.

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

The following grades are registrar's grades and cannot be recorded by an instructor. They are without numerical value and are ones for which credit is not granted except as noted.

**W**—This is a registrar's grade assigned when a student officially withdraws from a course.

**P**—This is a registrar's grade assigned when the student has registered for a course under the pass/fail option when credit is granted or for non-unit courses.

#### **Pass/Fail Option**

The pass/fail option is designed to encourage students to explore new and potentially challenging courses throughout the University. Students of the Stern School of Business are permitted to declare one elective pass/fail per semester outside of their major(s)/concentrations or 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. After having completed one's major/concentration/minor or functional business core courses in a prior semester, a student may choose to declare a subsequent course in their major/concentration/minor or an additional functional business core course (now effectively an elective — classes of 2015 & 2016 only) as pass/fail. Please note that a student

will not be allowed to pursue a concentration in the discipline whose core course has been taken as Pass/Fail (ie. if a student were to pass/fail MGMT-UB Management & Organizations after completing 4 other Business Core courses in prior semesters, the Management concentration would no longer be an option for this student). Students pursuing cross-school minors may not declare any courses counting toward the minor as pass/fail.

Units earned for these courses are eliminated for consideration for the Dean's List, graduation with honors, and Beta Gamma Sigma (e.g. a full-time student must take a minimum of 12 units to be eligible for the Dean's List; a pass/fail course does not qualify as part of these units). Pass/fail grades are factored into the grade point average as follows: 0 grade points and 4 units for a grade of F; 0 grade points and 0 units for a P.

Students returning from studying abroad through the IBEX program are only permitted to take one additional pass/fail course at Stern.

Students must designate the specific course for a pass/fail grade by the last day to withdraw from classes in a given semester or term (this includes fall, spring, summer, and January term). Once executed, the pass/fail designation is irrevocable.

Students wishing to declare a course pass/fail or with questions about the pass/fail option should see their adviser in the Stern Office of Academic Advising.

### Grades of Incomplete

Incompletes may be earned when unavoidable circumstances keep a student from finishing a course that term and the nature of the course permits the faculty member to allow late completion. If coursework will not be completed before the last class for the semester, a student may request a grade of Incomplete. The student should discuss this option with the professor before the last day of class. An Incomplete grade is given at the discretion of the professor and is never automatic. Students should note that taking an incomplete grade that results in fewer than 12 units earned for a semester may result in placement on academic warning or academic probation. (For more information on academic standards see page 99). 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 (see below) the I becomes an F.

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

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

Note: Beginning in the spring 2014 semester, grades of I(P) and I(F) will no longer be an option. Moving forward, if a grade of Incomplete is determined to be the best course of action by an instructor, the student will receive a grade of "I" with the aforementioned implications still in place should a student not complete the course material in the appointed time.

The following rules apply to all grades of incomplete:

1. Students may sit in on the same course in a subsequent term for which they have received an incomplete contingent upon space availability and instructor permission.
2. Makeup work must be completed with the same instructor. However, if the faculty member is not in residence during the subsequent term when coursework must be completed, the terms of the incomplete can be resolved in consultation with the department chair.
3. All work to complete an incomplete must be made up by the following deadlines unless stipulated otherwise by the instructor:  
Fall Term or January Term: Last day of the following spring term.  
Spring Term or Summer Session: Last day of the following fall term.

Note: Students taking incomplete grades in courses outside of Stern (CAS, Tisch, etc.) are encouraged to consult with that school for details about their grading policies in regards to grades of incompletes as they may differ from those of Stern.

### Grade Point Average

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

An average GPA of C (2.0) is required for graduation (128-144

units and 256-288 grade points), except that the number of units in pass/fail options are deducted from the total units in calculating the GPA (grade points divided by units). Students who complete the required number of units but who lack grade points may be permitted to take additional courses to gain grade points. They may not secure grade points by repeating courses they have already passed.

Not included in the GPA are units taken in excess of 144 units or units brought in from other institutions. In addition, grades for courses taken at the School of Continuing and Professional Studies (SCPS) are not factored into a student's grade point average. Students should consult with an academic adviser regarding these courses.

### Retaking Courses

No courses in which a passing grade has been received (D or better) may be retaken. Retaking a course that has been passed in previous semesters is a violation of Stern's policy and is not counted toward graduation requirements nor computed into the student's GPA. A student may repeat a course in which a failing grade was received. However, both the failing grade and the passing grade remain on the transcript, and both are calculated into the GPA.

### Grade Changes

The process of assigning grades is intended to be one of unbiased evaluation. Students are encouraged to respect the integrity and authority of the professor's grading system and are discouraged from pursuing arbitrary challenges to it. If a student believes an inadvertent error was made in the grading of an individual assignment or in assessing an overall course grade, a request to have the grade reevaluated may be submitted. To appeal an assigned grade, the student should provide a written explanation to the instructor who assigned the grade outlining the specific grading error. If the student is dissatisfied with the outcome of the review and wishes to appeal the grade further, a formal written appeal should be submitted to the chair and/or faculty course coordinator in the particular department. An independent review of the grade is then undertaken by the department. The student's work is reviewed to clarify how the grade was determined and to ensure the grade is consistent with the academic guidelines and policies of the department and course. The decision of the department in matters related to a

course grade is final. In all cases, students are expected to act within a timely matter following the course to appeal a grade since faculty may not be available to review an appeal in future semesters or years. 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 maintaining a cumulative GPA of at least 2.0 and completing no less than 12 units during each academic semester. A minimum 2.0 cumulative GPA is required to graduate. For information regarding Satisfactory Academic Progress as it relates to financial aid packages, review the "Eligibility for Financial Aid" section at [nyu.edu/financial.aid](http://nyu.edu/financial.aid) (see Policies in the lower right column of the home page).

### Academic Warning

Any student whose performance results in a cumulative GPA of 2.0-2.25 or a semester GPA below 2.0 (even if the cumulative GPA is above 2.0) will receive an academic warning. Students should seek counseling from an academic adviser to discuss recommendations for achieving an appropriate standard for academic performance.

### Academic Probation

Any student whose record is deemed unsatisfactory is placed on academic probation and informed so by letter. A record is deemed unsatisfactory if, in any semester, the cumulative GPA falls below 2.0 or if it fails to show steady and substantial progress toward the degree. Steady and substantial progress toward the degree entails the completion of 12 units, with satisfactory grades, for which a student registers in any semester.<sup>3</sup>

Failure to satisfy the conditions of probation outlined in a student's academic probation letter results in further academic sanctions and possible dismissal from the University. New and continuing students on probation must realize that this academic status

could jeopardize their scholarship and financial aid funding.

### Academic Dismissal

Students who are dismissed from the Stern Undergraduate College for poor academic performance are informed in person or in writing. Students who have paid tuition for the next term at the time of dismissal receive a full refund of tuition and fees.

### ACADEMIC STANDARDS FOR STUDENTS IN THE BS-MS IN ACCOUNTING PROGRAM

Admission to the BS-MS in Accounting Dual-Degree Program is only open to enrolled NYU Stern undergraduate students in the Business Program. Spring admission is only open to sophomores. Fall admission is open to juniors. Seniors should speak to an academic adviser about applying for admission.

