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Leonard N. Stern School of Business

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The Leonard N. Stern School of Business
The Graduate Division

Announcement for the 95th Session and 96th Session
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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, 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.

Effective September 1, 2010

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DEGREE PROGRAMS

All of the Stern School's academic programs demand that students make a significant commitment to scholarship and enterprise. Stern's distinctive programs and extensive course offerings make it one of the most exciting and enriching business schools in the world.

Program¹	Hegis² Code(s)
Master of Business Administration (M.B.A.), General Management Full-Time Program Langone Part-Time Program	0506
Dual Degree Programs:	
B.S.-M.S. in Accounting (with the Stern Undergraduate College) ³	0502/0502
M.B.A.-J.D.	0506/1401
M.B.A.-M.A. (French Studies)	0506/0312
M.B.A.-M.A. (Politics)	0506/4999
M.B.A.-M.S. (Biology)	0506/0401
M.B.A.-M.P.A. (Health Policy & Management)	0506/1202
M.B.A.-M.P.A. (Non-Profit Management & Policy)	0506/2102
M.B.A.-M.S. in Mathematics in Finance	0506/1799
M.B.A.-M.F.A. in Film & Television	0506/1010
M.B.A.-M.B.A. HEC (France)	0506
Executive M.B.A.	0506
TRIUM Global Executive M.B.A. (joint degree)	0506
Executive M.S. in Global Finance ⁴	0504
Executive M.S. in Risk Management ⁵	0599
Master of Philosophy (M.Phil.), Doctor of Philosophy (Ph.D.)	
Accounting	0502
Economics	0517
Finance	0504
Information Systems	0701
Management and Organizational Behavior	0506
Marketing	0509
Operations Management	0599
Statistics	0507

MASTER OF BUSINESS ADMINISTRATION (M.B.A.) PROGRAM

The M.B.A. Program at New York University's Leonard N. Stern School of Business represents the best in graduate business education, where the pursuit of success for our students—educational, professional, and personal—is the driving force behind everything we do. Stern students develop the skills they need to succeed in any business environment, anywhere in the world.

¹ As registered by the New York State Education Department.

² HEGIS: Higher Education General Information Survey

³ Admission is via the Stern Undergraduate College and is restricted to enrolled undergraduates in that College.

⁴ Offered jointly with Hong Kong University of Science and Technology (HKUST)

⁵ Offered in partnership with the Amsterdam Institute of Finance (AIF)

Balancing theory and conceptual frameworks with practical applications, the M.B.A. curriculum first develops a solid base of management skills through required core courses and then builds on that knowledge through specialized electives. Within this structure, students choose from a wide range of courses and plan their programs according to their own needs and interests.

The core curriculum introduces students to the functional activities of organizations and the analytical and conceptual frameworks for managerial decision-making. Collectively, the core courses provide both the fundamental knowledge that a manager must have to be effective and the foundation for advanced specialization in different functional and interdisciplinary areas.

Stern's M.B.A. Program provides depth as well as breadth. After completing the core curriculum, a student obtains in-depth knowledge in academic program areas by completing advanced level elective course work. Students choose from a wide array of elective courses offered at Stern and from approved courses offered by other NYU graduate programs. A list of Stern elective courses can be found in the course descriptions for each academic department. Students may choose to focus their electives in one or more of over 20 academic specializations.

FULL-TIME M.B.A. PROGRAM

Two years of living, studying, and playing at an intense pace mean that by graduation, new M.B.A.'s are eager to take on the most demanding positions. Stern provides students with the theoretical background, practical applications, and the career support they need for lifelong success in their careers.

Students who matriculate in the Full-Time M.B.A. Program are assigned to Blocks – the cohorts of students with whom they take most core courses in the first year. Each Block elects three Block Leaders to organize Block activities, represent the Block to the Stern Student Corporation (SCorp), and administer the Block budget.

Students in the Full-Time Program take 15 credits per semester and, in the first year, are Block-scheduled for core courses in the fall and two in the spring. New students must register for all blocked courses except those the student expects to waive through a proficiency exam, applicable prior degree, or CPA license. Students in the Full-Time Program must take or waive the Statistics and Accounting core courses and a minimum of 5 of the 7 remaining menu core courses, in their first year of study. The capstone Professional Responsibility course may be taken in either semester of the second year of study, in day sections reserved for Full-Time Program students.

Students in the Full-Time Program attend classes during fall and spring semesters, take a summer internship, and graduate at the end of their second spring semester.

Students in the Full-Time Program have access to Office of Career Development services for the purposes of securing a summer internship and employment after graduation. (See *CAREER SERVICES* for details.)

The following outlines the full-time two-year program of study leading to the M.B.A. degree:

	Course #	Semester	# of Courses	Credits
Year 1				
Financial Accounting & Reporting	B01.1306	1	1	3
Statistics & Data Analysis	B01.1305	1	1	3
Competitive Advantage from Operations	B01.2314	1 or 2	5 – 7	15 - 21
Firms & Markets	B01.1303	1		
Foundations of Finance	B01.2311	1 or 2		
Leadership in Organizations	B01.1302	2		
The Global Economy	B01.2303	2		
Marketing	B01.2310	1 or 2		
Strategy	B01.2301	1		
Summer				
Internship				
Year 2				
Electives		3 or 4 (After Prerequisites)	12.5 – 18.5	37.5 – 43.5
Professional Responsibility (capstone)	B02.3101	3 or 4 (After Prerequisites)	0.5	1.5
Degree Total				60

- All courses must be taken in the fall and spring semesters. Courses offered in the summer and during the intensive modules are not part of the full-time program sequence and are not open to student in the Full-Time Program.
- Students must take at least 12 credits a semester to maintain their full-time status.
- Any course work taken over the 60 credits* necessary to complete the program, including courses in which the student has received a “W” or “F”, will be charged at an additional per-credit rate in the final semester. (*Not including the free course).
- Part-time employment for students in the Full-Time Program is strongly discouraged in the first year, is considered secondary to academic work in the second year, and in no case should exceed 10 to 15 hours per week.

Academic advisers help enrolled students understand the program requirements and options. For more information or to contact an adviser, please visit or contact: M.B.A. Academic Advising, NYU Stern School of Business, 44 West Fourth Street, Suite 6-120, New York, NY 10012-1126, 212-998-0585; 212-995-4606 (fax); advising@stern.nyu.edu, <http://www.stern.nyu.edu/AcademicAffairs/>.

THE LANGONE PART-TIME M.B.A. PROGRAM

The Stern School of Business was founded in 1900 with a curriculum designed specifically for Part-Time students who worked during the day. More than 100 years later, Part-Time students, with their substantial work backgrounds and perspective, continue to help define the Stern M.B.A. experience and sustain its position among the top-ranked part-time M.B.A. program in the nation.

In response to the evolving needs of our students, we continually update and refine our offerings. Recent innovations include increasing the flexibility of the program and the speed with which the degree can be earned by students whose workweeks are longer than ever before. An increasing number of intensive classes are offered via our innovative modular calendar, more faculty are incorporating distance-learning elements into their

courses, and more classes are being offered on weekends. As a result, students can complete their degrees in as few as two years and those who specialize in finance or management and choose to attend only on weekends, can complete their degrees in 2.5 years.

Langone Program students have access to the Career Center for Working Professionals for assistance with career planning and job development. (See *CAREER SERVICES* for details.)

When Langone Program M.B.A. students register for their first semester at Stern, they become part of a Core Group—the group of students with whom they take one or two sections of core in the first semester. In subsequent semesters through the first year, they have the option of remaining with their Core Groups to take additional core courses. In the first week of classes, students elect Core Group Leaders, and, during the semester, have the opportunity to socialize, study, network, and plan events with their Core Groups. Students must enroll in a Core Group section of Firms & Markets or Leadership in Organizations in their first semester. They may take electives beginning in the third semester of enrollment if they have completed the four basic core courses (Firms & Markets, Leadership in Organizations, Financial Accounting & Reporting, and Statistics & Data Analysis) and the core course prerequisite for the elective area.

Students in The Langone Program typically take six credits per semester (two modules), in the evening and on weekends, and additional courses during intensive modules. Most students graduate in three to four years. Core courses should be completed within the first two years in the program. The four basic core and all prerequisites must be completed before students take elective courses.

The following is an example of a three-year program:

	Course #	Module	Credits
Year 1			
Leadership in Organizations	B01.1302	Fall 1 & 2	3
Financial Accounting & Reporting	B01.1306	Fall 1 & 2	3
Strategy I	B01.2103	Winter	1.5
Business Communication	B01.2105	Winter	1.5
Firms & Markets	B01.1303	Spring 1 & 2	3
Statistics & Data Analysis	B01.1305	Spring 1 & 2	3
Foundations of Finance	B01.2311	Summer 1	3
Marketing	B01.2310	Summer 2	3
Competitive Advantage from Operations	B01.2314	Late Summer	3
Year 2			
The Global Economy	B01.2303	Fall 1 & 2	3
Strategy II	B01.2104	Winter	1.5
Interpersonal Skills Core		Winter	1.5
Elective		Spring 1 & 2	3
Elective		Summer 1 or 2	3
Perspective Core		Late Summer	1.5
Professional Responsibility	B02.3101	Late Summer	1.5
Year 3			
Electives		Fall, Spring, Summer	18
Degree Total			60

Academic advisers help enrolled students understand the program requirements and options. For more information or to contact an adviser, please visit or contact: MBA Advising, NYU Stern School of Business, 44 West Fourth Street, Suite 6-120, New York, NY 10012-1126, 212-998-0590; 212-995-4336 (fax); Langone@stern.nyu.edu; <http://www.stern.nyu.edu/AcademicAffairs>.

PREREQUISITES

Core course faculty members assume that all M.B.A. students are proficient in:

- Quantitative skills, including calculus,
- Business writing, and
- The use of word processing and spreadsheet programs.

Students should refer to the online registration and advising materials for details regarding how to satisfy these requirements and ensure that they are prepared.

REQUIRED COURSES

All students in the Full-Time Program must complete the 22.5-credit Stern core. Langone students must complete the 28.5-credit Stern Core. In addition, Langone Program students must complete 4.5 program core credits. A student may apply to substitute elective credits for selected core courses in which they are already proficient. To view the requirements for waiving core courses please go to <http://www.stern.nyu.edu/AcademicAffairs> . For course descriptions see: <http://www.stern.nyu.edu/Registrar/CourseInfo/CourseDescriptionsPrerequisites>

Non-Credit Requirements

The Stern Pre-Term, B00.2000

Communication Skills for Teams & Leaders, B00.2045 (Full-time only)

Stern Full-time Core

1. 1st Year required courses (6 credits); waivers permitted:

Financial Accounting & Reporting, B01.1306

Statistics & Data Analysis, B01.1305

2. Menu; at least 5 courses (15 credits) of remaining 7 current core courses (21 credits):

Competitive Advantage from Operations, B01.2314 Marketing, B01.2310

Foundations of Finance, B01.2311 Leadership in Organizations, B01.1302

Firms & Markets, B01.1303

The Global Economy, B01.2303

Strategy, B01.2301

3. Other required course (1.5 credits):

Professional Responsibility,
B02.3101

Langone Program Only

Strategy I, B01.2103

Strategy II, B01.2104

Program Core:

Interpersonal Skills Core:
Collaboration, Conflict &
Negotiation, B65.2159

Perspective Core:
Global Perspectives on Enterprise
Systems, B30.2190

Electives & Specializations

All M.B.A. students earn a general management major by completing the core and elective requirements. After completing the core, students may elect to specialize by completing nine elective credits in a specific area. (Some specializations have specific course requirements.) Students are not required to specialize their choice of electives, but may declare as many as three specializations from the list below. Students declare specializations using the Stern Web Information System (<http://ais.stern.nyu.edu>) Remaining Requirements page, under “Change Specialization.” Students may change their specializations at any time until they submit the application for graduation in their last semester of study.

Accounting	Global Business
Banking	Law & Business
Corporate Finance	Leadership & Change Management
Business Analytics (formerly Data, Models & Decisions)	Luxury Marketing Management
Digital Marketing	Management of Technology and Operations
Economics	Marketing
Entertainment, Media & Technology	Product Management
Entrepreneurship & Innovation	Quantitative Finance
Finance	Social Impact & Innovation
Financial Instruments & Markets	Strategy
Financial Systems & Analytics	Supply Chain Management & Global Sourcing

The 4.5 credits of Langone Program Core may be applied to specializations. (The Stern Core may not.) Students may take a maximum of 24 credits in any one academic course designator. Three (3) credits of Langone Program Core are included in this maximum. If a student earns more than 24 credits in a single course designator, those above 24 will not be considered among the 60 credits required for the M.B.A. degree. However, they will be included in the cumulative grade point average.

Please consult the Academic Affairs Web site at <http://www.stern.nyu.edu/AcademicAffairs/Specializations> for a listing of courses that apply to each specialization.

ADMISSIONS

NYU Stern's admissions process is holistic and highly selective. The Admissions Committee evaluates each candidate's academic profile, professional achievements and aspirations, and personal characteristics.

Academic Profile: NYU Stern seeks students who will flourish in our academic program. We assess academic potential through the quality of and performance in prior academic program(s), as seen from academic transcripts, and general aptitude as measured by the Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE).

Professional Achievements and Aspirations: Stern seeks students with a proven track record of success, a high potential for future leadership, and a well-articulated plan to achieve their short- and long-term goals. Professional achievements and aspirations are primarily assessed by a candidate's essays, résumé, employment history, professional recommendations, and interview (by invitation only).

Personal Characteristics: NYU Stern values students with both intellectual and interpersonal strengths. We seek students who embody Stern's values of mutual support and collaboration and who will be passionate, engaged participants in the Stern community. These personal characteristics are often evidenced in a candidate's essays, professional recommendations, activities and achievements, and interview (by invitation only).

Please visit <http://www.stern.nyu.edu/AcademicPrograms> for detailed information on the application process.

FINANCIAL AID

While a graduate business degree affords students the opportunity for significant personal growth and career advancement, obtaining that degree requires a considerable investment of resources. Many students will need assistance in meeting the costs of business school.

Please direct all correspondence and inquiries about financial aid to Financial Aid, NYU Stern, 44 West Fourth Street, Suite 6-140, New York, NY 10012-1126, fin-aid@stern.nyu.edu , www.stern.nyu.edu/finaid

Scholarships and Fellowships

Stern offers competitive awards based on merit. Stern automatically considers all applicants to the Full-Time Program for merit-based scholarships and gives priority consideration to those who apply by November 15. The selection process is highly competitive. The Admissions Committee makes awards based solely on merit and availability of funds. There is no separate application process for merit-based scholarships. Stern and private donors provide the funds for these awards, and individual awards vary. All second year students are also considered for donor awards. (See *SCHOLARSHIPS AND FELLOWSHIPS* for a list of awards.)

Graduate Fellowships and Teaching Fellowships

The Stern School of Business offers graduate fellowships and teaching fellowships to qualified M.B.A. students who have completed at least 9 credits at Stern as M.B.A. students, are enrolled in the semester of appointment, have an average GPA of at least 3.0, and have previously taken the course or its equivalent (for TFs only). These positions are limited in number and competitive. A full fellowship position involves 10 hours of work per week for one full term or 15 weeks, and provides partial tuition credit, applied directly to the student's tuition during the semester in which the student is employed. Students who wish to serve as graduate or teaching fellows are responsible for securing these positions by contacting the departments that have approved positions. (Note: graduate fellows and teaching fellows must pay any portion of tuition and fees not covered by tuition remission by the payment deadline and may have their loan eligibility affected.) For a complete set of policies and guidelines, please visit: <http://w4.stern.nyu.edu/students/current/jobs>.

Campus Housing Resident Assistantships

Resident assistants (RAs) live in dormitories and are responsible for organizing, implementing, and evaluating social and educational activities. Assistants also serve as peer counselors and sources of information for dormitory residents. Candidates must be single, full-time students with a current cumulative grade point average of at least 2.5. They should also possess qualities that support the social and intellectual development of students and should be willing to assume responsibility for managing crises. Compensation includes room and board for two semesters. For applications and further information, contact the Office of Residential Education, New York University, 726 Broadway, 7th Floor, New York, NY 10003, 212-998-4311.

Student Loans

Student loans are the primary source of assistance for most students. New York University participates in the Federal Direct Stafford Student Loan Program and the Federal Direct Graduate Plus Loan program. In addition, private educational loans are available to assist with school expenses. Part-Time students are eligible to apply for loans and must enroll in at least 6 credits (half-time) per semester to be eligible.

Direct Subsidized Stafford Student Loan Program. This is a long-term, low-interest federal loan. The funds are issued by the U.S. Federal Government as supplied by the U.S. Treasury. The subsidized limit is \$8,500 per year, and eligibility is based on financial need. Repayment is deferred until six months after students graduate or cease to be enrolled at least half time (6 credits). No interest accrues during this deferment period. (For all borrowers, the interest rate is fixed at 6.8%.) The federal processor will disburse all loans in two equal installments. An origination fee of .5 percent will be deducted from the loan funds. The standard repayment period is 10 years.

Direct Unsubsidized Stafford Student Loan Program. The terms of this loan are the same as the Federal Direct Subsidized Stafford loan except that eligibility is not based on financial need and interest accrues while in school and during the deferment period. Interest begins accruing as soon as the lender disburses the loan. Students may choose to have the accrued interest capitalized (added to the principal balance) or make periodic payments while in school. The total federal Subsidized and Unsubsidized Stafford Student Loan limit is a total of \$10,250 per semester. The standard repayment period is 10 years.

Direct Graduate Plus Loans. Most students may find it necessary to borrow through the Direct Graduate Plus loan program to meet the full cost of attendance. Note that the Graduate Plus loan approval is contingent upon a credit check. One may also elect to use a creditworthy cosigner. The interest rate on the loan is fixed at 7.9%. An original fee of 2.5% will be deducted at disbursement. The standard repayment period is 10 years.

Private Educational Loans. Some students may choose to borrow through private loan programs to meet their educational expenses. Note that all programs require applicants to have a good credit history and may require a creditworthy cosigner.

International students may borrow private educational loans with a U.S. citizen cosigner. International student loans, which do not require U.S. citizen cosigners, may also be available. Please check the website for current information on the availability of these loans.

New York State Tuition Assistance Program (TAP). TAP is a need-based grant determined by your or your family's income and other factors. To be eligible for TAP, a student must:

Be a United States citizen or eligible non-citizen.

Be a legal resident of New York State.

- Study full time (at least 12 credits per semester) at an approved postsecondary institution in New York State.
- Be matriculated in an approved program of study and be in good academic standing.
- Have, at least, a cumulative "C" average after receipt of two annual payments.
- Be charged at least \$200 tuition per year.
- Not be in default on a student loan guaranteed by HESC and not be in default on any repayment of state awards.
- Meet income eligibility limitations.

The final filing deadline for TAP is May 1 of the academic year in which the aid is needed. For example, for the 2010-2011 academic year, the application deadline is May 1, 2011. For more information about this program, go to www.hesc.com.

REGISTRATION⁶

Class Meeting Times

M=Monday; T=Tuesday; W=Wednesday; R=Thursday; F=Friday; S=Saturday; U=Sunday

Weekday Classes, Fall and Spring

3-credits: 80 minutes, twice a week, 13 weeks

1.5-credits: 80 minutes, twice a week, 6 weeks

Meeting times: 9-10:20 a.m., 10:30-11:50 a.m., 1:30-2:50 p.m., 3-4:20 p.m.

Evening and Weekend Classes, Fall and Spring

3-credits: 3 hours, once a week, 12 weeks

1.5-credits: 3 hours, once a week, 6 weeks

Weeknight meeting times: 6-9 p.m. (M-R)

Weekend meeting times: 9 a.m.-12 noon or 1-4 p.m.

Evening and Weekend Classes, Summer

3-credits: 3 hours, twice a week, 6 weeks

1.5-credits: 3 hours, once a week, 6 weeks

Weeknight meeting times: 6-9 p.m. (M-R),

Weekend meeting times: 9 a.m.-noon *and* 1-4 p.m. (S-U)

Any change in the schedule or the assigned instructor will be posted online at www.stern.nyu.edu/Registrar. Students who have registered for a class in which there is an instructor change, will be notified by e-mail.

The daytime sections of the core courses are reserved for students in the Full-Time M.B.A. Program, and the evening and weekend sections of these courses are reserved for Langone students. Non-core courses are open to all Stern graduate students, regardless of meeting time, when space is available and prerequisites are met. Students in the Full-Time M.B.A. Program have priority for weekday classes, and Langone Program students have priority for evening and weekend classes within a graduation cohort. Note that summer and intensive module courses are not part of the Full-Time Program sequence and Full-Time Program students may not register for them.

New M.B.A. Students

All new M.B.A. students must indicate their intention to enroll by paying an enrollment deposit.

New students receive all registration information online. Full-Time Program registration information is located on the Admitted Students' Website at

http://w4.stern.nyu.edu/admissions/admittedstudents/asw_wcm/wcm_asw_login.cfm. The Langone Program registration information is located on the Academic Affairs Website under *New Student Tour* at <http://www.stern.nyu.edu/AcademicAffairs/Langone/Incoming/index.htm>.

New students are required to submit their registration and payment no later than the dates indicated for their programs. There is no option to register later. Tuition payment is required at the time of registration. Participation in the 50/50 Payment Plan and financial aid funds are taken into consideration at time of payment.

See also **IMMUNIZATION REQUIREMENTS**.

Continuing M.B.A. Students

The Office of Records and Registration provides online registration information to all continuing degree candidates. Continuing M.B.A. students are expected to register using the Web registration system (<http://ais.stern.nyu.edu>), prior to the beginning of each term according to the calendar specified in the

⁶ The Stern School of Business may at any time record its classes for educational and/or administrative purposes.

registration instructions. If they miss the deadline, continuing students may also register in person or online during the late registration period. (Dates are announced in the registration e-mail.)

ACADEMIC REQUIREMENTS

NYU Stern Code of Conduct

Stern students, faculty, and administrators are committed to promoting principles of honesty, integrity, and trust among Stern students. Therefore, prior to beginning the program, each student commits to the principles of the Code of Conduct by signing a copy of it. For a copy of the Code of Conduct, please visit

<http://www.stern.nyu.edu/portal-partners/student-activities/community-life/code-of-conduct/index.htm>

Program Progress

M.B.A. students must complete the following:

- At least one course in the semester for which they are admitted; those who do not, must reapply for admission in a subsequent semester.
- At least 6 credits each academic year.
- At least 24 credits within the first three years.
- All requirements for the degree within the maximum of six years from initial enrollment in the program.

Students who are unable to maintain this pace are not permitted to continue in their degree program. Note that, although students are required to meet only these minimums to remain in the program, it is not possible to complete the M.B.A. degree requirements within the six-year limit at the minimum rates of progress.

Scholastic Requirements

Students must maintain a minimum grade point average while matriculated in degree programs. (For information on computing the grade point average, see the Grades section.)

Students who began the program prior to January 1, 2006 are subject to the following conditions:

- 1-14 credits attempted: if GPA is less than 2.1, student is placed on academic probation.
- 15-29 credits attempted: if GPA is less than 2.1, student is dismissed from the program.
- 30 or more credits attempted: if GPA is less than 2.3, student is dismissed from the program.
- 60 credits completed: if GPA is less than 2.5, student is not eligible to graduate and is dismissed from the program.

Students who began the program after January 1, 2006 are subject to the following conditions:

DISMISSAL

6-29 credits attempted: if GPA is less than 2.1, student is dismissed from the program.

30 or more credits attempted: if GPA is less than 2.3, student is dismissed from the program.

60 credits completed: if GPA is less than 2.5, student is not eligible to graduate and is dismissed from the program.

PROBATION

6-29 credits attempted

Student is placed on academic probation if one or more of the following occur:

- GPA is less than 2.3

- Student fails one or more courses
- Student accumulates more than one incomplete grade

30 or more credits attempted

Student is placed on academic probation if one or more of the following occur:

- GPA is less than 2.5
- Student fails one or more courses
- Student accumulates more than one incomplete grade

Academic probation is a period of time given to a student to redeem poor or unsatisfactory academic performance as prescribed by the requirements for minimum program progress.

While on academic probation, students will not be considered in “good academic standing” and the Academic Review Committee will have the discretion to limit eligibility and services based on this condition. Program restrictions may include all or any part of the following, but are not limited to: credit limits, eligibility for course registration, GPA requirement, student activities (clubs, treks, conferences, etc.), Study Abroad.

When grades are available after each semester, students who do not meet the minimum requirements are notified by their program’s advising office, on behalf of the Academic Review Committee, that they are on academic probation or that they may not continue in the program. Students placed on probation must make an appointment with an academic adviser to discuss their situation and plans for improvement. Students who are dismissed from the program and who have registered prior to receiving these letters are withdrawn from their courses and given a full tuition refund. (Students who have low averages are urged not to register for the next term if there is any chance their grade point average will fall below these minimums when all the current semester’s grades are reported and recorded.)

Leaves of Absence

Degree candidates must maintain continuous matriculation throughout the duration of the program. Students are required to maintain matriculation each fall and spring, whether or not they are taking courses. For Langone Program students, summer enrollment is optional and matriculation is, therefore, not required.

After successful completion of their first semester at Stern, students are eligible to apply for a leave of absence. Students must apply in writing (letter or e-mail) for a leave of absence to M.B.A. Advising (langone@stern.nyu.edu) in advance of any fall or spring for which they will not enroll or, for situations where courses have begun, as soon as they drop or withdraw from all current courses. The application for a leave of absence must include (a) the reason a leave of absence is necessary; (b) the semester in which enrollment is expected to resume; and (c) a detailed academic action plan for degree completion upon return from the leave of absence. If a leave of absence is granted, students must pay a fee to maintain matriculation. (See Tuition and Fees section.) The fee is calculated on a per-semester basis and must be paid at the time the leave is granted. Leaves of absence are included in the time limit for completion of all degree programs. Students are not eligible to continue in their degree programs unless a leave of absence has been granted and the matriculation fee has been paid.

Maintaining continuous matriculation (a) reserves a student’s place in the degree program as a continuing student; (b) ensures that the student will continue to receive registration materials and any other mailings or information for enrolled students; (c) allows access to certain University facilities and services, such as the library and health services; and (d) enables application for student health insurance, if needed.

Note: Newly admitted students who find they cannot begin the program in the semester for which they were admitted are not eligible to apply for a leave of absence. Any newly admitted student who wishes to defer their first enrollment must contact the M.B.A. Admissions Office for information on an abbreviated reapplication process for a subsequent semester. Students in other degree programs should consult their respective program offices.

Minimum Residency Requirement

Students are expected to complete the full M.B.A. Program at Stern. Under certain circumstances (study abroad, taking courses at other NYU divisions, relocation 200 miles from Stern, etc.), students may take up to 15 pre-approved elective credits outside of Stern. To be eligible to graduate, M.B.A. candidates must complete a minimum of 45 credits (75 percent of their degree), including all core requirements, at the Stern School. Classes taken in other NYU divisions or in an international program are not considered part of the 45 minimum credits.

ACADEMIC POLICIES

Core Course Waivers

Students may demonstrate proficiency in certain core course areas by taking a proficiency examination or by virtue of an undergraduate major, a master's degree, or a CPA license. M.B.A. students who demonstrate proficiency in a core course within their first year of study through one of the methods indicated below, may waive the course and replace the required credits with electives. In all cases, a student must complete 60 credits for the M.B.A. Core course topic lists are available on the advising Web sites. Proficiency examinations must be taken within the first year and may be taken only once. Grades may not be appealed.

Marketing: Marketing major, proficiency examination

Competitive Advantage from Operations: Industrial engineering major, operations management major, proficiency examination

Statistics & Data Analysis: Statistics major, proficiency examination

Foundations of Finance: Finance major – must review three prior final examinations (request from program adviser) and deem themselves sufficiently knowledgeable, proficiency examination

Financial Accounting & Reporting: Accounting major (U.S. schools only), U.S. CPA License, Chartered Accountant Certification, proficiency examination

Firms & Markets: Economics major, proficiency examination

The Global Economy: Economics major, proficiency examination

Leadership in Organizations: Management major with substantial coursework in Organizational Behavior or Theory, proficiency examination

Strategy: proficiency examination

Credit Loads

Full-Time Students. The minimum credit load to qualify for full-time study is 12 credits per semester. Students in the Full-Time M.B.A. Program generally carry a course load of 15 credits per semester for the four consecutive semesters (fall and spring only) to complete the 60 credits to meet the degree requirements. The maximum credit load per semester is 15 credits. In exceptional cases, students may want to take more than 15 credits in one semester. Students who wish to take credits beyond the semester maximum must complete a Credit Overload Request form available on the Advising Web site and meet with an academic adviser.

Langone Program Students. Langone Program students who entered in spring 2000 or later, may register for up to nine credits per fall, spring, and summer academic period (two modules). Classes taken during the late summer and winter intensive modules do not count toward the 9-credit maximum. On rare occasions, Part-Time students face unusual personal or professional circumstances that may justify accelerating the pace of course completion during one of the three academic periods. Students who feel they are in such a position should

consult with an academic adviser and may then petition to accelerate their programs for one term. In exceptional cases, they will be granted permission to take more than nine credits in one fall, spring, or summer academic period. To be considered for acceleration, a student must have completed all core courses (except Professional Responsibility and Langone Program core), be in good academic standing and submit a formal “Application to Accelerate the Part-Time M.B.A. Program,” which contains the following:

1. A statement of the circumstances prompting the request.
2. The student’s current GPA and why it will not be compromised by acceleration.
3. A detailed plan of study for completion of the remainder of the program, including the number of credits requested.
4. A career development plan that includes short- and long-term career goals and a detailed plan for achieving them.

The application must be submitted in writing (e-mail preferred) to the Academic Review Committee, <http://w4.stern.nyu.edu/academic/affairs/arc/>, no later than one month prior to the beginning of the term for which an accelerated course load is requested.

Maximum Credits in a Course Designator (Academic Area)

The maximum number of credits an M.B.A. student is permitted to take within any departmental course designator is 24, regardless of substitutions and whether or not the courses count toward different specializations. (Core cores do not count toward this maximum.) If more than 24 credits are earned in a single course designator, they will not be considered among the 60 credits required for the M.B.A. degree, but will be counted in the cumulative grade point average.

Student Status

Certification of Full-Time and Half-Time Status. Certification of full-time or half-time status may be necessary for students for reasons including (a) calculation of tuition and fees; (b) eligibility for financial aid; (c) deferral of student loan repayment; (d) renewal of a student visa; or (e) eligibility for University-sponsored medical insurance. To be certified as full time for these purposes in a given semester, a student must register for at least 12 credits of course work. For origination of a visa, a student must be registered for 12 credits and be enrolled in the Full-Time Program. To be certified as half time, a student must register for at least 6 (but fewer than 12) credits of course work in a semester. Ph.D. candidates may be certified as full-time students by taking 9 or more credits or through undertaking an approved combination of course work, research assignments, and teaching duties. Ph.D. candidates may not be employed full time and request full-time student status.

Designation of Program Status. For purposes of program structure, time, and credit load limits; some program policies and procedures; and access to some classes and services, student status is determined by the program to which the student was admitted and in which the student matriculated.

Change in M.B.A. Program Status Prior to First Enrollment. Prior to enrolling for the first time, students who wish to change programs must petition the chairperson of the Admissions Committee in writing. Petitions are reviewed after all regular applications to the program that were received by the application deadline are evaluated. Permission to change status is not guaranteed, is rarely granted, and requires forfeiting the original offer of admission (i.e., students are not guaranteed places in the program to which they were originally admitted).

Change in Program Status After First Enrollment. Because there is no way to incorporate them in the Full-Time Program once the first semester in the program has begun, Langone Program students cannot change from the Part-Time Program to the Full-Time Program once they have enrolled.

Students in the Full-Time Program may petition to the Academic Review Committee for a change to the Langone Program for any semester after their first in the M.B.A. Program. The petition must include (1) a statement of the circumstances prompting this request; (2) a proposed plan of study for completion of the remainder of the program; (3) a detailed career management plan; and (4) for international students,

confirmation of either an H-1 or other applicable visa to replace the F-1 visa status (an F-1 visa is granted to only Full-Time students). The Academic Review Committee will review the petition and the student's academic record, and the student will be notified of the decision in writing. If the request is granted, the student becomes a Langone Program student with all attendant privileges, responsibilities, and restrictions. Once transferred, the student may not revert to the Full-Time Program. For additional information, please visit <http://www.stern.nyu.edu/AcademicAffairs>.

Withdrawing from Stern. Students considering withdrawing from the M.B.A. program for any reason are encouraged to discuss their circumstances and options with an academic program adviser. Stern is anxious to do all it can to assist students having difficulty and to facilitate their continuing in the program.

Students who have begun to take courses and then decide to withdraw from their program should send formal notification of their intent, in writing, to their program's advising office. This will result in appropriate adjustments to the student's records and will eliminate future mailings.

Transfer Credits

Effective September 1, 1998, the Stern School M.B.A. Program does not accept transfer credits earned before matriculation in the M.B.A. Program at Stern. Students who were enrolled in another NYU division or a Stern master's degree program prior to admission to the Stern M.B.A. Program, must complete all 60 credits of the Stern M.B.A. Program after matriculation. Students who pass proficiency exams or have an undergraduate major in the course subject area may substitute electives for those core courses.

Taking Courses at Other Schools

Other Divisions of NYU. After completing their Stern Core requirements, students may take up to 15 Stern credits of elective courses in other NYU divisions. These non-Stern courses cannot count toward a specialization. To be eligible to graduate, M.B.A. candidates must complete a minimum of 75 percent in residency, which means 45 credits toward the M.B.A. at the Stern School.

Non-Stern courses must be at the master's degree level or higher, cover material specifically related to business and management, and fit clearly into an M.B.A. program (e.g., language or computer programming courses do not qualify). The Stern faculty has reviewed and approved courses at other NYU divisions for Stern students; this list is available on the Stern Academic Affairs Web site <http://www.stern.nyu.edu/AcademicAffairs>. Students may petition for approval of a course that does not appear on the pre-approved list by completing a form available on this site and sending it to their program advising office.

Students must receive a "B-" or better to receive credit toward the M.B.A. for non-Stern courses. If course grades are eligible for Stern credit, the grade will figure into the student's overall GPA. In most cases, a 4-credit (or more) course taken in another graduate division receives 3 Stern credits and a 2-credit course receives 1.5 Stern credits. Refer to the pre-approved list for information on specific courses.