To maintain good academic standing in the BS-MS in Accounting Dual-Degree Program, students must earn a grade of B or better in all accounting coursework, maintain a minimum cumulative GPA of 3.0, and maintain a minimum semester GPA of 3.0.

### Academic Warning

Students will receive a letter of academic warning if they earn a grade of B- in an accounting course. Students will be advised to seek counseling from the BS-MS in Accounting 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 for the BS-MS in Accounting Program and will be so informed by letter. A record will be deemed unsatisfactory if in any semester the cumulative GPA falls below 3.0, the semester GPA is below 3.0 (even if the cumulative GPA is above 3.0), and/or the student earns a grade of C+ or below in an accounting course.

### Dismissal

Following one semester of probation, a student can be dismissed from the BS-MS in Accounting Program if the student fails to satisfy the conditions of the probation.

If a student is placed on probation in his or her second-to-last semester in the BS in Business Degree

Program and fails to satisfy the conditions of probation at the conclusion of the final semester in the BS Program, the student will not be permitted to matriculate into the MS in Accounting Program.

### MS in Accounting Program

Admission to the MS in Accounting Program is contingent upon completion of the BS in Business Program.

### CONCENTRATION(S) AND MINOR SELECTION

For the class of 2014:

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 units, 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 by completing a Selection of Major Declaration form that can be filled out electronically on the Stern Undergraduate website. A cross-school minor can be filled out electronically on Albert. Students are permitted to declare up to three official designations (i.e. two majors and one minor; one major and two minors or; one major through Stern, one major through the College of Arts and Science, and one minor).

For the class of 2015 and all future classes:

Students are encouraged to declare a concentration(s), major in CAS, and/or minor by the end of their sophomore year. When considering a double concentration, a major through CAS, or minor, students should be aware that the degree requirements might exceed 128 units, possibly affecting financial aid. Those who have questions about specific concentrations, double concentrations, or minor possibilities, or who require help in making this decision should see their adviser at the Stern Office of Academic Advising or

<sup>3</sup>Stern seniors are permitted to take fewer than 12 units in their final semester if approved by their academic adviser.

the respective undergraduate faculty adviser or the appropriate minor department. Students make a formal declaration of a concentration by completing a Selection of Concentration Declaration form that can be filled out electronically on the Stern Undergraduate web site. A cross-school minor form can be filled out electronically on Albert. The primary major for a Stern degree is Business. Students are permitted to declare up to three official designations beyond the major in Business (i.e. two concentrations and one minor; one concentration and two minors or; one concentration through Stern, one major through the College of Arts and Science, and one minor).

#### **DOUBLE-COUNTING OF STERN COURSEWORK**

Stern students are not permitted to count Stern coursework toward more than one requirement. For instance, students concentrating in finance and global business may count International Financial Management (see page 31 for course description) either as an advanced finance elective or as international global business requirement—it cannot count toward both concentrations. This applies to all Stern courses and concentrations. Students are encouraged to meet with an academic adviser to see how this policy might impact their planned academic progress.

#### **STERN UNIT LIMITS**

With the exception of the accounting concentration, students may take no more than 18 units of advanced coursework in any Stern department, excluding introductory courses. CPA accounting concentrations may take no more than the requirements needed to complete the degree. All coursework transferred into Stern is counted within these limits. Stern students studying abroad through NYU Study Away programs are not permitted to take more than two Stern courses while abroad. Students studying abroad through IBEX are not held to this limit; however they may not take more than two courses towards a given concentration while on exchange.

#### **PROFICIENCY EXAMINATIONS**

##### **Writing Proficiency Examination**

Entering Stern freshmen are required to take two writing courses. Students must take Writing the Essay (EXPOS-UA 100) and Business and Its Publics: Inquiry and Discourse

(SOIM-UB 125). [For qualified international students, the courses are International Writing Workshop I (EXPOS-UA 4) and International Writing Workshop II (EXPOS-UA 9).] In addition, all students must demonstrate proficiency in expository writing, which is satisfied through achieving a minimum grade of C in Writing the Essay or International Writing Workshop I.

Internal transfer students from other NYU divisions should have satisfied the proficiency requirement by achieving a minimum grade of C in a corresponding writing course completed through their previous division.

External transfer students who receive credit toward both semesters of expository writing<sup>4</sup> must complete a proficiency examination administered by the Expository Writing Center in May, August, and December.

All students must receive a passing score on the writing proficiency examination to graduate. Any student who fails the test must instead register for EXPOS-UA 13, Writing Tutorial (4 units) for graduation, which is offered on a pass/fail basis only. Any student who fails this course must repeat it until a passing grade is earned. The course is also available for other students as space permits. In particular, the tutorial course provides intensive individual writing lessons. For more information, visit [nyu.edu/cas/eup](http://nyu.edu/cas/eup) or contact the Expository Writing Center, 411 Lafayette Street, 3rd Floor; 212-998-8860.

##### **Transfer Business Proficiency Examinations**

All transfer units received in each of the following subjects are designated as elective only, pending completion of a multiple-choice proficiency examination in the subject: marketing, finance, and statistics. If the student obtains a passing score, the units are redistributed to fulfill the appropriate requirement in the degree program (MKTG-UB 1, Introduction to Marketing; FINC-UB 2, Foundations of Finance; or STAT-UB 1, Statistics for Business Control). Students may take these examinations only once. If the student fails the proficiency examination, the transfer course remains as elective credit and the student must satisfy the introductory requirement at Stern. Only students with introductory courses in these subjects from a previous institution are eligible for proficiency examinations (except for students with scores of 4 or 5 on the AP examination in statistics). All proficiency examinations are administered by the Stern Office of Academic Advising.

Students wishing to take any of these examinations must do so by the stated deadline provided by the Advising Office each year.

#### **RESIDENCY REQUIREMENTS**

All degree candidates are subject to the following residency requirement: students, excluding those authorized to participate in an approved study away program, must complete at least 64 consecutive units of coursework in residence at the Undergraduate College of the Stern School of Business immediately preceding the date of graduation.

Transfer students from other NYU schools will be required to transfer in all graded credits taken at NYU prior to entering Stern with the exception of any advanced standing credit (AP, IB, etc.) that was automatically applied without their explicit consent at the outset of their original program. Internal transfer students may enter Stern with more than 64 earned units, however, they are held to the 144 unit limit so that any non-required units earned in excess of that limit will be discounted from their degree. (See “Semester Course Loads” on page 94 and “Stern Unit Limits” on this page for further information regarding credit limits.)

The full-time program should be completed in four years and must be completed within five consecutive calendar years or 10 academic semesters; this includes semesters taken at previous institutions. Failure to do so may result in academic dismissal.

Nontransfer students are allowed to transfer in a maximum of 32 units from the following: Advanced Placement Examinations, the International Baccalaureate Program, the results of certain foreign certificate examinations, and college credit earned prior to matriculation at NYU. External transfer students can transfer in a maximum of 64 units from their prior institution(s).

##### **Non-NYU Coursework**

Students enrolled for degree programs at New York University are expected to take their courses, including summer sessions, at New York University.

<sup>4</sup>External transfer students who did not take two writing courses at their previous institution, but who took other coursework that required intensive writing may submit a portfolio of writing samples to the Expository Writing Program for use in evaluating if a student is required to take EXPOS-UA 1. Students waived from this requirement due to their submission of a portfolio are still required to pass the Writing Proficiency Exam.

Exceptions are considered on a case-by-case basis and must be preapproved by the Stern Office of Academic Advising. Coursework taken outside of NYU must comply with the NYU residency requirements. Stern does not accept online courses for transfer credit.

Stern does not grant credit for college/university courses taken during high school if the courses were also used to satisfy high school graduation requirements. Generally, these courses should be taken on a college/university campus, with other college/university students, and taught by a college/university faculty member. Approval for the awarding of credit for these courses is at the discretion of the Academic Advising staff.

#### **LEAVE OF ABSENCE OR COMPLETE WITHDRAWAL FROM ALL COURSES**

Leaves of absence are approved for medical, financial, or personal reasons. Students may request in advance a leave of absence from the Stern Undergraduate College for a period of up to two semesters in their career. The typical period for a leave is one semester, but students may request a second semester as well. To request a leave of absence, students must meet with their academic adviser to discuss not only the reason for the leave, but also the ensuing ramifications and possible alternatives to taking a leave. Once approved, a Leave of Absence Form must be filed and students must complete the NYU Semester Withdrawal Form on Albert.

Students should be aware of the following:

- Students may request a leave of absence from the Stern Undergraduate College for a maximum period of up to two semesters in their career.
- Students absent for more than two consecutive semesters must apply for readmission to the Stern Undergraduate College with no guarantees of acceptance.
- International students whose home countries require students to perform two years of military service do not need to apply for readmission to NYU and Stern after a leave of absence for military service, provided they meet the following conditions: (1) they are on leave for just four regular (e.g., fall and spring) semesters and (2) they provide documentation of their military service during that time and an honorable discharge certificate, accompanied by English translation 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 fourth week of the term.
- Students who request a leave of absence for two consecutive semesters are required to meet with their adviser upon their return to Stern.
- Medical leaves require supporting documentation from the Student Health Center or Counseling and Behavioral Health Services.
- Students returning from medical leave 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 of Global Services (OGS) 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, enrolled students 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 Albert. 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.

#### **EARLY GRADUATION**

All students accepted to the Stern School of Business are admitted to a 4-year (8 academic semesters) program. While it is possible for students to complete coursework 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 coursework. Completion of coursework is subject to course availability and successful completion of all degree requirements. Students interested in early graduation are encouraged to discuss it with their adviser.

#### **INTERNSHIP POLICY**

Internships are a wonderful complement to classroom learning, but not a replacement. Additionally, the skills and talents that Stern students bring to their internships are certainly worth compensation. Stern does not authorize the signing of release of liability waivers pertaining to internships undertaken by Stern undergraduates. International students should consult with OGS to ensure compliance with federal regulations.

Scheduling conflicts with internships are not an acceptable excuse for failing to meet one's academic obligations including, but not limited to, attending class, arriving to class on time, taking scheduled examinations, completing homework assignments, fulfilling group work obligations, and addressing registration issues.

For more specific information regarding the Internship policy, see [stern.nyu.edu/portal-partners/current-students/undergraduate/resources-policies/internship-policies](http://stern.nyu.edu/portal-partners/current-students/undergraduate/resources-policies/internship-policies).

#### **ACCESS TO ACADEMIC INFORMATION**

The Family Educational Rights and Privacy Act (FERPA) requires the permission of a student to release information from his or her education records to a third party (except in certain specified instances). A student's education record includes all documents maintained by the University in either hard copy or electronic format that contain personally identifiable information about the student. If a student wishes to consent to release information from their education records for the purpose of keeping a parent or other individual informed of their progress at NYU, they must complete the Consent to Share

Student Information Form, which can be found in the Stern Office of Academic Advising or online at [stern.nyu.edu/portal-partners/current-students/undergraduate/resources-policies/forms](http://stern.nyu.edu/portal-partners/current-students/undergraduate/resources-policies/forms). Students have

the right to revoke the permissions granted at any time by submitting a revocation letter to the Stern Office of Academic Advising. The waiver to share information with a third party will be in effect until the student sub-

mits such a letter. For more information on FERPA, see [nyu.edu/registrar/university-policies](http://nyu.edu/registrar/university-policies).

## All-University Policies and Procedures

### ENROLLMENT VERIFICATION

Enrollment Verification provides details on whether a student is enrolled full-time, half-time, or less than half-time for the current semester or for all of the semesters that they have been enrolled at NYU. Enrollment certifications are frequently needed to verify eligibility for health insurance coverage, certain types of financial aid, and for other services available to individuals enrolled in colleges and universities.

New York University has two procedures for obtaining enrollment verification documents. NYU students can obtain verification directly from the Office of the University Registrar, while third party verifications should be requested through the National Student Clearinghouse. Those who are not NYU students or alumni must follow the instructions outlined in the third-party request procedure.

#### Student request procedure—Albert

Students can view and print individual enrollment certification directly from Albert using the integrated National Student Clearinghouse student portal. Students have 18 months from the time of their last active enrollment to access this feature through the National Student Clearinghouse. This feature can be accessed from the “Request enrollment verification” link in the My Academics section of Student Center. Eligible students are also able to view and print a Good Student Discount Certificate, which can be mailed to an auto insurer or any other company that requests proof of status as a good student (based on cumulative GPA). Students whose last active enrollment has been 18 months or longer should follow the instructions below.

#### Student request procedure—Signed Letter

Requests for verification of enrollment or graduation may be made by submitting a **signed** letter with the following information:

1. University ID Number
2. Current Name and any name under which you attended NYU
3. Current Address
4. Date of Birth
5. School of the University attended
6. Dates of Attendance

7. Date of Graduation
8. Full Name & Address of the person or institution to which the enrollment verification is to be sent

Mail the request to the Office of the University Registrar, Enrollment Verification and Graduation, P.O. Box 910, New York, NY 10276-0910.

**Signed** requests can also be faxed to (212) 995-4154 or emailed as an attachment to [academic.records@nyu.edu](mailto:academic.records@nyu.edu). Please allow seven business days from the time the Office of the University Registrar is in receipt of the request. To confirm receipt of a verification request, contact the Office of the University Registrar at (212) 998-4280.

#### Third-party request procedure

To verify enrollment of a New York University student or alumnus, the EnrollmentVerify service is now available from the National Student Clearinghouse. Visit the EnrollmentVerify web page to initiate the verification process. When asked to provide the name of the student’s school, enter “New York University” and not the name of the individual school/college. For help with this service, view the online help guide.

Degree verification is also available through the National Student Clearinghouse. Please note that there is a fee for all services provided by the National Student Clearinghouse.

### Official Transcripts

Official copies of a student’s University transcript can be requested when a stamped and sealed copy of an academic record is required. Requests for official transcripts require the **signature** of the student/alumnus requesting the transcript, unless the student/alumnus has a valid NetId.