Note: Students must register through the Stern Office of Records and Registration for courses at other NYU divisions. Students are not permitted to register for courses toward degrees through more than one division of the University at the same time. A single course taken at NYU may not count toward more than one NYU degree.

Other Business Schools. In extreme circumstances, students may find they need to complete some of their elective course work elsewhere. Students may petition their advising office for permission to take as many as 15 credits of elective course work toward the M.B.A. degree at another AACSB-accredited graduate business school.⁷ Approval is rarely granted and only when (a) the student must relocate outside a 200-mile radius of New York City; (b) has a grade point average of at least 2.5; and (c) has met all core requirements. Courses taken outside of Stern will not count towards a Stern specialization. The following conditions must also be met for transfer credit to be granted:

1. The student must submit a letter of acceptance from the host institution.

⁷ For a complete list of AACSB schools by area, visit the AACSB Web site at www.aacsb.edu.

2. The student must provide a detailed course description (preferably a syllabus), which includes the total number of contact hours, for every course the student intends to take for credit toward the Stern M.B.A. The advising office must approve the content of each course and confirm that the course meets for an appropriate number of hours for the number of credits that will be transferred. (To transfer as 3 Stern credits, a course must meet for approximately 35 hours.)
3. Students must maintain continuous matriculation at Stern until the degree program is completed, as indicated in the section on Leaves of Absence.
4. The student must receive a grade of B or better (B- is not sufficient) and submit an official transcript to the advising office. (Grades earned in courses not taken at NYU are not included in the grade point average calculation.)

Free Credits

Students in their last semester of study are permitted to take, without charge, up to three Stern credits beyond the 60 required for the M.B.A. Students are permitted to register for the additional credits in the drop/add period after the lottery has run for their final semester of study. This ensures that students taking free credits do not close other students out of courses they need during the lottery. The free Stern credits must be taken for a letter grade and will figure into the student's GPA. Auditing is not permitted. The three free credits above the 60 required for the M.B.A. are available only in the last semester of study. The academic policies regarding credit overloads/accelerations and program credit maximums per semester (full time = 15, part time = 9) apply. The free credits do not apply to credit loads required for financial aid eligibility. IMP credits and courses at other divisions of NYU are considered Stern credits and are applicable to this policy.

Academic Honors

Stern Scholar. A student in the Full-Time or Langone M.B.A. Program will be designated "Stern Scholar" in the term in which he or she completes the first 30 credits of Stern Graduate Division courses with no grades of incomplete and a grade point average of 3.7000 or above. (The student becomes eligible only once in his or her career—during the semester in which he or she completes the 30th credit.)

Graduation with Distinction. The Stern School recognizes outstanding performance by awarding the M.B.A. degree "with distinction" to Full-Time and Langone Program students in the top 10 percent of their September, January, or May graduating class. Courses taken abroad in the International Management Program (IMP), as well as courses accepted as transfer credits from other universities, are not included in the grade point average or in the calculation for distinction.

Beta Gamma Sigma. The highest national honor a student in business or management at an AACSB-accredited institution can achieve is to be elected to membership in Beta Gamma Sigma, the national honor society for business students. Full-Time and Langone Program M.B.A. students in the top 20 percent of their graduating class, as well as Ph.D. graduates, are eligible for induction and will be sent a letter of invitation. Courses taken abroad in the International Management Program (IMP), as well as courses accepted as transfer credits from other universities, are not included in the grade point average or in determining eligibility for Beta Gamma Sigma.

Expected Graduation Date

The expected graduation date of a student is calculated as four semesters (not including summer) from matriculation for Full-Time students and three years from matriculation for Part-Time students. Students who expect to graduate either earlier or later should make the change in their records using the Stern Web Information System (<http://ais.stern.nyu.edu>), under Update Bio Information.

TUITION AND FEES

New students who register on line must remit payment in full along with the mandatory Tuition and Fees Worksheet Payment Form by the payment deadline set by the Admissions Office. Checks, drafts, and money orders are to be made payable to New York University for the exact amount due. Continuing students must submit payment along with the mandatory Tuition and Fees Worksheet Payment Form by designated dates set by the Stern Bursar's Office. For deadline dates, visit the Bursar's Office Web site at www.stern.nyu.edu/bursar.

Students are responsible for making payments promptly and without notice from the University or the Stern Bursar's Office. Students are responsible for making full financial arrangements for payment of tuition and fees before registering each semester. Students who are in NYU housing must include their housing charges with the tuition payment.

The unpaid balance of a student's account is subject to an interest charge of 12 percent per annum from the due date until payment is received.

The Board of Trustees of New York University reserves the right to alter the schedule of tuition and fees without notice.

Tuition and Related Fees (Academic year 2010-2011)

Application fee (nonrefundable)	\$215.00
Enrollment deposit, new students (nonrefundable)	\$2,000.00
Tuition per term for Full-Time Program students ⁸	\$22,200.00
Tuition per credit	\$1,560.00

Registration and services fee per term for Full-Time Program students (nonrefundable)	
Fall term ⁹	\$1,108.00
Spring term ¹⁰	\$1,108.00

Registration and services fee for the first credit each term (nonrefundable)	
Fall term ⁹	\$409.00
Spring term ¹⁰	\$422.00
Summer term ¹¹	\$300.00

Registration and services fee for each additional credit (nonrefundable)	\$60.00
Business Writing noncredit course (B00.2099) (nonrefundable)	\$310.00
Pre-Term, new Full-Time only (nonrefundable)	\$1,340.00
Pre-Term, new Part-Time only (nonrefundable)	\$360.00

Other Fees

Basic Health Insurance Benefit Plan (Full-Time students registered for 12 credits or more are automatically enrolled).^{12,13}

Fall term	\$525.00
Spring term (coverage for the spring and summer terms)	\$835.00
Summer term (for students who did not register in the preceding term)	\$368.00

Comprehensive Health Insurance Benefit Plan (international students with F or J Visa automatically enrolled; others may select).^{12,13}

Fall term	\$823.00
Spring term (coverage for the spring and summer terms)	\$1,309.00
Summer term (for students who did not register in the preceding term)	\$576.00

⁸ First-term Full-Time M.B.A. students may register for 15 credits without additional charges. Flat-rate tuition charges apply only to the 60-credit program.

⁹ Includes mandatory emergency illness and accident plan coverage for the fall term.

¹⁰ Includes mandatory emergency illness and accident plan coverage for the spring and summer terms.

¹¹ For students registering for the first time in summer, a mandatory charge will be added to the registration and services fee.

¹² Waiver option available.

¹³ Students automatically enrolled in the Basic Plan can switch to the Comprehensive Plan, waive the plan entirely (and show proof of other acceptable health insurance).

Maintaining matriculation (fall and spring semester; all degrees):	
Fall term	\$385.00
Spring term	\$385.00
Late registration fee (nonrefundable)	\$100.00
Late payment fee	\$100.00
All returned checks	\$20.00
Doctoral dissertation microfilming and copyright	\$138.00
International Students ¹⁴	\$78.00

Refund Schedule

This schedule is based on the total applicable charge for tuition, excluding nonrefundable fees and deposits, and applies to full-semester courses:

Withdrawal before or within the first calendar week from the opening date of the term	100%
Withdrawal within the second calendar week from the opening date of the term	70%
Withdrawal within the third calendar week from the opening date of the term	55%
Withdrawal within the fourth calendar week from the opening date of the term	25%
Withdrawal after completion of the fourth calendar week of the term	NONE

For information regarding refunds for specific classes, please consult the following web site:
<http://www.stern.nyu.edu/Registrar/CourseInfo/RefundWithdrawalDates>.

Registration and service fees are nonrefundable starting the second day of the semester. The Business Writing Workshop fee is never refunded. Please refer to the Tuition and Related Fees (above) for a listing of other nonrefundable fees. Registration and service fees for intensive module and Spring Break classes are nonrefundable starting the first day of each class.

Refund processing takes about two weeks. Students who drop their courses during the above stated schedule periods will be refunded according to the stated refund percentage. The effective date of any drop or withdrawal is the date the student: drops the course online, submits an add/drop form in person, the request letter is postmarked, or the faxed request is received (fax: 212-995-4424).

Students seeking an exception to the published refund schedule may appeal to the Academic Review Committee in writing and document the circumstances warranting consideration. Serious illness or military service may be considered causes for exceptions. Travel required for a job or other job-related issues are not reasons for exceptions to the refund policy. Email your appeal to the Academic Review Committee at <http://w4.stern.nyu.edu/academic/affairs/arc>

¹⁴ International students holding the following visas—F1, J1, J3, OJ, OF, AF, AJ—will be charged an international student visa fee of \$78.00 each term.

CAREER SERVICES

The Office of Career Development (OCD) is committed to facilitating the student career development process by providing the resources and expertise to help realize their career aspirations and career goals, resulting in an optimal fit within organizations. Our services are tailored to meet the specific needs of the population. Whether you are a full-time MBA student, a working professional in the Langone or Executive MBA program or an alumnus/na, our offices are available to provide you with relevant and industry specific workshops, career counseling, and overall job search support.

OCD strives to create a partnership with students to build lifelong career development skills that will serve students throughout their career progression.

For further information please visit www.stern.nyu.edu/ocd

Full-Time MBA Career Services

Full-time MBA students participate in OCD's Career Development Program (CDP), a two-year curriculum with mandatory and optional sessions that coincide with on-campus recruiting events and interviews. The CDP guides students through the job search process, from self-assessment and career goal definition to résumé writing and mock interviews. Through workshops, small group sessions, and individual career counseling, students receive personalized assistance with identifying their career goals and developing job search strategies. Additionally, career counselors work with students to help them best market themselves for their target opportunity and equip them with the best available resources and tools to develop life-long job search skills. The Counseling Team continually revisits the program in order to keep current with both traditional and non-traditional target industries, domestic and international opportunities, and on-and off-campus job searches.

The Relationship Management Team partners directly with companies to seek out new opportunities, or enhance long standing corporate relationships with the goal of ensuring that students are exposed to a wide variety of opportunities within top firms. Many companies host corporate presentations in the fall in order to share information about their firm and discuss the work environment unique to their corporate cultures. Corporate presentations are particularly useful for helping students to develop a sharper career focus through knowledge sharing and networking opportunities. Each year corporate representatives visit NYU Stern during the fall and spring semester to interview for full-time and summer internship positions. These corporate representatives share their knowledge, insight, and experiences with students, helping to enhance real world learning bridging classroom theory with business world realities.

Career Center for Working Professionals

The Career Center for Working Professionals (CCWP) serves Langone Part-Time MBA and Executive MBA students, as well as over 80,000 + Stern alumni. The CCWP is committed to providing the best available career development resources and expertise that will benefit you now and as you advance through future career transitions. The Center's goals are *a*) to help you to manage and advance your career in a rapidly changing competitive labor market and *b*) to connect you with employment opportunities that match your individual skills, interests and experience. The CCWP offers a wide range of services – individual counseling sessions, career development workshops, networking events, online resources and job postings – designed to assist students and alumni with career planning and job development at each stage of the job search and every point in your career. The full-time professional staff provides year-round career guidance, with extended evening hours to accommodate working professionals.

STUDENT CLUBS

MBA student clubs are the backbone of community life at the Stern School, creating and promoting educational, career, sport and social opportunities for all MBA students. For a complete listing of MBA clubs, please visit: <http://www.stern.nyu.edu/StudentActivities/Clubs>

DUAL DEGREE PROGRAMS

To be admitted to a dual degree program, applicants must carefully review the application requirements of the dual degree program on the MBA Admissions website at <http://www.stern.nyu.edu/AcademicPrograms/FullTime/Apply/Apply/index.htm>. In some cases, applicants must apply and be admitted to each school separately; some dual degree programs on the other hand have a joint application process (for example, the M.B.A.- J.D. through Stern and the School of Law). Applicants should apply for financial aid following the instructions from the school they will be attending for most of the academic year. Unless admitted to a formal dual degree program, New York University students may not pursue two degrees simultaneously at different schools of the University. Detailed information on dual degree program scheduling and structure is available on the M.B.A. Academic Affairs Web site at <http://www.stern.nyu.edu/AcademicAffairs/>.

EXECUTIVE PROGRAMS

The Executive Programs department offers rigorous educational programs to meet the wide range of professional development needs of today's working professionals. Through its array of offerings, Executive Programs ensures a dynamic learning environment and the highest quality educational experience.

THE EXECUTIVE MBA PROGRAM

NYU Stern's Executive MBA program is consistently rated as one of the top MBA programs around the world. This distinctive program offers experienced professionals the opportunity to combine a full-time career with a rigorous, comprehensive academic program that culminates, after twenty-two months, in an MBA degree. Students take classes every other Friday and Saturday, allowing them to pursue their studies without career disruption. Corporate sponsorship for time out of the office to take classes is required for the Executive MBA program.

The Executive MBA program provides talented, high-potential professionals with an extraordinary opportunity to develop new ways of thinking, further hone their skills, learn from the very best faculty in their fields, study with a diverse student body, and build professional and personal relationships that will last a lifetime. Participants are experienced professionals, on average with more than ten years work experience and almost half already have advanced degrees.

Admissions

Participating professionals come from diverse firms and industries. The Admissions Committee reviews each candidate's academic and work history, with special consideration given to professional development. To apply, an applicant must have a bachelor's degree or its equivalent, at least six years of work experience, and cannot already have an MBA from another school in the U.S. Other consideration factors are the GMAT, the applicant's employment history and achievement, commitment and motivation, potential to contribute to the program, and sponsorship for time out of the office, which is required.

The GMAT is required for the NYU Stern Executive MBA program. However, the Admissions Committee will consider an applicant's petition for a GMAT waiver in exceptional cases where previous education or experience creates special circumstances. All petitions for a GMAT waiver must be accompanied by the candidate's written statement in support of the petition, not more than one page in length.

The first step in the admissions process is filling out a Pre-Application form, a brief snapshot of a candidate's professional and academic background. After submitting the Pre-Application form, an Admissions representative will contact a candidate to schedule an admissions interview. An interview is required for admission and is designed to help applicants determine if Stern's Executive MBA program is the right fit. After an interview an applicant can sign up to attend a class visit. The final admissions step is submission of the Formal Application, which includes official transcripts from all undergraduate and graduate schools, GMAT results, two recommendations, current resume, job description and organization chart, Organizational Sponsorship Form, and a \$180 application fee. Applications are considered on a rolling admissions basis.

To learn more about the program, prospective applicants are encouraged to attend a monthly information session. For information session dates and other information, please call or write Executive Programs, New York University Stern School of Business, 44 West Fourth Street, Suite 4-100, New York, NY 10012; telephone 212-998-0789; email: executive@stern.nyu.edu; website: www.stern.nyu.edu/AcademicPrograms/EMBA

Program Costs

Executive MBA Program costs are determined by the University in the spring of each year. As of August 2010, the cost for the program is \$144,000 for the twenty-two months and includes all fees, books, study materials, meals on class days, group tutors for selected courses, lodging (for students living 40 miles or more away from Stern) and meals for residencies. It does not include travel to and from the Global Study Tours or any travel visas. Payments include a \$5,000 non-refundable tuition deposit due upon acceptance of the offer of admission and the balance of tuition is due in four semi-annual installments of \$34,750.

All self-sponsored or partially self-sponsored applicants can apply to receive a scholarship. For each class there is one scholarship for 40% of the total tuition and a limited number of scholarships for 10% of the tuition. To apply for a scholarship an applicant must complete the scholarship essay in the application. Recipients are selected on the basis of exceptional academic and professional performance, as well as personal qualities such as leadership, integrity, and community service. Scholarship applicants will be notified of any awards at the time of admission.

Curriculum

Collaboration, Conflict, and Negotiation explores the management of conflicts that arise from differences in interests such as goals, priorities or competition for limited resources. It focuses on negotiation as a primary process for settling disputes between individuals and within and between organizations. The course examines and interrelates the key variables in a negotiation, including stakes, power, interdependence, trust, coalitions, communication, the use of time, one's personal style of negotiation, and the consistency of a settlement with the firm's business strategy. Simulations are used extensively throughout.

Competitive Advantage from Operations provides a systematic approach to solving a wide range of operating management problems, viewed from the perspective of the general manager, rather than from that of the operations specialist. It concentrates on a small number of themes from the areas of operations management and information technology that have emerged as the central building blocks of world-class operations. It also presents a sample of key tools and techniques that have proven extremely useful. The topics covered are equally relevant to the manufacturing and service sectors.

Financial Accounting & Reporting focuses on the development, analysis, and use of accounting reports. It provides an understanding of what these reports contain, what assumptions and concepts accountants use to prepare them, and why they use those assumptions and concepts. It stresses the ability to apply accounting concepts to real world cases, which by their very nature are complex and ambiguous. In addition to traditional introductory topics, other topics may include mergers and acquisitions accounting, free cash flow and financial statement analysis.

Firms & Markets presents the major tools and concepts of economic analysis and their application to both the making of business decisions and the formulation of policies. The course also covers determinants of product demand, decision making with different industry structures, network economics, cost-benefit analysis and government policies that affect firms and markets.