#### Students with a valid NetID

Those who attended NYU after 2001 and are able to access NYUHome/Albert can now request an official transcript from the new Albert Student Center. The Official Transcript form can be found under the My Academics section of Student Center.

Transcripts processed through the Albert Student Center will include academic records from 1990 onwards.

Alumni who attended NYU prior to 1990 and have a valid NetId may go to the Secure Online Transcript Request Form. Logging in to the request form with a NetId and password will authenticate users as a student and a signed consent form is not required.

Before completing a request, check to ensure all grades have been posted. Recent graduates should also check to ensure their degree has been recorded.

**SPECIAL HANDLING:** If a request requires any special handling, proceed to the Secure Online Transcript Request Form instead of requesting a transcript on Albert. Follow the instructions on the form. Special handling requests may include: 1) sending transcripts by express mail; 2) sending transcripts to oneself in separate sealed envelopes addressed to admissions offices of other universities; and 3) requesting additional documents to be sent along with the NYU transcript.

#### Former students without a valid NetId

Those who no longer have a valid NetId (unable to access NYUHome/Albert) or attended New York University prior to 1990 should complete the Online Transcript Request Form and mail, fax, or email the signature page to the Office of the University Registrar. They may also write a letter to request transcripts with a signed consent form. All students who attended NYU during or after 2001 are now eligible for access to NYUHome/Albert. Visit [albert.nyu.edu](http://albert.nyu.edu) for access guidelines. There is no charge for academic transcripts. Transcripts cannot be produced for anyone whose record has been put on hold for an outstanding University obligation.

#### Mailing Address, Fax Number and Email

All academic record requests must be accompanied by a signed document. Mail, fax, or email (include the signed form as an attachment) a signed form or letter to the Office of the University Registrar, Academic Records, P.O. Box 910, New York, NY 10276-0910; (212) 995-4154; [academic.records@nyu.edu](mailto:academic.records@nyu.edu).

### *Writing a request letter*

A request letter must include all of the following information:

1. University ID Number
2. Current Name and any other name under which you attend/attended NYU
3. Current Address
4. Date of Birth
5. School of the University you attend/attended and for which you are requesting the transcript
6. Dates of Attendance
7. Date of Graduation
8. Full Name and Address of the person or institution to which the transcript is to be sent

There is no limit for the number of official transcripts that can be issued to a student. Students may indicate in their request if they would like the transcripts to be forwarded to their home address, but the name and address of each institution are still required. Unofficial transcripts are available on Albert.

If a transcript request is initiated through the online request form, an email confirmation will be sent when the signed request form is received.

### **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 POLICY**

Attendance is expected at all classroom sessions. The taking of attendance and attendance requirements are at the discretion of the individual instructor. In determining the student's official grade, the instructor may consider excessive absences.

New York University and the Stern School of Business, a nonsectarian institution, adhere to the general policy of including in its official calendar only certain legal holidays. However, it has also long been University policy that members of any religious group may, without penalty, absent themselves from classes to comply with their religious obligations. In 1988, the University Senate affirmed this policy and passed a resolution that elaborated on it as follows:

1. Students who anticipate being absent due to any religious obser-

vance should whenever possible notify faculty in advance of such absence.

2. Whenever feasible, examinations and assignment deadlines should not be scheduled on religious holidays. Any student absent from class because of such beliefs shall not be penalized for any class, examination, or assignment deadline missed on that day or days.
3. If examinations or assignment deadlines are scheduled, any student who is unable to attend class because of religious beliefs shall be given the opportunity to make up that day(s).
4. No adverse prejudicial effects shall result to any student who avails himself/herself of the above provisions.

### **FINAL EXAMINATIONS**

Regular final examinations are given at the end of each semester. Examination dates are provided in the course directory book used for registration and on the Office of the University Registrar's web site ([nyu.edu/registrar/registration/final-exam-schedules.html?ref=calbm](http://nyu.edu/registrar/registration/final-exam-schedules.html?ref=calbm)). Final exam schedules are published at the beginning of each semester - it is incumbent upon students to take note of them and understand that there is no limit to the number of exams given on a certain day. A student may take a final examination for a given course only once. No credit is given for any course until a student successfully passes the final examination or its equivalent.

### **DIPLOMA APPLICATION**

Students may officially graduate in September, January, or May. The Commencement ceremony for all schools is held in May. To graduate in a specific semester, students must apply for graduation within the application deadline period indicated on the calendar. (Find the graduation deadlines calendar and general graduation information on the Office of University Registrar's web page at [nyu.edu/registrar/graduation](http://nyu.edu/registrar/graduation).) It is recommended that students apply for graduation at the beginning of the semester in which they plan to complete all program requirements. Undergraduates who do not successfully complete all academic requirements by the end of the semester must reapply for graduation for the following cycle.

### **DEAN'S EXCEPTION**

Students who must complete outstanding coursework to meet their graduation requirements over the summer subsequent to the spring semester of their senior year are permitted to walk in the May graduation ceremonies with the rest of their class. To do so, they must meet with an academic adviser and complete a Dean's Exception Form that serves as a waiver to allow students to walk in the Commencement ceremonies prior to the completion of their degree requirements. The official graduation date of students who walk in May with a dean's exception and who complete their coursework over the summer is September.

### **VETERAN'S BENEFITS**

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

Veterans with service-connected disabilities may qualify for educational benefits under Chapter 31. An applicant for this program is required to submit to the Department of Veterans Affairs a letter of acceptance from the college he or she wishes to attend. Upon meeting the requirements for the Department of Veterans Affairs, the applicant is given an Authorization for Education (VA Form 22-1905), which must be presented to the Office of the University Registrar, 25 West Fourth Street, 1st Floor, before registering for coursework. Veterans allowance checks are usually sent directly to veterans by the Department of Veterans Affairs. Veterans and eligible dependents should contact the Office of the University Registrar each term for which they desire Veterans Affairs certification of enrollment.

All veterans are expected to reach the objective (bachelor's or master's degree, doctorate, or certificate) authorized by Veterans Affairs with the minimum number of units required. The Department of Veterans Affairs may not authorize allowance payments for units that are in excess of scholastic requirements, that are taken for audit purposes only, or for which nonpunitive grades are received.



Applications and further information may be obtained from the student's regional office of the Department of Veterans Affairs. Additional guidance may be obtained from the Office of the University Registrar, 25 West Fourth Street, 1<sup>st</sup> Floor. Since interpretation of regulations governing veterans' benefits is subject to change, veterans should keep in touch with the Department of Veterans Affairs or with NYU's Office of the University Registrar.

#### *UNIVERSITY POLICY ON PATENTS*

Students offered research opportunities are reminded that inventions arising from participation in such research are governed by the University's Statement of Policy on Patents, a copy of which may be found in the Faculty Handbook or obtained from the Office of the Dean.

#### *NEW YORK UNIVERSITY WEAPONS POLICY*

New York University strictly prohibits the possession of all weapons, as described in local, state, and federal statutes, that includes, but is not limited to firearms, knives, and explosives in and/or around any and all University facilities—academic, residential, or others. This prohibition extends to all buildings—whether owned, leased, or controlled by the University, regardless of whether the bearer or possessor is licensed to carry that weapon. The possession of any weapon has the potential of creating a dangerous situation for the bearer and others.