Foundations of Finance introduces the fundamental principles of asset valuation within the framework of modern portfolio theory. The key analytical concepts are present value, option value, risk / diversification and arbitrage. These tools are used to value stocks, bonds, options and other derivatives, with applications to the structure of financial markets, portfolio selection and risk management. It draws illustrations from both domestic and international financial markets.

Global Economy studies two related topics. The first is trade and direct investment in which students learn to understand the structural economic factors that affect business decisions and the complications caused by government policies and trends in world development. The second topic is international macroeconomics and finance. Students learn to understand the linkages among national economies through exchange rates and the balance of payments and the fundamental forces that determine the growth of nations, as well as the effects of policy making in a global environment.

Global Study Tours, a keystone of the program, are overseas residencies that enable students to take first-hand looks at how business is conducted in other countries. Students participate in one Global Study Tour in each of their two years in the program. In 2010-11, Executive MBA classes will travel to Shanghai and Chengdu, China; Dubai and Abu Dhabi, UAE and Istanbul, Turkey; Sao Paolo, Brazil and Santiago, Chile; and Guangzhou, China and Ho Chi Minh City, Vietnam. While abroad, students participate in a rigorous program that includes meetings and in-depth discussions with leaders of industry, financial institutions, and governmental organizations.

Leadership in Organizations focuses on the design of organizations and on how managers can make organizations more effective by maximizing the performance of their members. Part of the course focuses on organizational-level problems such as how an organization should be designed, what strategy it should follow and how the conflict and politics endemic to organizational life can be managed. Another part of the course focuses on individual and group-level problems such as how to evaluate and reward employees, design jobs that motivate people and supervise employees. The course teaches students how to analyze individual performance issues in the context of complex organizations and how to manage change processes.

Marketing provides a working knowledge of the marketing of goods and services. Areas of study include capturing value, identifying and segmenting target audiences, consumer behavior, product positioning for competitive advantage, distribution, advertising, promotion, pricing, new product development and marketing research. Study groups prepare and present a marketing plan for a product or service of their choosing.

Professional Responsibility encourages students to think critically about the broader context and consequences of the decisions they make as managers. It first develops the argument that ethical considerations are important in the decision-making process and then develops analytical reasoning skills that enable the student to identify and weigh competing ethical concerns in that process. The course also examines the importance of understanding the interdependence of markets, ethics, and law in a democratic, free market society.

Statistics and Data Analysis surveys probability concepts and statistical methodology necessary for decision making in a business environment. The course, which stresses applications, covers: data collection and analysis; probability and probability distributions; statistical inference, including estimation and sample size determination; and regression and correlation analysis. The course is data based, with great emphasis on statistical inference, including applications to total quality management, polling, employee attitude surveys, market research, operations, and finance.

Strategy studies two related issues. The first is how to gain advantage against competitors in the complex and dynamic global marketplace. Core business strategy themes include how to analyze the business environment, assess resources and capabilities, and choose competitive strategies. The second issue is how to create corporate value through configuring and coordinating multi-business activities. Core corporate strategy themes include analyzing scale and scope, evaluating corporate competencies, managing the multi-business corporation and choosing corporate strategies.

Grading Policies

Executive MBA students are graded as follows: Pass (“PS”) Student is proficient in the subject matter; High Pass (“PH”) Student displayed a strong grasp of the course materials (generally no more than 35 percent of the entire class); Pass with Distinction (“PD”) Student performed in superlative fashion vis à vis his/her peer group (generally no more than 10 percent of the entire class); and No Grade (“NG”) Student did not meet course instructor’s minimum requirements for proficiency in the subject matter covered by the course. A grade of “NG” requires students to make up the course in the Langone Part-Time MBA Program. The Executive MBA Program offers one tuition-free course per term in the Langone Program, which students may apply to make-up courses. Students who need to make up a course after their two years in the program are completed must pay regular tuition for the course.

TRIUM GLOBAL EXECUTIVE M.B.A. PROGRAM

For high-potential executives around the world, the TRIUM Global Executive M.B.A. Program offers an authentically global curriculum as a result of an innovative alliance among New York University Stern School of Business (NYU Stern); the London School of Economics and Political Science (LSE); and HEC School of Management, Paris (HEC Paris). Graduates earn a single M.B.A. degree, jointly issued by all three sponsoring schools.

The TRIUM Global Executive M.B.A. Program is the only M.B.A. program to blend the complementary strengths of three renowned universities and five international learning locations, as well as handpicked top-ranked faculty from each school, to teach at their home campuses, ensuring an academically rigorous and genuinely globally focused program. Through the participation of the LSE, the TRIUM Global M.B.A. Program integrates international economic, political, and social policy into the traditional business curriculum. NYU Stern brings its strength in finance, global business, and e-business to the curriculum. And the HEC incorporates its expertise in management and corporate alliances in today’s integrated, yet diverse marketplace. Top-ranked faculty members teach the modules at their home campuses to ensure academic excellence and are supported by local expertise throughout the entire program.

Admissions

TRIUM is a rigorous program for high-potential executives from around the world. It requires intense concentration and a serious commitment for 16 months. Admitted participants benefit from the opportunity to pursue their M.B.A. in a cohort of peers from countries around the globe. A minimum of 10 years of employment experience is required. Typical applicants include executives with global responsibilities or professionals interested in pursuing international positions within their firms. An earned undergraduate college degree or its equivalent is mandatory. Corporate financial sponsorship is common, and sponsorship for time is essential. Additional factors on which the Admissions Committee bases its decision include the following:

- Record of professional success
- Employment profile and managerial experience and future potential
- International experience
- Selection interview
- Written essays
- Official transcripts (professionally translated into English, if degrees were earned from non English-speaking institutions)
- Recommendations from two or more professionals
- TOEFL/IELTS or TOEIC (if applicable)
- GMAT or GRE (if the applicant has less than 15 years of professional experience)

The TRIUM Admissions Committee comprises representatives from all three schools, and admissions decisions will be made jointly and must be unanimous. Applicants interested in obtaining further information about TRIUM prior to applying may request an informational interview or attend an informational session, which are held at various locations around the world.

Before submitting a formal application, applicants are required to submit a Preliminary Information Form, available online at <https://www.triუმemba.org/admissions/prelimform.php> and an updated C.V./Résumé to admissions@triუმemba.org.

To apply, applicants may submit an online application through the TRIUM customized, interactive, online application system, found at <https://apply.embark.com/grad/nyutriუმ/16/>. Only applicants who submit a formal application will be eligible for an invitation to a selection interview, at the discretion of the Admissions Committee.

Admission to the TRIUM Executive M.B.A. Program follows a rolling schedule, and applications will be reviewed as they are received. Applicants will be notified within a maximum of three months of submitting their formal application. Applications received after the final deadline will be given consideration only if positions remain available. If no positions remain, applicants will be given the option of having their application considered for admission to the following class.

A nonrefundable application fee of US\$180 is required. The program fee for TRIUM for the class of 2013 is US\$140,000 and includes tuition, lodging in the guest module locations, lunch and group dinners, books, and materials. This fee is due before the start of the program; however, a payment schedule can be arranged in cases of necessity. Accepted applicants who enroll in TRIUM for the class of 2013 must deposit US\$14,000 to reserve a place in the program. The deposit is nonrefundable, but it will be applied to the program fee. For additional details, refer to the TRIUM brochure available through the TRIUM Program, NYU Stern School of Business, 44 West Fourth Street, Suite 4-100, New York, NY 10012-1126; visit the TRIUM Web site at www.triუმemba.org; e-mail: admissions@triუმemba.org; or telephone: +1-212-998-0442 in the United States or +1-33-1-39-67-70-94 in Europe.

Curriculum

TRIUM's curriculum includes 10 residential weeks, divided into six, one- or two-week intensive modules, and conducted over a 16-month period. Modules are hosted at NYU Stern, LSE, and HEC Paris, as well as at two additional international locales chosen annually for their relevance to current business issues. The final module will be held at NYU Stern.

To optimize classroom time, which fosters "active learning," the TRIUM curriculum features extensive live classroom hours. Distance learning is also incorporated into the program to facilitate preparation, follow-up, and individual and team project work between the modules.

Between the modules, participants continue to work on individual and team assignments via e-mail, online bulletin boards and chat rooms, and other distance-learning methods.

Individually, participants apply the concepts of the program to their own companies. The team assignments facilitate cohesiveness and enhance the network nature of the program. The program concludes with a final team project that requires participants to demonstrate their learning by identifying a strategic global issue and deliver a fully worked-out business plan of their choice. This strategic project, which extends over the last several modules, incorporates the concepts, perspectives, and analytical skills participants have learned throughout the program.

EXECUTIVE MASTER OF SCIENCE IN RISK MANAGEMENT

NYU Stern School of Business, in partnership with the Amsterdam Institute of Finance, offers an Executive Master of Science in Risk Management. Graduates earn an Executive Master in Risk Management awarded by NYU Stern School of Business. PRMIA has extended a provisional accreditation to the Executive Master in Risk Management partnership program.

This one year, part-time program is designed for seasoned executives looking to enhance their academic capabilities and credentials in an area of expertise that is fundamental to the sustainable performance of their

organizations. Graduates of the program will have the capacity to comprehend and manage risk from a broad systemic and strategic perspective. The program covers all key dimensions of risks encountered in financial services firms and in the finance function of non-financial businesses.

The partnership between NYU Stern School of Business and the Amsterdam Institute of Finance has allowed for a large and diverse faculty to be selected from renowned business schools and universities worldwide. Participants will have the advantage of learning from academic and business leaders in the field of risk management who have practical experience through their advisory and consulting work, in addition to their interaction with executives. They have a solid understanding of the broader issues, ensuring the Executive Master of Science in Risk Management program will be rigorous and relevant.

Admissions

The admissions process is thorough and selective but also highly attentive to your holistic candidacy and the qualities that you will bring to the EMSRM cohort. As the program is designed specifically for experienced and high-potential professionals in the risk management arena, a candidate's record of professional achievement is the most critical factor in determining admission. To apply to the EMSRM Program you must have a Bachelor degree and strong GPA, with a minimum of five years work experience. All applications are reviewed on a rolling basis as we accept and review applications throughout the year until the class is full. We provide candidates with decisions within one month of application submission. Additional factors on which the Admissions Committee bases its decision include the following:

- Record of professional success and employment profile
- Two recommendations
- Selection Interview
- University transcript(s)
- TOEFL for non-native English speakers (if applicable)
- GMAT may be required
- Organization Sponsorship form

A non refundable application fee of US \$100 is required. The Program fee for the Class of 2012 is US \$59,000. Included is tuition, course materials, some meals and official events. Hotel and travel expenses are not included.

To apply, applicants must submit an on-line application through our on-line application system, found at <http://www.nyusternriskmaster.com/portal/login.aspx?returnUrl=/portal/application.aspx>.

Alternatively, to learn more about the program or request information visit <http://w4.stern.nyu.edu/academic/global/riskmanagement/>.

Curriculum

The Executive Master of Science in Risk Management Program is designed with busy working professionals in mind. Participants live and work in their home countries and attend five concentrated, rigorous modules, two in New York and three in Amsterdam (which includes three distance learning sessions). The program takes place over a one-year period beginning in June. The program covers all key dimensions of risks encountered in financial services firms and in the finance function of non-financial businesses. The course material of the program is put into the context of both the current and prospective regulatory environment, encompassing each of the main dimensions of risk. The Integrative Risk Term Project presented at the culmination of the program, ties together the substantive content and practical case work taught throughout the year. The end product is a concrete risk analysis of the students' choosing.

EXECUTIVE MASTER OF SCIENCE IN GLOBAL FINANCE

The MS in Global Finance Program is a ground-breaking educational joint venture between New York University Stern School of Business (NYU Stern) and Hong Kong University of Science and Technology's Business School (HKUST Business School). The program brings together two world-renowned business schools and two of the world's most important finance centers. Graduates earn a single Master of Science degree issued jointly by NYU Stern and Hong Kong Institute of Science and Technology and have access to each school's alumni network.

Faculties from both schools are sharing teaching – and their insights – equally. This one year part-time Program kicks off and ends at HKUST's picturesque campus in Hong Kong with two intensive learning modules in New York that give participants the opportunity to experience two world financial centers. The learning module in Beijing provides a superb learning experience in the largest emerging market in the world.

Participants in the program dramatically enrich their knowledge of finance and develop a deep understanding of the latest trends in the global financial markets. These executives aim at improving their overall effectiveness, as well as their competitiveness, in the finance industry. The Program provides a truly rewarding learning experience enabling participants to take advantage of the transformation underway in the Asia-Pacific region.

Admissions

The admissions process is thorough and selective. To apply to the MSGF Program you must have a Bachelor degree and strong GPA, with a minimum of five years work experience.

The Admissions Committee comprises representatives from both schools, and admissions decisions will be made jointly and must be unanimous. Applicants interested in obtaining further information about the Program prior to applying may request an informational call or attend an informational session.

Additional factors on which the Admissions Committee bases its decision include the following:

- Bachelor degree with good GPA result
- 5 years of full-time work experience; applicants with less will be considered on a case-to-case basis
- Selection Interview
- University transcript(s)
- Two recommendations forms
- TOEFL required if English was not the language of instruction in past education
- GMAT may be required (based on previous work/educational experience)

A non refundable application fee of US \$100 is required. The Program fee for the Class of 2011 is US \$59,000. Included is all courses, books and materials, room and board for the in-resident period in Hong Kong (first and last session), and most meals. Travel and lodging for the other modules in HK, Beijing and NY are not included.

To apply, applicants must submit an on-line application through our on-line application system, found at http://globalfinance.bm.ust.hk/webpage_view.asp?pageID=10 or alternatively, you may also learn more about the program or request information here as well.

Curriculum

The Master of Science in Global Finance program – the first executive format finance-specific master degree program in the Asia-Pacific – offers interested professionals the opportunity to advance their knowledge and practices under the guidance of internationally recognized academics. The program is also designed with busy schedules in mind, with classes mostly held once a month on weekends with ten modules in total. The aim of this course is to enable students to apply what they have learned in each course unit to the global banking and financial markets with a broad based perspective and the latest insights from Wall Street and the emerging Asian market. Students will work throughout the year on an integrative team project, which will culminate with a presentation to a panel of faculty and executives from cooperating firms.

EXECUTIVE EDUCATION

Both Custom and Open Enrollment programs draw on the most senior faculty at NYU Stern and external practitioners to combine the best ideas in the world with benchmarking and application oriented frameworks and tools. Facilitated dialogue generating insights along with small group work are a hallmark of all the programs which are designed to result in increased individual and organizational effectiveness.

Custom Programs

NYU Stern Executive Education designs, develops and delivers highly customized programs that address specific organizational challenges. The interactive application-oriented programs are developed in partnership with the design team at individual organizations. Programs range from a few days to multi modular. While most are delivered on site here at NYU Stern, we also deliver programs around the world, for example, in Europe, India and South Africa.

Open Enrollment Programs

Open enrollment programs for individuals from different organizations are held here on campus at Stern in Greenwich Village. Our two to five day programs maximize learning while minimizing time away from the office. We offer highly relevant fresh and topical programs in Finance, Management, Marketing and Media. We also run programs in specialized topics such as Healthcare. Participants come from around the world to attend even the two day programs. Participants who complete attendance at four or more Open Enrollment programs earn an NYU Stern Statement of Professional Achievement.

For more information on Executive Education Custom and Open Enrollment Programs, please contact the Executive Education Office at 44 West Fourth Street, Suite 4-100 ExecEd@stern.nyu.edu +1 (212) 998-0789 or via our website at: <http://www.stern.nyu.edu/Executive/index.htm>

DOCTOR OF PHILOSOPHY PROGRAM

An emphasis on research and knowledge creation distinguishes a Ph.D. from other degrees offered at Stern. The Ph.D. program deepens a student's understanding of a field of study and research methods and prepares the student to conduct independent investigations. Each Ph.D. dissertation makes an original and significant contribution to knowledge.

The Doctor of Philosophy Program is primarily intended to prepare students for faculty positions at leading academic institutions. Business schools have a continuing demand for Ph.D. graduates, and we are proud of our placement record. In fact, Stern consistently places in the top five among the top 25 U.S. business schools in the doctoral rating category of the Financial Times M.B.A. rankings, a measure of both the quality and number of our Ph.D. placements. Recent placements in U.S. universities include Carnegie Mellon, Columbia, Cornell, Harvard, Michigan, North Carolina, Northwestern, Stanford, University of California at Berkeley, University of California at Los Angeles, University of Pennsylvania (Wharton), and Yale and in foreign universities such as INSEAD and London Business School.

The Ph.D. program is also appropriate for students seeking highly specialized research positions in government or agencies such as the Federal Reserve Board or the Securities and Exchange Commission. Recent graduates have been placed in research positions at the Federal Reserve, the World Bank, and the International Monetary Fund. Those students interested in industry employment should examine master's degree programs discussed elsewhere in the bulletin.

LIFE OF A FACULTY MEMBER

A faculty member has two major responsibilities: research and teaching.

Research requires self-discipline, intellectual curiosity, creativity, and technical skills. Thus, students admitted to the Doctor of Philosophy Program will have demonstrated these qualities in their academic performance, high scores on standardized tests, and through former teachers conveying these qualities in evaluation letters. Faculty members have tremendous freedom in choosing research areas that interest them and in how they allocate their time. Successful faculty members enjoy this freedom and thrive in an unstructured environment. The hours a faculty member works in a week are as many as those in any other high-energy profession, but faculty members have the freedom to select what to work on, and they have great control over their schedule.

Great teaching is first of all an attitude, a feeling that imparting knowledge is important. Effective teachers enjoy the intellectual give and take of the classroom and are excited when students grasp difficult concepts. Successful teaching also requires the time and effort to make the classroom exciting and productive.

HOW SHOULD A STUDENT SELECT A DOCTORAL PROGRAM?

The most important characteristic of a school that a prospective student should examine is its research environment. In a study published by the University of Dallas Texas, Stern ranked #3 in the world for its research productivity in all A-level journals between 2005-2009. Furthermore, *The Chronicle of Higher Education* ranked Stern's departments of finance #1, accounting #2, management #6 and marketing #7 in the nation in its 2007 Faculty Scholarly Productivity Index. Stern's nearly 200 faculty members include current and past presidents of academic associations, members of the National Academy of Arts and Sciences, award-winning authors, two Nobel Prize winners, and dozens of scholars whose research and teaching skills are recognized worldwide. In addition, many of Stern's faculty members serve on the editorial boards of leading research journals.

The size of Stern's faculty means that no matter what your research interest is, or what it becomes, you will have distinguished professors who can train you and share your interests. This is a great advantage in comparison to schools with a limited number of faculty members in each area.

NYU's faculty members have broad theoretical interests and strong technical skills. Moreover, our location means that the faculty members also have great institutional knowledge and access to important industry practitioners and influential policymakers. Thus, Stern students develop real-world smarts as well as strong analytical and conceptual tools.

NYU's location has another advantage. Through the faculty's partnerships with the global businesses located in New York, students have unique access to comprehensive data unavailable anywhere else, an advantage that becomes crucial in writing dissertations.

Finally, Stern's faculty is one of the most international of any major business school, broadening the scope of the Ph.D. experience.

FIELDS OF STUDY

Stern Ph.D. students apply to and focus their studies in one of the following areas:

- Accounting
- Economics
- Finance
- Information Systems
- Marketing
- Operations Management
- Management and Organizations
- Statistics

ADMISSION CRITERIA

More than any other program, Ph.D. admission places emphasis on past academic accomplishments and on evidence of promise as shown in standardized test scores, transcripts, and evaluation letters. Ph.D. students need a high degree of technical competence, energy, creativity, intellect, and a clear career goal. We look for evidence of these qualities in applicants' essays and résumés.

Procedures

Prospective students should apply online through the PhD website at <http://www.stern.nyu.edu/AcademicPrograms/PhD>. GMAT or GRE scores are required. For applicants whose native language is not English, the Test of English as a Foreign Language (TOEFL) score is required in addition to GMAT scores. Applicants who have received a degree from English-speaking countries are not required to submit a TOEFL score. You must plan to take these tests so that we have results by January 10. Check with testing centers to find out the last date by which to register to ensure that your test scores reach us in time. The reporting codes are as follows: 5TF-HW-82 for the GMAT, 2583 for the GRE, and 2586 for the TOEFL.

Application Deadline

The deadline date for submitting the complete application is JANUARY 10. We admit one class a year, which starts in September. We admit full-time students only.

Prerequisites

Prerequisites are calculus, matrix algebra, statistics, and basic economics (microeconomics and macroeconomics). Students should satisfy these prerequisites prior to starting doctoral study. Previous graduate work is not an admission requirement. When appropriate, credit may be given for past academic work in meeting part of the course requirements.

Financial Aid

Applicants to the doctoral program are not required to complete separate financial aid applications. Financial aid is merit-based, and all admitted students not receiving aid elsewhere will receive funding through Stern. The normal funding package consists of free tuition and individual health insurance as well as an annual stipend. Funding is guaranteed for five years, assuming satisfactory academic progress.

Web Site

For the most complete and current information on the doctoral program, and to apply online, visit our Web site at <http://www.stern.nyu.edu/AcademicPrograms/PhD>. This site contains links to the Web pages of each of our major areas, listings of faculty and student papers, recent dissertation titles, and other information of interest to prospective students. We regularly update the Ph.D. Web site, so we encourage you to check it often.

DOCTORAL PROGRAM OF STUDY

Doctoral study begins with three research skills methodology courses. The student must demonstrate competence at the Ph.D. level in probability, statistics, and microeconomics. Each program of study must incorporate the three research skills methodology courses, seven courses in the major field, and four electives. In addition, all students must complete five research practica and one teaching practicum.

After completing all course work, each student takes a comprehensive examination. The doctoral program concludes with a student's writing and defending a dissertation.

Requirements for PhD vary by department. Please see doctoral program web site for details.
<http://www.stern.nyu.edu/AcademicPrograms/PhD>.

Rules and Regulations

Course requirements, time limits, and other procedures are thoroughly explained in the doctoral handbook. Upon enrollment in the program, doctoral students will receive a copy and should use it as a reference.

Time Limits and Residency

Students complete the program on average in four to five years. A student should pursue the doctoral program with a strong commitment. Students who extend the doctoral program are less likely to complete it. If several years pass after the course work has been completed, it is likely that some knowledge will have become outdated. Therefore, every student must do the following:

1. Pass the comprehensive examination before starting the third year of the program.
2. Successfully present a dissertation proposal by December of the fourth year.
3. Successfully defend a final dissertation and complete all degree requirements by May of the sixth year.
4. Maintain continuous matriculation.

There are other rules that govern time limits. They are explained in the doctoral handbook. All students should obtain a copy and be careful to follow these limits. Students not meeting these limits are asked to leave the program.

COMPUTING FACILITIES

All doctoral students have personal computers and desks assigned to them. Each Stern student receives a Novell account, an e-mail account, and an account on Sales (Unix time-sharing system). Novell accounts provide access to the computers in offices, computer labs, on e-mail stations, and electronic classrooms. Space on Sales is available to all students for publishing Web pages. Sales also provides access to applications software, including SAS and SPSS for statistical analysis. Microsoft Windows, Microsoft Office, Netscape Navigator, Minitab, Lindo, and many other course-related applications are available to the Stern community. All Stern computers are networked and provide access to the Internet, e-mail, Unix (Sales), and laser printers.

ACADEMIC DEPARTMENTS AND COURSES

For descriptions of courses listed below please see:

<http://www.stern.nyu.edu/Registrar/CourseInfo/CourseDescriptionsPrerequisites>

ACCOUNTING AND TAXATION

Web site: <http://www.stern.nyu.edu/Accounting>

M.B.A. Courses

Financial Accounting and Reporting, B01.1306	Auditing, B10.3313	Accounting, Tax, and Legal Issues for Entrepreneurs, B10.3360
Financial Reporting and Analysis, B10.2302	Topics in Corporate Strategies and Financial Disclosures, B10.3320	Seminar in Accounting Theory and Effect, B10.6200
An Integrated Approach to Financial Statement Analysis, B10.2303	Analysis of Financial Institutions and Financial Instruments, B10.3321	Entertainment Law, B95.2120
Modeling Financial Statements, B10.3104	Accounting for Mergers, Acquisitions, and Related Matters, B10.3330	Taxation of Individuals and Business Income, B95.2302
Entertainment Accounting, B10.3149	International Accounting and Financial Statement Analysis, B10.3335	Strategic Business Planning and Taxes, B95.2305
Information Analysis for Managerial Decisions, B10.3305	Accounting and Valuation Issues in the Entertainment, Media, and Technology Industries, B10.3355	Business Law for Managers, B95.2314
Forensic Accounting and Financial Statement Fraud, B10.3310		Taxation of Mergers, Acquisitions, and Related Matters, B95.3336

Doctoral Courses

Empirical Research in Financial Accounting I, B10.4301	Analytical Models in Financial and Managerial Accounting, B10.4310	Equity Valuation and Accounting Data: Theory and Empirical Evidence B10.4311
Empirical Research in Financial Accounting II, B10.4302		

ECONOMICS

Web site: www.stern.nyu.edu/Economics

M.B.A. Courses

Firms and Markets, B01.1303	Advanced Macroeconomics, B30.2332	Growth in the Developing World & the Global Economy, B30.2346
The Global Economy, B01.2303		
Energy & the Environment, B30.2105	Monetary Policy, Banks, and Central Banks, B30.2333	Global Poverty Alleviation, B30.2350
Economics of Healthcare, B30.2110	Comparative Analysis of the Japanese and U.S. Economies, B30.2337	Sports Economics, B30.2360
Entertainment and Media: Markets and Economics, B30.2119	Global Perspectives on the History of Enterprise, B30.2338	Preparation for Careers in Innovative Entrepreneurship, B30.2365
The Great Depression, B30.2129	Economics and Politics of European Integration, B30.2340	International Macroeconomic Policy: Theory and Evidence from Recent Financial Crises, B30.2380
Global Perspectives on Enterprise Systems, B30.2190	Current Economic and Financial Problems: Rhetoric, Reality, and Remedies, B30.2342	Economies in Transition, B30.2383
Advanced Global Perspectives on Enterprise Systems, B30.2195		International Competition and the Multinational Enterprise, B30.2385
Entrepreneurial Leadership: Patterns and Processes, B30.2305	The Financial Crisis & the Policy Response, B30.2343	The Social and Economic Setting of Business, B30.2389
Global Economic Integration and Entrepreneurship, B30.2315	Economy & Financial Markets, B30.2344	Financial History: Money and Power, 18th-21st Centuries, B30.2391
Future of the Global Economy, B30.2320	The New Economy, Networks, and Digital Convergence, B30.2345	Financial Development of the United States, B30.2392
Economic and Business History of the United States, B30.2330		

Doctoral Courses

Advanced Microeconomic Theory, B30.3312	Microeconomic Theory (<i>Microeconomics I</i>), B30.3334	Theory of International Trade, B30.3384
Economic Regulation and Managerial Decision Making, B30.3313	Microeconomics: Theory and Applications, B30.3335	International Macroeconomics, B30.3386
Macroeconomic Analysis (<i>Macroeconomics I</i>), B30.3325	Economic Growth and Technical Change, B30.3340	Strategy I (Economics), B30.4301
Advanced Topics in Macroeconomics (<i>Macroeconomics II</i>), B30.3332	Econometrics I, B30.3351	Panel Data Analysis (<i>Econometrics II</i>), B55.9912
	Topics in Economics: Industrial Organizations I, B30.3360	

FINANCE

Web site: <http://www.stern.nyu.edu/Finance>

M.B.A. Courses

Foundations of Finance, B01.2311

Banking

Investment Banking, B40.2334

Special Topics: Risk Management
in Financial Institutions, B40.3110

Risk Planning in the Insurance
Industry, B40.3113

Investment Banking & Private
Equity in Entertainment and Media,
B40.3145

Mergers and Acquisitions, (EMT
Focus), B40.3196

Bankruptcy and Reorganization,
B40.3198

Case Studies in Bankruptcy and
Reorganization, B40.3199

Credit Risk, B40.3305

Risk Management in Financial
Institutions, B40.3312

Modern Portfolio Theory and Asset
Management, B40.3332

Law and Business of Investment
Banking, B40.3345

Investing in Microfinance,
B40.3354

Global Banking and Capital
Markets, B40.3387

Advanced Study in Bankruptcy and
Reorganization, B40.3398

Managing Financial Businesses,
B55.2310

Corporate Finance

Principles of Real Estate Finance,
B40.2129

Corporate Finance, B40.2302

Restructuring Firms and Industries,
B40.2304

Investment Banking, B40.2334

Real Estate Finance, B40.2339

Cases in Financial Management,
B40.2345

Special Topics, B40.3110

Risk Planning & Insurance,
B40.3113

Corporate Strategy and Finance in
Entertainment and Media, B40.3125

Financial Analysis in Entertainment
and Media, B40.3126

Behavioral and Experimental
Finance, B40.3129

Entertainment Finance, B40.3140

Investment Banking & Private
Equity in Entertainment and Media,
B40.3145

Social Venture Capital, B40.3148

Topics in Corporate Finance: EMT
Focus, B40.3160

Financial E-Commerce, B40.3162

Topics in International Corporate
Finance, B40.3164

Private Equity Finance, B40.3165

Venture Capital Financing,
B40.3173

Topics in INV: Investing in
Distressed Securities, B40.3176

Special Seminar in Finance,
B40.3179

Mergers and Acquisitions,
B40.3196

Topics in Investments, B40.3176

Legal Risk Issues in Mergers and
Acquisitions, B40.3197

Bankruptcy and Reorganization,
B40.3198

Case Studies in Bankruptcy and
Reorganization, B40.3199

Working Capital Management,
B40.3325

Behavioral Finance, B40.3329

Equity Instruments & Markets,
B40.3331

Business of Music and Film,
B40.3343

Entertainment Finance, B40.3344

Law and Business of Investment
Banking, B40.3345

Legal Foundations of Applied
Finance, B40.3346

Entrepreneurial Finance, B40.3361

New Venture Financing, B40.3373

Advanced Study in Bankruptcy and
Reorganization, B40.3398

Law and Business of Bankruptcy
and Reorganization, B40.3399

Financial Instruments and Markets

Investment Banking, B40.2334	Structure and Dynamics of Financial Markets, B40.3149	Debt Instruments and Markets, B40.3333
Mortgage Backed Securities, B40.2340	Topics in Corporate Finance, B40.3160	Futures and Options, B40.3335
Investment Philosophies in Real Estate, B40.2341	Financial E-Commerce, B40.3162	Advanced Futures and Options, B40.3340
Real Estate Market Analysis, B40.2343	Private Equity Finance, B40.3165	Equity Markets: Trading and Structure, B40.3349
Financing and Investing in Pension Vehicles, B40.2376	Applications of Portfolio Analysis, B40.3181	Investing in Microfinance, B40.3354
International Investments Analysis, B40.3103	Bankruptcy and Reorganization, B40.3198	Operating Hedge Funds, B40.3366
Volatility, B40.3105	Case Studies in Bankruptcy and Reorganization, B40.3199	New Venture Financing, B40.3373
Special Topics, B40.3110	Managing Investment Funds, B40.3320	International Fixed Income, B40.3380
Risk Planning in the Insurance Industry, B40.3113	Hedge Fund Strategies, B40.3321	Emerging Financial Markets, B40.3384
Topics in Hedge Fund Strategies, B40.3121	Behavioral Finance, B40.3329	International Financial Management, B40.3388
Investment Strategies, B40.3122	Equity Instruments and Markets, B40.3331	Advanced Study in Bankruptcy and Reorganization, B40.3398
Investment Philosophies, B40.3124	Modern Portfolio Theory and Asset Management, B40.3332	Managing Financial Businesses, B55.2310
Behavioral and Experimental Finance, B40.3129		

International Finance

International Investments Analysis, B40.3103	Investing in Microfinance, B40.3354	Global Banking and Capital Markets, B40.3387
Topics in International Corporate Finance, B40.3164	International Fixed Income, B40.3380	International Financial Management, B40.3388
Topics in International Finance, B40.3188	Emerging Financial Markets, B40.3384	

Doctoral Courses

Financial Research Topics, B40.2330	Financial Theory III, B40.2333	Seminar in Investments, B40.3338
Financial Theory I, B40.2331	Financial Theory IV, B40.2337	International Finance, B40.3389
Financial Theory II, B40.2332	Seminar in Financial Markets, B40.3318	

Seminar in Microstructure,
B40.3392

Seminar on Stern Financial
Faculty Research, B40.4101

Seminar in Corporate Finance,
B40.4304

Seminar in Liquidity and Asset
Pricing, B40.4306

Seminar in Derivatives,
B40.4307

Dissertation Seminar,
B40.9901-9918

INFORMATION, OPERATIONS AND MANAGEMENT SCIENCES

Web site: w4.stern.nyu.edu/ioms

INFORMATION SYSTEMS GROUP

M.B.A. Courses

Managing the Digital Firm,
B20.2314

Information and Internet
Technologies, B20.2317

Information Technology and
Strategy, B20.2318

Customer Relationship
Management Systems, B20.2320

Trading Strategies & Systems,
B20.2350

Search & the New Economy,
B20.3136

Digital Markets & E-Commerce,
B20.3138

Global Outsourcing Strategy,
B20.3155

Online Privacy, B20.3156

Computer and Network Security,
B20.3157

Design and Development of Web-
Based Systems, B20.3322

Electronic Communities, B20.3335

Data Mining and Business
Intelligence, B20.3336

Business Strategy for the Digital
Economy, B20.3338

Financial Information Systems,
B20.3350

Risk Management Systems,
B20.3351

Global Outsourcing, B20.3355

Business Process Design and
Implementation, B20.3356

Emerging Technology & Business
Innovation, B20.3362

Managing Financial Businesses,
B55.2310

Doctoral Courses

Economics Research in Information
Systems, B20.3345

Behavioral Research in Information
Systems, B20.3382

Technical Research in Information
Systems, B20.3383

Technical Foundations of
Information Systems, B20.3386

Research Methods, B20.3388

Special Topics, B55.3365

OPERATIONS MANAGEMENT GROUP

M.B.A. Courses

Competitive Advantage from
Operations, B01.2314

Supply Chain Management
(Business Logistics), B60.2306

Operations Consulting: Design of
Operations, B60.2307

Managing for Quality, B60.2310

Operations in Entertainment: Las
Vegas, B60.2313

Retail Operations, B60.2330

Decision Models, B60.2350

Operations in Real Estate
Development, B60.2360

Operational Risk, B60.2365

Operations for Global
Entrepreneurship, B60.3335

Operations Strategy, B60.3355

Service Operations and Strategy,
B60.3357

Operations in Financial Services,
B60.3360

Doctoral Courses

Linear Programming and Optimization, B60.4305

Applications of Stochastic Control to Revenue Management, B60.4308

Theory & Applications of Stochastic Systems, B60.4312

Revenue Management & Pricing, B60.4314

Combinatorial Optimization & Applications, B60.4315

Queueing Theory, B60.4316

Stochastic Simulation, B60.4319

Linear Programming, B60.4330

Service Operations Management, B60.4331

STATISTICS GROUP

M.B.A. Courses

Statistics and Data Analysis, B01.1305

Regression and Multivariate Data Analysis, B90.2301

Forecasting Time Series Data, B90.2302

Applied Stochastic Processes for Financial Models, B90.2308

Mathematics of Investment, B90.2309

Introduction to Stochastic Processes, B90.3321

Stochastic Models for Finance II: Fixed Income Instruments, B90.3322

Introduction to the Theory of Probability, B90.3301

Statistical Inference and Regression Analysis, B90.3302

Multivariate Statistical Analysis, B90.3303

Advanced Theory of Statistics, B90.3304

Bayesian Inference and Statistical Decision Theory, B90.3305

Time Series Analysis, B90.3306

Categorical Data, B90.3307

Sampling Techniques, B90.3308

Experimental Design, B90.3309

Regression and Multivariate Data Analysis, B90.3311

Forecasting Time Series Data, B90.3312

Statistical Computing and Sampling Methods with Applications to Finance, B90.3314