The only exceptions to this policy are duly authorized law enforcement personnel who are performing official federal, state, or local business, and instances in which the bearer of the weapon is licensed by an appropriate licensing authority and has received written permission from the executive vice president of the University.

#### *NEW YORK UNIVERSITY SIMULATED FIREARM POLICY*

New York University strictly prohibits simulated firearms in and/or around any and all University facilities—academic, residential, or other. This prohibition extends to all buildings—whether owned, leased, or controlled by the University. The possession of a simulated firearm has the potential of creating a dangerous situation for the bearer and others.

The only 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 six or more units in a degree-granting program to provide immunization documentation for measles (rubeola), mumps, and rubella (German measles) prior to registration. Students born before January 1, 1957 are exempt. New students should complete the MMR section of the Student Health History form. Continuing students should complete and submit a Student Immunization Record Form. All forms are available on the New York University Student Health Center web site at [nyu.edu/shc](http://nyu.edu/shc).

New York State Public Health Law (NYS PHL) 2167 requires that all students registered for six or more units submit a Meningitis Response Form as formal confirmation of their decision as to whether or not to be immunized with the meningococcal (meningitis) vaccine. New students should complete the Meningitis Response section of the Student Health History form. Continuing students should complete and submit a Meningitis Response Form.

Failure to comply with state immunization laws will prevent NYU students from registering for classes. In addition to these requirements, the NYU Student Health Center recommends that students also consider hepatitis B and varicella immunizations. Students should discuss immunization options with their primary care provider.



# Scholastic Achievement and Other Awards

The NYU Stern School of Business recognizes students who attain academic and co-curricular excellence.

## DEAN'S LIST

The Dean's List is compiled at the end of each academic year (September—May). This is a list of matriculated Stern students who have maintained a grade point average of 3.7 or more in a program of study of at least 28 graded units (no less than 12 units in either the fall or spring semester unless it is a senior in their final semester—see below—at Stern and not including courses taken pass/fail) over an academic year. To be listed, a student must have been assigned no grades of incomplete or N.<sup>1</sup> GPAs are carried to two decimal places but are not rounded off. Graduating seniors who go part-time in their final semester are eligible for Dean's List honors if they have completed at least 22 graded units (not including pass/fail) and maintained a grade point average of at least 3.75 over the academic year. Seniors graduating in January must complete at least 8 graded units in the immediately preceding semester (not including pass/fail) and must receive a semester grade point average of at least 3.8 to qualify.

## GRADUATION WITH HONORS

Distinguished academic achievement is recognized by awarding degrees with the following distinctions (based on cumulative GPA): cum laude, magna cum laude, and summa cum laude. The GPA cutoffs for each category are determined by the combined GPA distribution from the preceding academic year, all graduation moments included. The cutoff for summa cum laude is the GPA included within the top 5 percent of the previous year's graduating class. The cutoff for magna cum laude is the GPA included within the next 10 percent of the previous year's class. The cutoff for cum laude is the GPA included within the next 15 percent of the previous year's class.

## STUDENT AWARDS AND PRIZES

The Stern School of Business recognizes and rewards students who attain academic excellence and achieve distinction in extracurricular activities. Awards and prizes are presented to those who have shown academic superiority, demonstrated leadership, and made exceptional contributions to the Stern School. Achievement in these areas is acknowledged both during students' academic tenure and at graduation.

## HONORARY SOCIETIES

### *Beta Gamma Sigma*

The national honorary society of collegiate schools of business, Beta Gamma Sigma has 498 chapters throughout the world. It occupies a position in the field of business comparable to Phi Beta Kappa in the humanities. Membership in the society is open to juniors whose GPA places them in the upper 7 percent of their class and to seniors whose GPA places them in the upper 10 percent of their class. To be eligible for membership, a student must have completed at least 60 units while matriculated at Stern for which he or she received a letter grade (a grade of pass is not acceptable). All courses that appear on the body of the Stern transcript and that fulfill the Stern academic program requirements are used in computing this grade point average. Students are notified of their eligibility to join Beta Gamma Sigma in the spring semester.

---

<sup>1</sup> Seniors in the Honors Program in the fall semester receive an "incomplete" for that semester's grade. However, participants in this program are eligible for Dean's List honors for the fall as long as they have a minimum 3.7 GPA in at least 8 graded units.



# Stern Program for Undergraduate Research (SPUR)

The Stern Program for Undergraduate Research (SPUR) reflects the Stern School's ongoing commitment to academic excellence.

Through SPUR, students are provided with opportunities to enhance their intellectual development by connecting with Stern faculty conducting state-of-the-art research. SPUR

encompasses the following three opportunities for undergraduates: the SPUR Database, Research Seminars, and Honors Program.

## SPUR Database

This web-based database connects Stern undergraduates with faculty conducting research. Students engage one-on-one with Stern faculty members for a unique and challenging intellectual experience. All research projects directly support the Stern School's groundbreaking research agenda. This is a great way for Stern students to engage in top-tier academic research with recognized Stern faculty, challenge themselves outside of the typical classroom environment, discover potential career pathways in academia and gain an advantage when applying for graduate studies.

### Application Process

- (1) Browse the opportunities posted by Stern faculty. The SPUR database can be found online at [stern.nyu.edu/programs-admissions/undergraduate/academics/spur](http://stern.nyu.edu/programs-admissions/undergraduate/academics/spur).
- (2) Apply for a position through the database by selecting a research opportunity of interest and fill out and upload the appropriate information as requested.
- (3) Faculty members will contact students directly in response to their applications. Individual faculty will have their own criteria for acceptance as it relates to their specific project. Students should be ready and willing to participate in challenging, high-level academic research.

### Research Projects

Students are only permitted to register for one research project per semester. Research projects can be 1.0 credit (10 hours per semester) or 2.0 credits (20 hours per semester). These credits will count towards the student's allotted 18 credits for the semester. At the end of the project, students are graded on their work by the faculty member. Grades for

research projects will appear on the student's transcript and will factor into their GPA.

### RESEARCH SEMINARS

In these research-oriented courses, students learn cutting edge methodologies and tools for research from Stern's top research faculty. Research seminars focus on current topics and recent findings through state-of-the-art research and encourage students to engage in other opportunities for advanced study through SPUR's research initiatives. Research seminars are listed as Multidisciplinary courses (MULT-UB).

### HONORS PROGRAM

Established in 2001, the Stern Honors Program invites an elite group of seniors to become intimately involved in graduate-level research. The program pairs students with research-oriented faculty members who partner with and advise participants throughout their yearlong thesis development. Additionally, students take part in an honors seminar with other program participants and may take graduate-level courses in areas of interest.

### Selection Process

Each year, the Stern Honors Program invites top-ranked juniors to apply for admission into the program. Students are invited based on academic performance during their first three years of undergraduate education. Invited students must submit an application and be interviewed by two faculty members before selections are finalized.