Introduction to Stochastic Processes, B90.3321

Stochastic Models for Finance I: Equity and Currency Market, B90.3323

Life Contingencies, B90.3335

Advanced Theory of Probability, B90.3352

Doctoral Courses

Continuous Time Series Processes, B55.9910

Dissertation Seminar, B90.9900

MANAGEMENT AND ORGANIZATIONS

Web site: <http://www.stern.nyu.edu/Management>

M.B.A. Courses

Leadership in Organizations, B01.1302	Authentic Leadership Development, B65.2302	Game Theory and Business Strategy, B65.3323
Strategy I, B01.2103 (<i>Langone</i>)	Managing the Growing Company, B65.2327	Advanced Strategic Analysis, B65.3328
Strategy II, B01.2104 (<i>Langone</i>)	Managing Family Business, B65.2328	Business Start-Up Practicum, B65.3333
Strategy, B01.2301 (<i>Full-Time</i>)	Multinational Business Management, B65.2340	Foundations of Entrepreneurship, B65.3335
Social Enterprise Development, B65.2128	Managing High Performing Teams, B65.2351	Foundations of Social Entrepreneurship, B65.3336
Collaboration, Conflict, and Negotiation, B65.2159	Managing Change, B65.2353	Managing Innovation, B65.3356
Advanced Topics in Negotiation, B65.2160	Leadership Models, B65.2363	Leading Sustainable Enterprises, B65.3359
Negotiating Complex Transactions, B65.2161	International Social Impact Strategies, B65.2366	Power and Politics in Organizations, B65.3366
Corporate Governance, B65.2176	Implementing Strategies, B65.2370	
Women in Business Leadership, B65.2300	Managerial Skills, B65.3321	

Doctoral Courses

Organizational Behavior, B65.3371	Cognition in Organizations, B65.3395	Dissertation Seminar, B65.9900
Organization Theory, B65.3372	Strategy, B65.3398	

MARKETING

Web site: www.stern.nyu.edu/Marketing

M.B.A. Courses

Marketing, B01.2310	The Business of Producing, B70.2116	Marketing of Financial Services, B70.2121
Globalization of the Entertainment Industry, B70.2112	Television Management, B70.2118	Luxury Marketing, B70.2126
Professional Management in Entertainment and Media Industries, B70.2113	Entertainment and Media Industries, B70.2119	Luxury Marketing, B70.2127
The Business of Sports Marketing, B70.2114	Movie Marketing, Distribution, and Exhibition, B70.2120	Entrepreneurial Selling, B70.2128
		Sales Management, B70.2129

Pharmaceutical Marketing, B70.2130	Advertising Management, B70.2309	Competitive Strategy in the Marketplace, B70.2361
Promotional Marketing, B70.2152	Commerce and Craft of Cinema, B70.2313	Brand Strategy, B70.2365
Marketing Engineering, B70.2154	Introduction to Marketing Research, B70.2327	New Product Marketing and Design, B70.2370
Marketing for Entrepreneurs, B70.2172	Building and Managing Customer Relationships, B70.2345	Innovation and Design, B70.2371
New Media in Marketing, B70.2173	Consumer Behavior, B70.2347	International Marketing Management, B70.2385
Business of Independent Film, B70.2176	Advanced Marketing Planning & Strategy, B70.2350	
Marketing of Hi-Tech Products, B70.2190/B70.2390	Pricing Strategy, B70.2352	

Doctoral Courses

Special Topics in Marketing, B70.4371	Behavioral Applications in Marketing II, B70.4382	Quantitative Applications in Marketing II, B70.4392
Research Implementation, B70.4374	Experimental Design & Analysis, B70.4390	Ph.D. Dissertation Seminar, B70.9901-9918
Behavioral Applications in Marketing I, B70.4381	Quantitative Applications in Marketing I, B70.4391	

INTERAREA COURSES

M.B.A. Courses

Managing Investment Funds, B40.3320	Managing Financial Businesses, B55.2310	Examining the Nonprofit Capital Market, B55.3336
Economics and the Arts, B55.2115	Models of Leadership, B55.2350	
Models of Leadership Communications Industry, B55.2150	Social Venture Fund Practicum, B55.3335	

Doctoral Courses

Current Topics: Tech for Teaching, B55.3359	Behavioral Research Methods, B55.4388	Panel Data Analysis, B55.9912
Interdepartmental Topics Workshop, B55.3365	Continuous Time Processes, B55.9910	

SCHOLARSHIPS AND FELLOWSHIPS

Many individuals and leading business and philanthropic organizations, recognizing the value of investing in the future of business professionals and academics, provide fellowships and scholarships for outstanding students. There is no application process for these scholarships. All scholarships are awarded by merit and according to the criteria outlined by specific donors.

Anonymous Scholarship. This scholarship was established by an anonymous donor as an endowed scholarship fund for students with academic merit and financial need enrolled in the MBA program.

Jorge Ignacio Anwandter Scholarship. This scholarship was established by Geoffrey Gold (M.B.A. '91) and Americo Da Corte in memory of their late friend, Jorge Ignacio Anwandter. It was created to provide tuition assistance to M.B.A. students from Latin America.

Gloria Appel Fellowship in Entrepreneurial Studies. This award provides support for Stern's most talented doctoral students who plan to focus their careers on entrepreneurship teaching and research.

The Alex S. Auerbach Scholarship. The family and friends of the late Alex S. Auerbach have established this annual scholarship for a student demonstrating academic excellence.

Bank of America Merrill Lynch Diversity Fellowship. Bank of America Merrill Lynch will award a merit-based fellowship to African American/Black, Hispanic or Latino, Alaskan Native/American Indian and female students entering business school.

Bacas Family Scholarship. This scholarship is awarded to a part-time MBA student specializing in accounting, finance, or management.

Grace and Jules Bachman Scholarship. One scholarship is offered to an outstanding entering Full-Time student who shows high academic and personal achievement. This scholarship is renewable for a second year based on the student's satisfactory academic progress.

Zaccharia Berman Scholarship. This scholarship is awarded based on academic excellence.

Harvey Beker Scholarship with a Moral Contract. This scholarship was created through the generous support of Harvey Beker M.B.A. '75 to inspire the recipients to participate in the act of giving back to help future students excel and succeed. Scholarships are awarded in a student's first year and are renewable for the second year.

The Anne Hudson and Frank J. Berlin Scholarship Fund. This scholarship fund was created through the generosity of Anne Hudson Russell Berlin in memory of her husband, Frank J.

Berlin. These scholarships are awarded to female students pursuing the M.B.A. degree.

Bernstein Family Scholarship. This scholarship is awarded to a second year M.B.A. student or part-time M.B.A. student that who is interested in furthering the advancement of African American and Latino students in the business community.

Ronald Blaylock. This scholarship is awarded to a student that demonstrates academic excellence and brings diversity to the campus community.

Ernest Bloch M.B.A. Award. This award is given to an M.B.A. student who has demonstrated academic excellence.

Zenas Block Scholarship. This scholarship was established to honor Professor Zenas Block, a professor of management at Stern for over 20 years and a prominent teacher at the Berkley Center for Entrepreneurial Studies. It is awarded to an M.B.A. student interested in entrepreneurship.

Jules Bogen Fellowship. This award honoring the memory of Dr. Jules I. Bogen, professor of finance at the Stern School, is available to an exceptional student concentrating in finance. This fellowship is offered to an advanced candidate for the Ph.D. degree. The Bogen Fellow receives tuition plus a cash stipend for the academic year.

Mary, Catherine, and Julius Brickman Meyers Fund. This scholarship comes from a bequest from the estate of Evelyn B. Meyers in memory of Mary, Catherine, and Julius Brickman and Evelyn Brickman Meyers. It is intended for worthy M.B.A. students who should feel morally obligated to repay the money, when they are financially able to do so, so that the fund may increase and benefit future students.

Dorcas E. Campbell Memorial Scholarship. This scholarship was established to honor and perpetuate the memory of Dorcas E. Campbell. It is for a woman candidate for the M.B.A. degree majoring in finance with an interest in the field of public relations.

C.I.T. - John Vogel Scholarship. This scholarship was established by the C.I.T. Financial Corporation in recognition of John Vogel, a former director and Stern M.B.A., for a student who has worked through undergraduate and graduate programs.

Consortium Fellowships. The Stern School participates in the Consortium for Graduate Study

in Management, an effort that facilitates the entry of underrepresented minorities into managerial positions. Fellowships cover full tuition and fees and are based on the applicant's desire to study business management, as well as proven aptitude, ability, and scholarship. Application for the fellowship is made directly to the Consortium; applications and information are available from the Consortium for Graduate Study in Management, www.cgsm.org.

Kathleen A. Corbet Graduate Fellowship. This scholarship is awarded to a full-time, part-time, or executive M.B.A. student with academic excellence and need for financial assistance.

The David P. Cornstein Scholarship Fund. The scholarship is awarded based on academic excellence.

Credit Suisse Journey to your Future Program. The fellowship is for top M.B.A. students from underrepresented backgrounds at Stern who are interested in pursuing careers in the investment banking industry. Students must apply directly to Credit Suisse and are eligible for full tuition for their second year in the MBA program.

Deming Fellowship. This doctoral fellowship is funded through the generosity of Professor W. Edwards Deming. It is awarded to an outstanding doctoral student in statistics and operations research.

Mildred Elperin Scholarship Fund. This scholarship was established through a bequest of Mildred Elperin. The funds assist M.B.A. students with an interest in retailing.

Essential Entertainment Scholarship. The scholarship is awarded to M.B.A. students who are participating in the M.B.A./M.F.A. program and who have demonstrated academic excellence.

Mary Farrell Scholarship. This scholarship will support full-time/part-time M.B.A. students who have a deep and abiding interest in women studying business, demonstrate academic excellence, and a need for financial assistance.

Barry Feirstein Scholarship. Scholarships are awarded based on merit and financial need to alumni of Brooklyn College who are enrolled in either the full-time or part-time M.B.A. program.

Belmont A. Freiwald Fellowship. This award, for second-year M.B.A. students, is a result of a gift from Belmont A. Freiwald to support a marketing major who has demonstrated academic excellence.

Dale F. Frey Scholarship. This award is given to an M.B.A. student who has demonstrated academic excellence.

Armando John Garville Memorial Scholarships. This scholarship program was established to support a student, full or part time, with a "zest for life."

Dorothy Glasser Scholarship. This scholarship was established by Rita Glasser to support a student in advertising studies.

Gerald J. Glasser Scholarship. This scholarship was established with a gift from Professor Gerald J. Glasser, a Stern graduate who taught at the School until his retirement in 1983. One scholarship is awarded to a graduate student.

Harold Goldberg Scholarship. This scholarship was established by the friends of Harold Goldberg (B.S. '51). It is awarded to a Part-Time M.B.A. student who is interested in entrepreneurship.

Carl W. and Gloria Greene Scholarship. This scholarship is awarded to a student who demonstrates academic excellence.

Graduate Dean Scholarship. This scholarship is awarded to a student who demonstrates academic excellence.

Hess Foundation Fellowship. Scholarships are awarded to first-year full-time M.B.A. students who have an undergraduate degree in the fields of engineering or business administration with preferred concentrations in marketing, or accounting/finance and three to five years prior work experience. A strong interest in pursuing a career in the energy industry is preferred.

Dr. Donald L. and Valerie Honerkamp Fellowship. This award is given to an outstanding doctoral student with research interest in the relationship between effectiveness of management activities and information quality.

Harry A. Hopf Memorial Fellowships. The Harry A. Hopf Memorial Fellowship Fund provides fellowships to honor and perpetuate the memory of Harry A. Hopf and the contributions he made to the field of management. Hopf Fellows are selected

annually from outstanding M.B.A. candidates pursuing studies in management.

George Kellner Scholarship. This scholarship is designed to provide financial assistance to students with a parent employed by a not-for-profit educational institution, including research institutions.

Richard and Susan Kogan Scholarship. This award is given to an M.B.A. student who has demonstrated academic excellence.

Joseph Kolodny Scholarship. The National Association of Tobacco Distributors established this scholarship in honor of Joseph Kolodny. It is awarded to a candidate in the M.B.A. Program who specializes in the field of market distribution.

Abraham and Julienne Krasnoff Scholarship. These awards are given to M.B.A. students studying abroad to support their education and are based on academic excellence.

Henry J. Krooss Scholarship. This scholarship is awarded to an M.B.A. student who demonstrates academic excellence.

The Ernest Kurnow Doctoral Fellowship. This fellowship is named after the long-time director of the Doctoral Program, Professor Ernest Kurnow. It is to be awarded annually to a doctoral student who exhibits some of Professor Kurnow's characteristics, namely a broad perspective on important issues, an ability to apply statistics to gain insight into real-world problems, and a serious interest in teaching.

C. Erick and Phyllis S. Larson Scholarship. This scholarship is to provide assistance to a Part-Time student who is working full time and not receiving full company or other financial scholarship.

Reuben and Jane Leibowitz Scholarship Fund. This scholarship is awarded to a Part-time M.B.A. student based who demonstrates academic excellence.

The Benjamin J. Levy Fellowship. This fellowship was established at the Stern School by the partners of Salomon Brothers to honor Benjamin J. Levy. The award is made annually to an academically superior doctoral candidate with an interest in finance.

Lou Lucido Scholarship Fund. This scholarship is awarded to a full-time or part-time student based on merit and need.

Merrill Lynch Minority Scholars Program. Merrill Lynch offers a merit-based, one-year scholarship to an underrepresented minority student entering his or her first year of study in the Full-Time M.B.A. Program. Students are nominated by the Admissions Committee and may be asked to complete a separate application.

Money Marketeers of New York University Scholarships. The Money Marketeers of New York University provide several scholarships annually to full- or Part-Time students who have demonstrated high academic achievement. These awards are available to students who have completed at least half of the requirements for the Stern M.B.A.

Vincent P. Moore Jr. Memorial Scholarship. This scholarship was designed for a New Jersey resident based on academic excellence.

The Municipal Bond Club of New York/Albert J. Milloy Scholarship. The Municipal Bond Club of New York established this award in honor of Albert J. Milloy, one of Stern's early distinguished professors. The scholarship is awarded to a second-year M.B.A. student in tax and finance.

The Marcus Nadler Fellowships. The Marcus Nadler Fellowships are awarded annually to outstanding doctoral candidates of extraordinary professional competence. The fellowships were established by the Money Marketeers, in memory of Dr. Marcus Nadler. These awards provide financial assistance to qualified students interested in doing financial research as preparation for careers in teaching, research, or business.

NASDAQ Doctoral Fellowship. The NASDAQ Stock Market Educational Foundation, Inc. set up this dissertation fellowship to support research in the area of finance or economics.

National Science Foundation and NYU ASPIRE Scholarship. This scholarship was established to support students entering the vital field of cybersecurity. An application is required.

C. W. Nichols Foundation Fellowship. The Nichols Foundation has established a graduate fellowship for an outstanding doctoral degree candidate who participates in doctoral workshops.

Kenshin Oshima Scholarship. Scholarships are awarded to incoming students based on academic merit and a deep and abiding interest in Asian business.

MBA Class of 2002 Scholarship (Dominique L. Pandolfo and Beth A. Quigley Scholarship). This award is given to an M.B.A. student who has demonstrated academic excellence. The scholarship was established in 2002 from funds raised through the M.B.A. Class of 2002 Legacy Campaign. This scholarship was named in honor of the two Langone students who were lost in the attacks of September 11, 2001.

Price Institute for Entrepreneurial Studies Fellowship. This fellowship is sponsored by the Price Institute for Entrepreneurial Studies. It is awarded to an outstanding M.B.A. candidate in the second year of study for the purpose of providing financial support to a student as he or she pursues an M.B.A. with particular emphasis in entrepreneurial studies.