### Honors Program Structure

The Stern Honors Program includes three main components: an advanced

elective module composed of graduate courses; an honors seminar; and a thesis project based on independent research.

### Graduate Courses

Students selected for the program can take up to six units of graduate elective courses during their senior year. Faculty members from each department review course offerings and advise as to which options best fit the needs of each honor student.

### Honors Seminar<sup>1</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

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.

<sup>1</sup> Students in the program must enroll in the Stern Honors Program Seminar and the Stern Honors Program Thesis for both the fall and spring semesters.

# Washington Square Campus



- 47 **Academic Resource Center (B-2)**  
18 Washington Place
- 16 **Alumni Hall (C-2)**  
33 3rd Avenue
- 51 **Alumni Relations (B-2)**  
25 West 4th Street
- 17 **Barney Building (C-2)**  
34 Stuyvesant Street
- 59 **Bobst Library (B-3)**  
70 Washington Square South
- 41 **Bookstore (B-2)**  
726 Broadway
- 13 **Brittany Hall (B-2)**  
55 East 10th Street
- 13 **Broadway Windows (B-2)**
- 12 **Bronfman Center (B-2)**  
7 East 10th Street
- Broome Street Residence**  
(not on map)  
400 Broome Street
- 34 **Brown Building (B-2)**  
29 Washington Place
- 26 **Cantor Film Center (B-2)**  
36 East 8th Street
- 67 **Card Center (C-3)**  
383 Lafayette Street
- 1 **Carlyle Court (B-1)**  
25 Union Square West
- 9 **Casa Italiana Zerilli-Marimò (A-1)**  
24 West 12th Street
- 80 **Coles Sports and Recreation Center (B-3)**  
181 Mercer Street
- 32 **College of Arts and Science (B-2)**  
31 Washington Place
- College of Dentistry** (not on map)  
345 East 24th Street
- 41 **College of Nursing (B-2)**  
726 Broadway
- 50 **Computer Bookstore (B-2)**  
242 Greene Street
- 73 **Copy Central (B-3)**  
547 La Guardia Place
- 2 **Coral Towers (C-1)**  
129 3rd Avenue
- 64 **Courant Institute (B-3)**  
251 Mercer Street
- 68 **D'Agostino Hall (A-3)**  
110 West 3rd Street
- 22 **Deutsches Haus (B-2)**  
42 Washington Mews
- 47 **East Building (B-2)**  
239 Greene Street
- 49 **Education Building (B-2)**  
35 West 4th Street
- 21 **Faculty of Arts and Science (B-2)**  
5 Washington Square North
- 14 **Founders Hall (C-1)**  
120 East 12th Street
- 57 **Furman Hall (A-3)**  
245 Sullivan Street
- 40 **Gallatin School (B-2)**  
1 Washington Place
- 41 **Global Liberal Studies (B-2)**  
726 Broadway
- 20 **Glucksman Ireland House (B-2)**  
1 Washington Mews
- 48 **Goddard Hall (B-2)**  
79 Washington Square East
- 62 **Gould Plaza (B-3)**
- 21 **Graduate School of Arts and Science (B-2)**  
1/2 5th Avenue
- Gramercy Green** (not on map)  
310 3rd Avenue
- Greenwich Hotel** (not on map)  
636 Greenwich Street
- 32 **Grey Art Gallery (B-2)**  
100 Washington Square East
- 44 **Hayden Hall (A-2)**  
33 Washington Square West
- Institute for the Study of the Ancient World** (not on map)  
15 East 84th Street
- Institute of Fine Arts** (not on map)  
1 East 78th Street
- 23 **Institute of French Studies (B-2)**  
15 Washington Mews
- 72 **International Students and Scholars (B-3)**  
561 La Guardia Place
- Jeffrey S. Gould Welcome Center, Undergraduate Admissions, Alumni Drop-in (B-3)  
50 West 4th Street
- 61 **Kaufman Management Center (B-3)**  
44 West 4th Street
- 56 **Kevorkian Center (A-3)**  
50 Washington Square South
- 35 **Kimball Hall (B-2)**  
246 Greene Street
- 58 **Kimmel Center for University Life (B-3)**  
60 Washington Square South
- 56 **King Juan Carlos I of Spain Center (A-3)**  
53 Washington Square South
- 23 **La Maison Française (B-2)**  
16 Washington Mews
- Lafayette Residence Hall** (not on map)  
80 Lafayette Street
- 41 **Liberal Studies (B-2)**  
726 Broadway
- 36 **Life Sciences Building (B-2)**  
12-16 Waverly Place
- 10 **Lillian Vernon Center (A-2)**  
58 West 10th Street
- 49 **Loewe Theater (B-2)**  
35 West 4th Street
- 73 **Mail Services (B-3)**  
547 La Guardia Place
- 41 **McGhee Division (B-2)**  
726 Broadway
- 76 **Mercer Street Residence (B-3)**  
240 Mercer Street
- 65 **Mercer Plaza (B-3)**
- 53 **Meyer Hall (B-2)**  
4 Washington Place
- 41 **Moses Center for Students with Disabilities (B-2)**  
726 Broadway
- 3 **NYU Card Services Annex (C-1)**  
125 East 13th Street
- 71 **NYU Open House (B-3)**  
530 Laguardia Place
- 58 **Off-Campus Housing (B-3)**  
60 Washington Square South
- 4 **Office of Global Programs, Student Services (B-1)**  
110 East 14th Street
- 4 **Office of Special Sessions (B-1)**  
110 East 14th Street
- 3 **Palladium Athletic Facility (C-1)**  
140 East 14th Street
- 3 **Palladium Hall (C-1)**  
140 East 14th Street
- 39 **Philosophy Building (B-2)**  
5 Washington Place
- 46 **Pless Annex (B-2)**  
26 Washington Place
- 45 **Pless Hall (B-2)**  
82 Washington Square East
- 54 **Provincetown Playhouse (A-3)**  
133 MacDougal Street
- 53 **Psychology Building (B-2)**  
6 Washington Place
- 53 **Public Safety Administration Building (B-2)**
- 37 **Public Safety Central Command (B-2)**  
14 Washington Place
- 82 **Puck Building (C-3)**  
295 Lafayette Street
- 41 **Residential Life and Housing Services (C-3)**  
726 Broadway
- 11 **Rubin Hall (B-2)**  
35 5th Avenue
- 28 **Rufus D. Smith Hall (B-2)**  
25 Waverly Place
- 7 **School of Continuing and Professional Studies (B-1)**  
7 East 12th Street
- 55 **School of Law (A-3)**  
40 Washington Square South
- 60 **Schwartz Plaza (B-3)**
- 78 **Second Street Residence (C-3)**  
1 East 2nd Street
- 30 **Seventh Street Residence (C-2)**  
40 East 7th Street
- 61 **Shimkin Hall (B-3)**  
50 West 4th Street
- 32 **Silver Center for Arts and Science (B-2)**  
100 Washington Square East
- 24 **Silver School of Social Work (B-2)**  
1 Washington Square North
- 58 **Skirball Center for the Performing Arts (B-3)**  
566 La Guardia Place
- 56 **Skirball Department (A-3)**  
53 Washington Square South
- 46 **Steinhardt School of Culture, Education, and Human Development (B-2)**  
82 Washington Square East
- 61 **Stern School of Business, Graduate Program (B-3)**  
44 West 4th Street
- 63 **Stern School of Business, Undergraduate College (B-3)**  
40 West 4th Street
- 41 **Student Health Center (B-2)**  
726 Broadway
- 58 **Student Resource Center (B-3)**  
60 Washington Square South
- 51 **Student Services Center, Offices of the University Registrar, Bursar and Financial Aid (B-2)**  
25 West 4th Street
- 80 **Sweat-n-Shop (Mercer) (B-3)**  
181 Mercer Street
- 3 **Sweat-n-Shop (14th Street) (C-1)**  
140 East 14th Street
- 15 **Third Avenue North Residence (C-1)**  
75 3rd Avenue
- 8 **Thirteenth Street Residence (A-1)**  
47 West 13th Street
- 6 **Tisch Center for Hospitality, Tourism, and Sports Management (B-1)**  
838 Broadway
- 63 **Tisch Hall (B-3)**  
40 West 4th Street
- 38 **Tisch School of the Arts (B-2)**  
721 Broadway
- 35 **Torch Club (B-2)**  
18 Waverly Place
- 61 **Undergraduate Admissions (B-3)**  
50 West 4th Street
- 4 **University Hall (B-1)**  
110 East 14th Street
- 55 **Vanderbilt Hall (A-3)**  
40 Washington Square South
- 82 **Wagner Graduate School of Public Service (C-3)**  
295 Lafayette Street
- 64 **Warren Weaver Hall (B-3)**  
251 Mercer Street
- 3 **Wasserman Center for Career Development (C-1)**  
140 East 14th Street
- 48 **Washington Square East Galleries (B-2)**  
80 Washington Square East
- 74 **Washington Square Village (B-3)**  
1-4 Washington Square Village
- 45 **Washington Square Windows (B-2)**
- 33 **Waverly Building (B-2)**  
24 Waverly Place
- 27 **Weinstein Hall (B-2)**  
11 University Place
- 54 **Wilf Hall (A-3)**  
139 MacDougal Street
- 29 **10 Astor Place (B-2)**
- 77 **665 Broadway (B-3)**
- 6 **838 Broadway (B-3)**
- 41 **726 Broadway (B-2)**
- 43 **20 Cooper Square (C-2)**
- 66 **14 East 4th Street (B-3)**
- 67 **383 Lafayette Street (C-3)**
- 42 **411 Lafayette Street (C-2)**
- 69 **130 MacDougal Street (A-3)**
- 81 **194 Mercer Street (B-3)**
- 36 **285 Mercer Street (B-2)**
- 31 **111-113 2nd Avenue (C-2)**
- 70 **230 Sullivan Street (A-3)**
- 25 **19 University Place (B-2)**
- 52 **10 Washington Place (B-2)**
- 19 **19 Washington Square North (NYUAD) (A-2)**
- 18 **22 Washington Square North (A-2)**
- 51 **25 West 4th Street (B-2)**
- 52 **19 West 4th Street (B-2)**