Samuel Revits Memorial Scholarship. The family and friends of the late Samuel Revits have established this memorial scholarship fund as a lasting tribute in recognition of his efforts on behalf of the Stern School. It is intended to assist a worthy M.B.A. student.

Catherine B. Reynolds Foundation Fellowship. This fellowship is awarded to full-time M.B.A. students based on academic excellence and an interest in social entrepreneurship. Students are asked to submit an application and are then nominated by the Stern School. Final awards are made by the NYU Reynolds program.

Milton Reynolds Scholarship. This scholarship was established by the Reynolds Family Foundation in honor of Milton Reynolds for a Ph.D. student majoring in marketing.

Edward R. Roberts Scholarship. This award is given to an M.B.A. student who has demonstrated academic excellence. It was established by Nancy Roberts, M.B.A. '82, and her brother Mark Roberts, in honor of their father, Edward R. Roberts, M.B.A. '53.

Rosengard Family Scholarship Fund. This scholarship is awarded to a student that attended a city or state university in the United States, has an interest in entertainment and media, and has demonstrated academic excellence.

Milija Rubenzanin Fellowship. This fellowship, in memory of Mr. Rubenzanin, is awarded for academic excellence to a student pursuing graduate work in banking and finance.

Peter G. Sachs Scholarship. This scholarship is given to an M.B.A. student who has demonstrated academic excellence.

William R. Salomon Scholarship. This scholarship is given to an M.B.A. student who has demonstrated academic excellence.

Schering-Plough Scholarship. This scholarship was created through a generous grant from the Schering-Plough Foundation, Inc. The scholarship is awarded to an M.B.A. student with proven achievement and interest in the marketing and pharmaceutical industries.

FWA Clarin S. Schwartz Memorial Scholarship. This award was set up by the Financial Women's Association (FWA) in honor of Clarin S. Schwartz. The award is given annually on a competitive basis to a female student in the first half of her program who has an outstanding academic track record, and has demonstrated an interest in international affairs and qualities of leadership and entrepreneurship.

Barbara E. Smith Scholarship. This scholarship is named in honor of Barbara Smith, past president of the Alumni Association and former associate dean of development. Awards are made to M.B.A. students, with preference to students interested in careers in marketing.

Stern Faculty Merit Scholarship. This scholarship was established by the faculty of the Stern School to support second year M.B.A. students who demonstrate academic excellence and need for financial assistance.

Matthew Stern Scholarship. This scholarship was established by an alumnus of the Stern School to support a second year full-time M.B.A. student with an interest in finance, academic excellence and who is a Graduate Finance Association club member.

Joseph H. Taggart Fellowships. These fellowships, established to honor the former dean of the Stern School, are awarded annually to outstanding doctoral candidates.

Barbara Parker-Thompson Scholarship. This scholarship has been established to fund students with disabilities who are enrolled at the Stern School of Business.

Toigo Fellowship. NYU Stern has recently joined the Robert A. Toigo Foundation—an organization that provides financial assistance, mentoring, summer internships, and job placement services to

the top minority candidates in the country. If you plan to focus your M.B.A. studies on finance and pursue a finance-related career, you may be eligible for a Toigo Fellowship.

William P. Umbs Memorial Scholarship. This scholarship has been established by Bank Leumi Trust Company of New York to honor and perpetuate the memory of the first president of BLT Leasing Corporation Subsidiary, William P. Umbs. An award is made to an M.B.A. candidate majoring in finance and banking who has demonstrated superior academic achievement and is interested in a career in banking.

United Parcel Service Scholarship. This scholarship was established to encourage young men and women with exceptional potential to specialize in retailing or marketing at the graduate level. Scholarships are awarded to students who promise to make constructive contributions to retailing through research and writing.

Egbert Van Delden Scholarship. This scholarship is awarded to an M.B.A. student based on high undergraduate performance and merit.

Hans A. Vogelstein Fellowship. This scholarship was established in honor of Hans A. Vogelstein, former president of American Metal Climax (now known as AMAX Inc.) and a governor of the New York Commodity Exchange for many years. Hans A. Vogelstein scholars are selected annually from outstanding M.B.A. and Ph.D. students.

John Vogelstein Scholarship. This award is given to an M.B.A. student who has demonstrated academic excellence.

Flora & Sam Weil Scholarship. This scholarship is awarded based on academic excellence.

Morton Weiss Scholarship. This scholarship was established to support a student interested in the securities field.

Paul I. Willensky Fellowships. These fellowships have been made possible through the generosity of Paul I. Willensky. They are awarded to outstanding advanced doctoral candidates pursuing dissertation research. First priority is given to candidates in economics, finance, or statistics.

David Wood Memorial Fellowship. The officers and members of the Municipal Bond Club of New York and the Municipal Forum of New York, to honor and perpetuate the memory of David M. Wood, have established this scholarship at the Stern School. It is awarded to an outstanding doctoral student in finance who desires a career in municipal finance.

Larry and Carol Zicklin M.B.A. Merit Scholarship. This scholarship fund was created through the generosity of Larry and Carol Zicklin. It provides tuition assistance to M.B.A. students based on academic merit.

REGISTRATION AND PAYMENT¹⁵

Before attending classes, all students must register for any course they take at Stern or NYU through the Stern Office of Records and Registration at designated registration periods. Students must register separately for each term and pay their tuition and fees according to the payment schedule as outlined by the Stern Bursar's Office. Students are required to familiarize themselves with course prerequisites and program requirements and may be asked to withdraw if they have registered improperly.

COURSE NUMBERS

Course Number: BXX.CDEE.FF (e.g., B40.2334.10)

B	=	School (B = Stern School Graduate Division)
XX	=	Department or area (see below)
C	=	Course level (2 = beginning or intermediate; 3 = advanced or specialized)
D	=	Number of credits (3 = 3 credits; 1 = 1.5 credits)
EE	=	Number assigned by department to differentiate courses
FF	=	Section number (indicates time, day, year, etc.; see below)

Course Designators (BXX):

B00	=	Noncredit Workshop
B01	=	Core
B02	=	Capstone Core
B10	=	Accounting
B20	=	Information Systems
B30	=	Economics
B40	=	Finance
B55	=	Inter-area
B60	=	Operations Management
B65	=	Management and Organizations
B70	=	Marketing
B85	=	International Management Program
B86	=	Doing Business In...
B90	=	Statistics
B95	=	Taxation and Business Law

Section Numbers (FF):

10-19	=	Evening class, fall
30-39	=	Evening class, spring
60-79	=	Evening class, summer
01-06	=	Day class, fall
20-26	=	Day class, spring
00, 0P	=	Weekend class (any semester)
0A-0C	=	Alternate delivery, weekend
U1-U9	=	Late summer intensive module
W1-W6	=	Winter intensive module
91, 9U, 9W	=	Westchester classes

IMMUNIZATION REQUIREMENTS

New York State Public Health Laws 2165 and 2167 mandate that all students registering for 6 credits or more in a degree-granting program provide immunization documentation for measles (rubeola), mumps, and rubella (German measles) (NYSPHL 2165) and an acknowledgement of receipt of information regarding the disease meningitis (NYSPHL 2167) prior to registration. Students born before January 1, 1957, are exempt from the measles, mumps, and rubella immunization requirement. However, all students are required to respond to the request for information regarding meningitis immunization. Failure to comply with the state immunization laws will result in de-enrollment from classes. For more information, please see the health requirement website at www.nyu.edu/health/requirements

In addition to this requirement, NYUHC recommends that students consider the following immunizations: hepatitis B, varicella, and meningitis. Students should discuss these immunization options with their primary care provider.

¹⁵ The Stern School of Business may at any time record its classes for educational and /or administrative purposes

REQUIRED NOTIFICATIONS

Students must notify the Office of Records and Registration of the following:

1. Any change of address.
2. Withdrawal from any course (giving date of last attendance).
3. Complete withdrawal from school (giving date of last lecture attended).
4. Any apparent error in reported grades, registration, or credit.

Students who fail to comply with the last three requirements may lose certain matriculation rights.

TUITION AND FEES

Payment Methods

Check, Draft, or Money Order. Make your payment by check, draft, or money order—by mail or in person—at the Bursar’s Office, Stern School of Business, New York University, 44 West Fourth Street, Suite 6-110, New York, NY 10012-1126. Please make your check, draft, or money order payable to New York University. Postdated checks will not be accepted.

Scholarship. Students receiving an NYU scholarship must inform the Stern Bursar’s Office of such scholarship. Any balance not satisfied by the scholarship shall remain the responsibility of the student and is due by the payment deadline.

Tuition Remission. Stern offers Teaching Fellow and Graduate Assistant positions to qualified MBA students. A fellowship or assistantship provides partial tuition credit, which is applied directly to your tuition account, for the semester in which you are employed. Please note:

- Students receiving a fellowship or assistantship must indicate this on the mandatory Tuition & Fees Worksheet, including a copy of the completed contract with all required signatures. Students must pay any portion of tuition and fees not covered by the fellowship or assistantship by the payment deadline.
- Information about teaching, research, and administrative positions are available at: <http://w4.stern.nyu.edu/students/current/jobs>.
- Loan eligibility may be affected for those students receiving Teaching Fellows and Graduate Assistants. Please refer to M.B.A. Financial Aid for more information.

Employer Tuition Plans. Students sponsored by an “employer tuition plan” that is not remitting payment in full upon registration must submit a letter/voucher from the sponsoring employer authorizing NYU to process the named student’s registration authorizing NYU to bill the sponsoring employer for such student’s tuition and fees; and unequivocally and unconditionally promising payment in full upon receipt of a bill. Students should plan accordingly to make sure they give enough time for their sponsor to have the letter/voucher by the payment deadline. Those tuition reimbursement plans that have conditions attached, such as, but not limited to, successful completion of courses or minimum grade requirements, will not be acceptable to the Stern Bursar’s Office as payment equivalent. In such cases, students must make full payment upon registration and seek reimbursement from their employers.

Deferred Tuition Plan (50/50). Degree candidates may participate in this plan only if they are

- Not in arrears (past due) for any NYU charge or loan,
- Without a previously unsatisfactory NYU credit record, and
- Matriculated and registering for six credits or more.

Under the Deferred Tuition Plan, an initial payment of 50 percent of tuition, plus a non-refundable application fee, are due in full upon registration. Under the Deferred Tuition Plan, financial aid awards, student loan credits, and any other type of credits given by NYU or an outside agency cannot be used as part of the initial payment. To calculate the initial payment, subtract the financial aid, student loan credits, and any other type of credits given by NYU or an outside agency from the TOTAL CHARGES and divide this NET BALANCE in half. THIS IS THE INITIAL 50 PERCENT PAYMENT.

The second payment of 50 percent of tuition is due in full by the date specified on the deferment form. A 12 percent interest fee per annum (1 percent per calendar month or any part thereof) will be charged on the unpaid balance. Failure to make payment on time will result in a penalty charge of \$100.

Federal Student Loans. Students who are certified by the Stern Office of Financial Aid as eligible for the federal subsidized or unsubsidized Stafford Student Loan Program (SSL) will receive a loan credit pro rata, on a semester basis, from the M.B.A. Financial Aid Office within two (2) weeks of certification. This loan credit will enable students to register without the actual loan check, which takes approximately 8 to 12 weeks to arrive.

If a loan has been certified and a loan credit is not in the Stern Bursar's Office, the student should go to the Stern Office of Financial Aid, 44 West Fourth Street, Room 6-140.

All student loan funds are sent directly to the Bursar's Office in the form of either a two-party check made out to both the student and New York University or by electronic funds transfer (EFT). When we receive a check, we send notification to the student that it is awaiting endorsement. Once endorsed, it is applied to the student's account. When we receive an EFT, we automatically credit the student's account, if eligibility requirements are met. If a credit balance remains after all bills are paid, a refund is mailed directly to the student in a reasonable time.

Use of a loan credit to offset tuition payment does not relieve students of their underlying obligation to pay their tuition and fees. It is the students' responsibility to ensure that the loan checks are actually remitted to the Stern Bursar's Office, with all the necessary information to ensure proper crediting. It is the students' responsibility to endorse the loan checks in a timely manner, and it is the students' responsibility to check on the status of their loans directly with their bank if they have not received any correspondence regarding their loans by four weeks from the time that the Stern Office of Financial Aid certifies their eligibility.

Private Loans. Students who have an approved loan from a private lender or other financial resources must attach a copy of the commitment or approval letter to the Stern Bursar's Office Tuition and Fees Worksheet Payment Form. Proceeds from private loans shall be applied to the tuition pro rata on a semester basis. Students are reminded that a loan certification by the Stern Office of Financial Aid is neither a guarantee nor an approval of a loan from the private lender. It is the students' responsibility to apply for and comply with the application and credit requirement of the private lenders.

New York State Fellowships and Tuition Assistance Program Awards. Full-Time students who hold New York State Fellowship Awards and Tuition Assistance Program Awards will receive credit toward tuition in the amount of their entitlement, provided they attach the Award Certificate for the applicable term to their Stern Bursar's Office Tuition and Fees Worksheet Payment Form. Students receiving awards after registration will be issued a check from the University after the Stern Bursar's Office has received the New York State payment and the Office of Records and Registration has confirmed eligibility.

Veterans Status and Benefits. Various Department of Veterans Affairs (VA) programs provide educational benefits for veterans and in-service personnel, as well as for spouses and children of deceased or permanently disabled veterans. Veterans with service-connected disabilities may be qualified for educational benefits under Chapter 31. For detailed information on VA regulations, programs and benefits, particularly the Post 9/11 Program including the Yellow Ribbon enhancement, please consult the VA web site at <http://www.va.gov/> .

Upon being notified by the VA of their eligibility for benefits, students should present a copy of their Certificate of Eligibility or, for Chapter 31 beneficiaries, the Authorization for Education (VA Form 28-1905) to the veterans coordinator, Stern Graduate Division, Office of Records and Registration, 44 West Fourth Street, Suite 6-100, New York, NY 10012-1126 (fax: 212-995-4424).

All veterans are expected to reach the educational objective (master's degree, doctorate, or certificate) authorized by the VA with the minimum number of credits required. The VA may not authorize payments for credits that exceed scholastic requirements, that are audited, or that receive grades without a numerical value.

Since interpretation of regulations governing veterans' benefits is subject to change, veterans should keep in touch with the Department of Veterans Affairs website at <http://www.va.gov/>.

Penalties

Late Payment of Fees. All late tuition payments will result in a penalty charge of \$100 plus a 12 percent interest fee per annum (1 percent per calendar month or any part thereof) on the unpaid balance. The University reserves the right not to accept tuition or fee payments beyond the official due date for such payments.

Returned Checks. Any student who submits a check to the bursar that is subsequently returned by the bank must replace that check with a certified check, money order, or cash payment (including all penalty fees accrued). All ensuing payments to NYU must be made by certified check, money order, or cash.

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, and other activities and services) for as long as any arrears remain. If the University refers any unpaid accounts for collection, the student is held responsible for all associated charges including attorney's fees of up to one third of the balance, to the full extent permitted by law.

Fees and Graduation

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

FINAL ASSESSMENTS AND GRADES

ASSESSMENTS

The final assessment in a course may take the form of an examination, project, paper, presentation, or other assignment. Students must pass the final assessment to receive credit for any course. Students unable to take or complete the final assessment because of serious illness should ask the instructor to give an "incomplete" grade and grant permission to complete the assessment at a later date.

A makeup examination must be taken by the end of the semester following the one in which the incomplete grade is issued and may not be used to raise a final grade.

GRADES

Standard Letter Grades and Grade Point Average

<i>Grade</i>	<i>Honor Credits</i>	<i>Description Value</i>
A	4.0	Excellent
A-	3.7	
B+	3.3	
B	3.0	Good
B-	2.7	
C+	2.3	
C	2.0	Fair
C-	1.7	
D+	1.3	
D	1.0	Satisfying minimum requirements for credit
F	0	Failing

To determine grade point average, divide the total number of credits completed into the total number of honor credits granted. Honor credits for each course are computed by multiplying the credit value of the course by the value (i.e., honor credits) of the grade assigned. For example, a 3-credit course with a grade of "A" (4 honor credits) contributes 3 x 4, for a total of 12 honor credits. Thus, a student completing 20 credits with 50 honor credits would have a grade point average of 2.5. The grade point average includes grades in all courses taken toward a particular program, whether or not they fulfill any program requirements. Grades of "N," "P," "S," or "W" are not computed into the grade point average.

A grade of "F" remains in the calculation, even if the student retakes the course and receives a passing grade. Courses offered in other divisions of NYU, taken at Stern with the approval of the program advising office, are included in the grade point average calculation, provided they earn the minimum grade required by the degree program. Courses

taken outside of NYU that have been approved for transfer credit purposes are not included in the grade point average.