---

# Travel Directions to the Washington Square Campus

See Washington Square Campus map and key for specific addresses or visit [nyu.edu/map](http://nyu.edu/map).

## **Lexington Avenue Subway (6)**

Local to Astor Place Station. Walk west on Astor Place to Broadway, then south on Broadway to Waverly Place, and west on Waverly Place to Washington Square.

## **Broadway Subway (N, R)**

Local to Eighth Street Station. Walk south on Broadway to Waverly Place, then west on Waverly Place to Washington Square.

## **Sixth or Eighth Avenue Subway (A, B, C, D, E, F, M)**

To West Fourth Street-Washington Square Station. Walk east on West

Fourth Street or Waverly Place to Washington Square.

## **Seventh Avenue Subway (1)**

Local to Christopher Street-Sheridan Square Station. Walk east on West Fourth Street to Washington Square.

## **Port Authority Trans-Hudson (PATH)**

To Ninth Street Station. Walk south on Avenue of the Americas (Sixth Avenue) to Waverly Place, then east to Washington Square.

## **Fifth Avenue Bus**

Bus numbered 2, 3, or 5 to Eighth Street and University Place. Walk south to Washington Square. Bus numbered 1 to Broadway and Ninth Street. Walk south on Broadway to

Waverly Place and west to Washington Square.

## **Eighth Street Crosstown Bus**

Bus numbered 8 to University Place. Walk south to Washington Square.

## **Broadway Bus**

Bus numbered 6 to Waverly Place. Walk west to Washington Square.

*Note: For up-to-date information on Metropolitan Transportation Authority subway and bus services, visit [mta.info](http://mta.info).*



# Index

<b>A</b>			
Academic Advising, Office of, Stern	92	Testing, required	83
Academic advising, registration, and policies and procedures	92-104	Transfer applicants	84
Academic information, access to	101	Advanced mathematical methods minor with CAS	57-58
Academic Resource Center (ARC)	93	Advisers, Stern undergraduate faculty	92
Academic standards	99	Affirmative action/equal opportunity	5, 96
Accounting	22-25	American Language Institute	85
Accreditation		Arrears policy	89, 103
New York University	4	Art gallery and collection	4-5
Undergraduate College of the Leonard N. Stern School of Business	9	Asset Pricing track	61-63
Actuarial science	49-51	Attendance	97, 103
Add/drop courses	94	Auditing courses	94
Administration		Awards and prizes	105
New York University	5-7	<b>B</b>	
Undergraduate College of the Leonard N. Stern School of Business	9	B.S.-M.S. Dual-Degree program in Certified Public Accounting	22
Admission	82-87	Academic standards	99
Advanced placement equivalencies	87	Bachelor of Science Degree Business Program	12-17
Advanced standing	86	Bachelor of Science in Business and Political Economy Program (BPE)	18-21
Application filing deadlines	83	Behavior	97
Campus visits	82-83	Business Analytics track	64, 65
Credit by examination	85	Business Core, BPE program	18-19, 20
Credit for prior college coursework	84	Business Core, Business program	12-13, 16-17
Deadlines, application filing and response	83	Business economics concentration	26-29
Early Decision Plan	83	Business of entertainment, media, and technology minor with Steinhardt and Tisch (BEMT)	58-59
Enrollment process	86	Business proficiency examinations, transfer	100
Financial aid application	86, 90-91	<b>C</b>	
Financial aid deadlines	83, 90	Calendar, academic	10-11
Foreign language placement	84-85	Campus, travel directions to	109
Guest accommodations, NYU	83	Campus visits	82-83
High school preparation, recommended	82	Campuses, global	3, 18
International credentials, applicants with	84-85	Career counseling	92
Notification dates	83	Career Development, Wasserman Center for	91
Placement examinations	86	Certified Public Accounting Program	22
Process	82	Code of conduct, student	95-96
Readmission of former students	85, 101	Code of conduct, travel	96-97
		Cohort Leadership Program	52
		Concentrations, minors, and specializations	13-14, 99-100
		Corporate Finance track	65-67
		Course loads, semester	94
		Credit by examination	85
		Cross-school minors	57-61
		Advanced mathematical methods with CAS	57-58
		Business of entertainment, media, and technology with Steinhardt and Tisch	58-59
		Public policy and management with Wagner	60
		Social entrepreneurship with Wagner	61
		Curriculum, integrated four-year	12-17
		<b>D</b>	
		Deadlines	
		Admission application filing	83
		Financial aid	83, 90
		Response	83
		Dean's exception	103
		Dean's List	105
		Deferred payment plan	89
		Degree requirements	12-17, 18-21
		Digital Marketing track	67-68
		Diploma application	103
		Disabilities, students with	93
		Disciplinary sanctions	96
		Dismissal, academic	99
		Double-counting of coursework	100
		Dual-Degree Program in Certified Public Accounting	22, 99