Incomplete Grades

There are two "incomplete" grades indicating that the student has not completed required course work but may do so outside of class with permission and guidance of the original instructor. "Sitting in" during the following semester is not permitted. Incomplete grades lapse if the required work is not finished by the end of the semester following the one in which the "incomplete" is issued, i.e., by June 1 for courses taken in the fall and by January 1 for courses taken in the spring and summer terms. Graduating students who receive incomplete grades must complete all requirements and have a final grade submitted to the Office of Records and Registration by the first Friday of May if they are May candidates or by the third Monday of the month within which they apply to graduate if they are January or September candidates. For doctoral students, incomplete grades normally lapse if the required work is not completed within one year. The two "incomplete" grades are as follows:

IP—Incomplete Passing. Student was passing at the time the grade was submitted. This grade becomes an "N" (no credit) if the work is not made up and remains on the transcript even if the course is retaken and successfully completed.

IF—Incomplete Failing. Student was failing at the time the grade was submitted. This grade becomes an "F" if the work is not made up and remains on the transcript even if the course is retaken and successfully completed.

Only the instructor has the authority to grant incomplete grades. Students must specifically request incomplete grades from the instructor and fill out the Request for Incomplete Grade form before the last day of class. Forms are available in the Office of Records and Registration.

Other Grades

The following grades have no numerical value and are not included in the grade point average:

P – Pass. Indicates the course was passed. "P" is used only for grades received while in the International Management Program, for Business Writing Workshops, and other specially designated courses offered exclusively on a Pass/No Credit basis.

S – Satisfactory. The grade "S" is used for dissertation seminars or to indicate that a final grade is pending for a yearlong course.

R – Registered Auditor. Indicates the student does not wish to receive a standard letter grade for the course. Students may not retake for credit a course in which an “R” is granted. Auditor status for a full-semester course must be declared within the first three weeks of the fall or spring semester and within the first week of the summer semester by notifying the Office of Records and Registration in writing. Auditor status cannot be revoked once it has been requested. Students must pay full tuition for a course taken as a registered auditor.

The next two administrative grades may be issued only through official procedures:

W – Withdrawal. Means the student voluntarily and officially withdrew from the course (after the deadline for dropping with a refund) and received no credit. Students may drop any course for which they are registered and automatically receive a “W” by processing a program change form at the Office of Records and Registration any time through the withdrawal deadline. (See <http://w4.stern.nyu.edu/bursar>) Students who receive a “W” may retake the course for credit, provided they reregister and pay to take the course again.

N – No Credit. Used to indicate that an “IP” has lapsed or that credits taken in the International Management Program were not completed successfully.

Auditing Courses

A student who has secured the instructor's permission may register for a class as an auditor at the time of registration by completing the Audit Course Form or, if already registered, by submitting the form before the final date to add the class. Full tuition and fees apply and audited classes do not count toward the required degree program credits. The following courses cannot be audited:

- Winter and Late Summer module courses
- Free courses

Auditor status cannot be revoked once it has been requested. An audited class cannot be taken again for credit and a grade.

Repeating Courses

Grades of “F” (including those received from incomplete—“IF”—lapses) are included in the grade point average and remain on a student’s record even if the student has repeated the course and received a passing grade. Students may not repeat courses in which they have previously received passing grades.

RECORDS AND TRANSCRIPTS

GRADE REPORTS

At the end of each semester, subject to completion of the Course Faculty Evaluation (CFE) for each course and at the end of the associated CFE reporting period, grades will be posted on the Web. Students are expected to complete a CFE for each course they take. If the CFE for a course is not completed, the grade for that course will not be released until 30 days after the end of the associated CFE reporting period. Upon the posting and release of grades for courses taken during the semester, as outlined above, students can generate an official semester grade report online at <https://ais.stern.nyu.edu>.

TRANSCRIPTS

Academic transcripts are issued free of charge on a student’s written request and authorization. (Note: Full-Time M.B.A. and Langone grades will not be released for a minimum of one month for any course for which a Course Faculty Evaluation has not been completed.)

Applications for transcripts, certifications, and other statements should be addressed to the Stern School of Business, Office of Records and Registration with correct information on years of attendance and the name and address of the party to whom the material is to be mailed.

Under the general practice of colleges and universities, complete official transcripts and certifications are sent directly by the University, not the applicant. No partial transcripts of University records may be issued. Once a final examination period has begun, no transcript will be forwarded for any currently enrolled student until all the student's final grades have been received and recorded. Please notify the Office of Records and Registration immediately of any change of address.

Note: A maximum of 10 (ten) copies will be processed for each request for transcripts.

FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT

Annually, New York University informs students of their rights under the Family Educational Rights and Privacy Act (FERPA) and the regulations relating to FERPA promulgated by the Department of Education. Together, FERPA and the FERPA regulations provide that (a) each student has a right to inspect and review his or her education records; (b) each student may request that any such record be amended if he or she believes that it is inaccurate, misleading, or otherwise in violation of the student's rights of privacy; (c) the University will obtain the student's written consent prior to disclosing personally identifiable information about the student from his or her education records, unless such consent is not required by FERPA and the FERPA regulations; (d) each student has a right to file a complaint with the Family Policy Compliance Office of the Department of Education if he or she feels the University has failed to comply with the requirements of FERPA and the FERPA regulations; and (e) each student may obtain a copy of the New York University Guidelines for Compliance with the Family Educational Rights and Privacy Act (FERPA). These guidelines are available from the Office of Academic Program Review, 194 Mercer Street, Room 403F and online from the office Web site. Assistant Provost Barnett W. Hamberger, director of that office, is responsible for administering FERPA at New York University. His telephone number is 212-998-2310, or visit the Web site at <http://www.nyu.edu/apr/ferpa.htm>.

ACCESS TO RECORDS

Requests for graduate program record reviews at the Stern School of Business should be directed, in writing, to Beth Rubin, Stern School of Business, New York University, 44 West Fourth Street, Suite 6-100, New York, NY 10012-1126. Students who wish to review their records must complete a record request form in the Office of Records and Registration. The request should specify the records that are to be inspected. Students will be notified when the records are available for inspection.

AMENDMENT OF RECORDS

If a student believes that any of the education records relating to her or him contain information that is inaccurate, misleading, or in violation of her or his rights of privacy, she or he may ask the University to correct or delete such information. The student may also ask that additional explanatory material be inserted in the record. Requests for amendment of a record or the addition of explanatory material should be submitted at the conclusion of the record review on form PL 93-3803, available from the appropriate record review officer. The reasons for the request should be set forth on the form and should clearly identify the part of the record the student wants changed and specify why it is inaccurate or misleading. There is no obligation on the part of the University to grant such a request. If the University declines to amend the records as requested by the student, it will so inform the student, and the student may request a hearing. The right to challenge the contents of an educational record may not be used to question substantive educational judgments that have been correctly recorded. For example, a hearing may not be requested to contest the assignment of a grade. Grades given in the course of study include written evaluations that reflect institutional judgment of the quality of a student's academic performance. Information concerning hearing procedures is outlined in the New York University Guidelines for Compliance with the Family Educational Rights and Privacy Act (FERPA).

DISCLOSURE OF PERSONALLY IDENTIFIABLE INFORMATION

Among other exceptions authorized by FERPA, prior consent of the student is not needed for disclosure of directory information (see next section) or for disclosure to school officials with a legitimate educational interest

in access to the student's educational record. School officials having a legitimate educational interest include any University employee acting within the scope of her or his University employment and any duly appointed agent or representative of the University acting within the scope of her or his appointment. In addition, the University may, in its sole discretion, forward education records to the officials of another institution (a) in which a student seeks or intends to enroll if that institution requests such records, or (b) if the student is enrolled in, or receiving services from, that institution while she or he is attending NYU.

NOTICE DESIGNATING DIRECTORY INFORMATION

Pursuant to FERPA and FERPA regulations, New York University hereby designates the following categories of student information as "directory information." Such information may be disclosed for any purpose, at the discretion of the University, except as provided below.

Name, dates of attendance, NYU school or college, class, previous institution(s) attended, major field of study, full or part-time status, degree(s) conferred (including dates), honors and awards (including dean's list), past and present participation in officially recognized activities (including positions held and official statistics related to such participation and performance), e-mail address and NetID. [**Important: See notes (1) and (2) below.**]

(1) E-mail address and NetID are directory information for internal purposes only and will not be made available to the general public except in specified directories from which students may opt out.

(2) Under federal law, address information, telephone listings, and age are also considered directory information for military recruitment purposes. Address refers to "physical mailing address" but not e-mail address.

Currently enrolled students may refuse to permit disclosure of this information. To do so, a student should submit a written request to the Office of Records and Registration. A hold will be placed on the release of directory information filed with the Office of Records and Registration and will remain in effect until the student files a written request to remove it. A request not to disclose directory information applies to the entire category of such information. There cannot be selective exclusion of items. If a student does not specifically request, in writing, the withholding of directory information, as indicated above, the University assumes that he or she approves of the disclosure of such information. The University disclaims any and all liability for inadvertent disclosure of directory information designated to be withheld.

DISCIPLINE

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

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, available in the Faculty Handbook or from the Office of Professional Programs.

GRADUATION

Graduate Convocation is the Stern School's own graduation ceremony, usually held the day before or after the University Commencement exercises. Graduate Convocation activities include speakers and presentation of candidates for graduation. Invitations for Graduate Convocation will be sent to those who have filed to graduate that May and those who graduated the preceding September and January.

Commencement is the University's graduation ceremony, usually held in May. The ceremony includes a major address, a student valedictory, the awarding of honorary degrees to distinguished individuals, and the conferring

of degrees for all schools and colleges of New York University. One ceremony a year is held for September, January, and May graduates.

APPLICATION FOR DEGREE CANDIDACY

Candidates for graduation in January must file an application for degree candidacy in the Office of Records and Registration no later than October 1 of the preceding year. Candidates for May graduation must file no later than February 1 of the year they expect to graduate and candidates for September graduation must file no later than June 1.

Note: M.B.A. students should file for graduation during the semester in which they will have completed the required 60 credits of course work. Students are expected to graduate at the conclusion of the semester in which the 60-credit requirement is met.

PAYMENT OF FEES AND COURSE COMPLETION DEADLINE

Students applying for graduation in September or January must have grades for all courses submitted to the Office of Records and Registration and all financial obligations satisfied by the third Monday of the month (i.e., September or January) for which they applied. Candidates for May graduation must have grades for all courses submitted to the Office of Records and Registration and all financial obligations satisfied by the first Friday of May.

PRIZES

The Alex S. Auerbach Award. The family and friends of the late Alex S. Auerbach have established this annual memorial award for two M.B.A. students, not yet graduating, who have shown a high degree of service to the School and the community.

Beta Gamma Sigma Alumni in New York City Award. An award is presented annually to a graduating student from each of the metropolitan area collegiate schools of business. It recognizes outstanding character, scholastic achievement, participation in collegiate affairs, and potential in civic, business, or professional leadership.

The Dean's Award. Each year, awards are given for outstanding scholarship to candidates who have completed all the requirements for an advanced degree.

W. Edwards Deming Award. Given annually by Delta Pi Sigma, New York University's statistics honor society, to a graduating M.B.A. student who has demonstrated excellence in statistics.

The David M. Graifman Annual Award in Finance. Established by the Huhn family, the Graifman family, and several corporate and individual sources, the David M. Graifman Annual Award honors the memory of alumnus David M. Graifman (M.B.A., '91), former vice president of Keefe, Bruyette, & Woods, Inc., who died in the tragic events of September 11, 2001. This award is presented each year for the best dissertation

submitted by a student pursuing his or her Ph.D. in the Stern Department of Finance doctoral program. The Graifman scholar displays a deep understanding of finance and original insights into how financial markets function through a creative and rigorously researched thesis. This award helps make real the key objective of the Department of Finance's doctoral program: to prepare students for research positions in top academic institutions.

The Shigekumi Kawamura (M.B.A. '58) Award. Established in memory of our distinguished alumnus, member of the Stern Board of Overseers, and NYU trustee, for outstanding academic achievement in the area of global business.

The Herman E. Krooss Award. Given in memory of Professor Herman E. Krooss to the Ph.D. graduate who has completed the course of studies with distinction and has presented an outstanding doctoral dissertation.

The Ernest Kurnow Award. Given to a graduating M.S. student in statistics who has demonstrated excellence in the field of statistics.

The Kenneth G. Langone Award. Established by means of a generous gift by Kenneth G. Langone, this award is given annually to two students in the Langone Program, not yet graduating, to recognize exemplary service to the Stern School and NYU community while working full time.

The Harold W. MacDowell Award. Established to honor the memory of the longtime director of the

Stern School's doctoral program, a citation is awarded annually to the Ph.D. candidate who best exemplifies qualities of and dedication to scholarship.

The Money Marketeers International Award. The Money Marketeers annually award a prize to an international student who has completed requirements for an advanced degree with the highest scholastic rating in banking and finance.

The Money Marketeers Marcus Nadler Award. The Money Marketeers annually award the Marcus Nadler key and a prize to a graduate student who has completed requirements for an advanced degree with the highest scholastic rating in banking and finance.

The Money Marketeers Prize. The Money Marketeers annually award a prize to a graduate who has completed requirements for an advanced degree with excellence in the fields of banking and finance.

The New York University Alumnae Club Award. The Alumnae Club of the University awards annually certificates of appreciation for high scholarship and general participation in extracurricular affairs to successful women candidates for an advanced degree.

The Harold Price Entrepreneurship Award. Established by the Price Institute for Entrepreneurial Studies, for a student pursuing an entrepreneurial career who has attained outstanding achievement in studies and student leadership.

The Impact Awards. These award are presented annually to graduating M.B.A. students for academic and extracurricular achievement in the areas of: Entertainment, Media and Technology; Law and Business, and Social Innovation and Impact.

The Excellence in Accounting Award. Presented annually to a graduating M.B.A. student for academic achievement in accounting.

The Excellence in Economics Award. Presented annually to a graduating M.B.A. student for academic achievement in economics.

The Excellence in Management Award. Presented annually to a graduating M.B.A. student for academic achievement in management.

The Excellence in Marketing Award. Presented annually to a graduating M.B.A. student for academic achievement in marketing

Stern Service Awards. The dean of the Stern School recognizes with awards graduating students who have performed meritorious service to the School and the University.

The Leonard N. Stern School of Business Alumni Association Award. This award is given to the student of the graduating class who ranks highest in achievement and scholastic attainment.

The Joseph H. Taggart Award. The alumni of the Stern School have established the Joseph H. Taggart Award to be conferred annually on a graduating student whose contributions and service to the School and University have been significant.

The Jay S. Wyner Prize. Established in memory of our distinguished alumnus Jay S. Wyner, MBA '60, for a graduating student with a background in engineering who has demonstrated academic excellence.

Lawrence G. Goldberg Prize: Presented every other year to the doctoral student who has written the best dissertation in the area of financial intermediation in the past two years.

SCHOOL AND UNIVERSITY FACILITIES AND SERVICES

STERN

Information Technology (Stern)	212-998-0180	www.stern.nyu.edu/it
M.B.A. Student Activities Office	212-998-0930	www.stern.nyu.edu/StudentActivities/
Office of Career Development	212-998-0623	www.stern.nyu.edu/ocd
On-Campus Housing	212-998-0930	www.stern.nyu.edu/mbahousing

NEW YORK UNIVERSITY

Elmer Holmes Bobst Library	212-998-2500	http://library.nyu.edu
Campus Safety	212-998-2222	www.nyu.edu/public.safety
Off-Campus Housing	212-998-4620	www.nyu.edu/housing/offcampus
Campus Dining Services	212-995-3030	www.nyudining.com
Student Health Center	212-443-1000	www.nyu.edu/nyuhc
Student Health Insurance Services Office	212-443-1020	www.nyu.edu/shc/about/insurance.html
University Counseling Services	212-998-4780	www.nyu.edu/counseling
NYU Bookstores & Computer Store	212-998-4667	www.bookstores.nyu.edu
Coles Sports and Recreation Center	212-998-2020	www.nyu.edu/athletics/facilities
The Palladium Athletic Facility	212-992-8500	www.nyu.edu/palladiumathleticfacility

FACULTY

FULL-TIME FACULTY

Acharya, Viral, Professor of Finance, Bank & Financial Analysts Faculty Fellow; B.Tech. 1995, Indian Institute of Technology; Ph.D. 2001, New York University

Agrawal, Ashwini, Assistant Professor of Finance; B.S., 2002, Massachusetts Institute of Technology; M.B.A., 2008, Ph.D. 2008, University of Chicago

Allen, William, Clinical Jack H. Nusbaum Professor of Law and Business; Adjunct Professor of Law; Director, Center of Law and Business; B.S. 1969, New York University; J.D. 1972, University of Texas; LLD(hon) 1972, Dickinson College

Alter, Adam, Assistant Professor of Marketing; BSc 2004, University of South Wales; MA 2006, PhD 2009, Princeton University

Altman, Edward, Max L. Heine Professor of Finance; B.A. 1963, City College; M.B.A. 1965, Ph.D. 1967, University of California (Los Angeles)

Amihud, Yakov, Ira Rennert Professor of Entrepreneurial Finance; B.A. 1969, Hebrew University; M.S. 1973, Ph.D. 1975, New York University

Aral, Sinan, Assistant Professor of Information, Operations, and Management Sciences, B.A. 1996, Northwestern University; M.Sc. 1999, London School of Economics; M.P.P. 2001, Harvard University; Ph.D. 2006, M.I.T. Sloan School of Management

Armony Young, Mor, Associate Professor of Operations Management; B.S. 1993, M.S. 1996, Hebrew University; M.S. 1997, Ph.D. 1999, Stanford University

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* Data as of August 1, 2010.