<b>E</b>		Graded assignments, collaboration on	97	<b>M</b>	
Early Decision Plan	83	Grading procedures	97-99	Majors at the College of Arts and Science	13
Early graduation	101	Graduation		Management Consulting track	70-71
Economic theory concentration	26-30	Application	103	Management and organizations	40-42
Economics	26-30	Early	101	Marketing	43-46
Educational principles, guiding, Stern	8	Requirements	94, 98, 100	Minors, cross-school	13, 19, 57-61
Electives, University	13, 19	With Honors	105	Minors through other NYU schools	14-19
Employee education plans	91	Grants	90-91	Moses Center for Students with Disabilities	93
Employment, student	91	Guest accommodations, NYU	83	Multidisciplinary courses	52-56
Enrollment process	86	Guiding educational principles, Stern	8	<b>N</b>	
Enrollment verification	101	<b>H</b>		New York University, introduction to	3-7
Entrepreneurship track	69-70	Health insurance, student	88	Non-NYU coursework	100-101
Equal opportunity	5, 96	Honorary societies	105	<b>O</b>	
Examinations		Honors, graduation with	105	Operations	47-48
Admission, required testing	83	Honors Program	106	Optional payment plans	91
Credit by	85	<b>I</b>		<b>P</b>	
Final	103	Immunization requirements	104	Part-time study	91, 94, 105
Foreign language placement	84-85	In-class behavior	97	Pass/fail option	97-98
Placement	86	Incomplete grades	98	Patents, University policy on	104
Plagiarism and cheating	95-96	Independent studies	94	Payment plan, deferred	89
Proficiency	100	Information systems	37-39	Payment plans, optional	91
Exchange program, International Business (IBEX)	95	Insurance, tuition	90	Plagiarism	95-96
<b>F</b>		Insurance, student health	88	Policies and procedures of the College and University	
Faculty	74-81	International Business Exchange (IBEX) Program	95	Academic standards	99
Faculty advisers	92	International credentials, applicants with	84-85	Access to academic information	101
Family Educational Rights and Privacy Act (FERPA)	101	International Exchanges and Special Programs, Office of	9, 95	Arrears policy	89, 103
Fees	88	International Studies Program (ISP)	12, 13, 18, 40	Arriving late to class	97
Finance	30-34	Internship Policy	101	Attendance	97, 103
Finance, advanced electives, chart	34	<b>J</b>		Behavior	97
Financial aid	86, 90-91	January term	93	Code of conduct, student	95-97
Firearms policy, simulated, New York University	104	Judiciary committee	96	Concentration and minor selection	99-100
Foreign language placement examination	84-85	<b>L</b>		Course loads, semester	94
Founding dates of the Schools, Colleges, Institutes, and Programs of the University	4	Leave of absence	101	Dean's exception	103
Free Application for Federal Student Aid (FAFSA)	83, 86, 90	Liberal Arts Core, BPE	18, 19-20	Diploma application	103
<b>G</b>		Liberal Arts Core, Business program	12, 14-16	Disciplinary sanctions	96
General behavior	97	Libraries	4, 96	Dismissal, academic	99
Global Business co-concentration	35-36	Loan Programs	91	Double-counting of coursework	100
Global Business Core	13				
Global campuses	3, 18				
Global Services, Office of	84				



Immunization requirements	104	<b>S</b>		Tuition and fees	88-89
Incomplete grades	98	Scholarships and grants	90-91	Tuition insurance	90
Internships	101	Scholastic achievement and other awards	102	TuitionPay Plan	89
Late submission of assignments	97	Social Entrepreneurship minor with Wagner	61	<b>U</b>	
Leave of absence	101	Social Impact Core, BPE program	18-19, 20-21	Undergraduate Admissions, Office of	82
Leaving class early	97	Social Impact Core, Business program	12-13, 17	Undergraduate College, Leonard N. Stern School of Business	8-9
Part-time study	91, 94	Statistics and actuarial science	49-51	Unit limits, Stern	100
Pass/fail option	97-98	Stern Program for Undergraduate Research (SPUR)	106	University founding dates	4
Patents	104	Stern School of Business, Leonard N., Undergraduate College	8-9	University Learning Center	93
Plagiarism and cheating	95-96	Stern undergraduate faculty advisers	92	<b>V</b>	
Probation, academic	99	Student advisement	92-93	Veteran's benefits	103-104
Proficiency examinations	100	Student employment	91	Visas, student	84
Religious holidays	103	Student Health Center	104	Visiting (special) students	84
Residency requirements	100	Student Engagement, Office of	9	<b>W</b>	
Retaking courses	98	Students with disabilities, services for	93	Wait lists	94
Technology	96, 97	Study abroad	95	Warning, academic	99
Transcripts, official	102-103	Summer sessions	93	Washington Square campus, travel directions to	109
Travel code of conduct	96-97	<b>T</b>		Wasserman Center for Career Development	91, 92
Unit limits, Stern	100	Testing, required	83	Weapons and firearms policy, New York University	104
Veteran's benefits	103-104	Tracks	13, 19, 62-73	Withdrawal from courses	89, 94
Warning, academic	99	Asset Pricing	62-64	Withdrawal and financial aid	90
Weapons and firearms	104	Business Analytics	64-65	Withdrawal and refund of tuition	89
Withdrawal from courses	89, 94	Corporate Finance	65-67	Work-Study Program, Federal	91
Politics Core, BPE program	18, 20	Digital Marketing	67-68	Writing Center	93
Prehealth advising	92	Entrepreneurship Management and Consulting	69-70, 70-71	Writing courses and workshops	14-15, 85
Prelaw advising	92	Real Estate	71-73	Writing Proficiency Examination	100
Prizes and awards	102	Transcripts, official	102-103		
Probation, academic	99	Transfer applicants	84		
Proficiency examinations	100	Travel code of conduct	96-97		
Public policy and management minor with Wagner	60	Travel directions to Washington Square Campus	109		
<b>R</b>		Trustees, Board of	6-7		
Readmission of former students	85, 101				
Real Estate track	71-73				
Refund of tuition	88-90				
Registration	93-95				
Religious holidays, attendance and	103				
Research Seminars	55, 106				
Residency requirements	100				
Resident assistantships	91				
Retaking courses	98				

*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

