New York University Bulletin
2012-2014

The Leonard N. Stern School of Business
The Graduate Division

Announcement for the 97th Session and 98th Session
44 West Fourth Street
New York, NY 10012-1126
Telephone: 212-998-0100

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, 2012
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.

Program\(^1\)\(^2\) Hegis\(^2\) Code(s)

Master of Business Administration (M.B.A.), General Management
  Full-Time Program
  Langone Part-Time Program

Dual Degree Programs:
  B.S.-M.S. in Accounting (with the Stern Undergraduate College)\(^3\) 0502/0502
  M.B.A.-M.B.A. HEC (France) 0506
  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.D. 0506/1206
  M.B.A.-M.F.A. (Film & Television) 0506/1010
  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. (Biology) 0506/0401
  M.B.A.-M.S. (Mathematics in Finance) 0506/1799

Executive M.B.A. 0506

TRIUM Global Executive M.B.A. (joint degree) 0506

Executive M.S. in Business Analytics 0599

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.

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\(^1\) 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:
<table>
<thead>
<tr>
<th>Year 1</th>
<th>Course #</th>
<th>Semester</th>
<th># of Courses</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Financial Accounting &amp; Reporting</td>
<td>COR1-GB.1306</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Statistics &amp; Data Analysis</td>
<td>COR1-GB.1305</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Operations Management</td>
<td>COR1-GB.2314</td>
<td>1 or 2</td>
<td>5 – 7</td>
</tr>
<tr>
<td></td>
<td>Firms &amp; Markets</td>
<td>COR1-GB.1303</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Foundations of Finance</td>
<td>COR1-GB.2311</td>
<td>1 or 2</td>
<td>5 – 7</td>
</tr>
<tr>
<td></td>
<td>Leadership in Organizations</td>
<td>COR1-GB.1302</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>The Global Economy</td>
<td>COR1-GB.2303</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Marketing</td>
<td>COR1-GB.2310</td>
<td>1 or 2</td>
<td>5 – 7</td>
</tr>
<tr>
<td></td>
<td>Strategy</td>
<td>COR1-GB.2301</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Summer</td>
<td>Internship</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 2</td>
<td>Electives</td>
<td>3 or 4 (After Prerequisites)</td>
<td>12.5 – 18.5</td>
<td>37.5 – 43.5</td>
</tr>
<tr>
<td></td>
<td>Professional Responsibility (capstone)</td>
<td>COR2-GB.3101</td>
<td>3 or 4 (After Prerequisites)</td>
<td>0.5</td>
</tr>
<tr>
<td>Degree Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- 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 Affairs, NYU Stern School of Business, 44 West Fourth Street, Suite 6-120, New York, NY 10012-1126, 212-998-0585; 212-995-4606 (fax); academic_affairs@stern.nyu.edu, [http://www.stern.nyu.edu/AcademicAffairs/](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:

<table>
<thead>
<tr>
<th>Course #</th>
<th>Module</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year 1</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership in Organizations</td>
<td>COR1-GB.1302</td>
<td>Fall</td>
</tr>
<tr>
<td>Financial Accounting &amp; Reporting</td>
<td>COR1-GB.1306</td>
<td>Fall</td>
</tr>
<tr>
<td>Strategy I</td>
<td>COR1-GB.2103</td>
<td>Winter</td>
</tr>
<tr>
<td>Strategy II</td>
<td>COR1-GB.2104</td>
<td>Winter</td>
</tr>
<tr>
<td>Firms &amp; Markets</td>
<td>COR1-GB.1303</td>
<td>Spring</td>
</tr>
<tr>
<td>Statistics &amp; Data Analysis</td>
<td>COR1-GB.1305</td>
<td>Spring</td>
</tr>
<tr>
<td>Foundations of Finance</td>
<td>COR1-GB.2311</td>
<td>Summer 1</td>
</tr>
<tr>
<td>Marketing</td>
<td>COR1-GB.2310</td>
<td>Summer 2</td>
</tr>
<tr>
<td>Business Communication</td>
<td>COR1-GB.2105</td>
<td>Late Summer</td>
</tr>
<tr>
<td><strong>Year 2</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Global Economy</td>
<td>COR1-GB.2303</td>
<td>Fall</td>
</tr>
<tr>
<td>Operations Management</td>
<td>COR1-GB.2314</td>
<td>Fall</td>
</tr>
<tr>
<td>Collaboration, Conflict &amp; Negotiation</td>
<td>MGMT-GB.2159</td>
<td>Winter</td>
</tr>
<tr>
<td>Elective</td>
<td></td>
<td>Spring</td>
</tr>
<tr>
<td>Elective</td>
<td></td>
<td>Summer 1 or 2</td>
</tr>
<tr>
<td>Global Perspectives on Enterprise Systems</td>
<td>ECON-GB.2190</td>
<td>Late Summer</td>
</tr>
<tr>
<td>Professional Responsibility</td>
<td>COR2-GB.3101</td>
<td>Late Summer</td>
</tr>
<tr>
<td><strong>Year 3</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electives</td>
<td></td>
<td>Fall, Spring, Summer</td>
</tr>
</tbody>
</table>

**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 Academic Affairs, NYU Stern School of Business, 44 West Fourth Street, Suite 6-120, New York, NY 10012-1126, 212-998-0585; 212-995-4336 (fax); academicaffairs@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, NOCR-GB.2000
Communication Skills for Teams & Leaders, NOCR-GB.2045 (Full-Time only)

Stern Full-time Core
1. 1st Year required courses (6 credits); waivers permitted:
Financial Accounting & Reporting, COR1-GB.1306
Statistics & Data Analysis, COR1-GB.1305

2. Menu; at least 5 courses (15 credits) of remaining 7 current core courses (21 credits):
Operations Management, COR1-GB.2314       Marketing, COR1-GB.2310
Foundations of Finance, COR1-GB.2311       Leadership in Organizations, COR1-GB.1302
Firms & Markets, COR1-GB.1303
The Global Economy, COR1-GB.2303
Strategy, COR1-GB.2301

3. Other required course (1.5 credits):
Professional Responsibility, COR2-GB.3101

Langone Program Only
Strategy I, COR1-GB.2103
Strategy II, COR1-GB.2104

Program Core:
Interpersonal Skills Core:       Perspective Core:
Collaboration, Conflict &       Global Perspectives on Enterprise
Negotiation, MGMT-GB.2159       Systems, ECON-GB.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  Law & Business
Banking  Leadership & Change Management
Business Analytics (formerly Data, Models & Decisions)  Luxury Marketing
Corporate Finance  Management
Digital Marketing  Management of Technology and Operations
Economics  Marketing
Entertainment, Media & Technology  Product Management
Entrepreneurship & Innovation  Quantitative Finance
Finance  Real Estate
Financial Instruments & Markets  Social Impact & Innovation
Financial Systems & Analytics  Strategy
Global Business  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](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](mailto:fin-aid@stern.nyu.edu), [www.stern.nyu.edu/finaid](http://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](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 Unsubsidized Stafford Student Loan Program.** This is a long-term federal loan with an interest rate capped at 6.8%. An origination fee of 1% will be deducted at disbursement. The funds are issued by the U.S. Federal Government as supplied by the U.S. Treasury. 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 Unsubsidized Stafford Student Loan limit is $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 origination fee of 4% 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 the federal government 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 2012-2013 academic year, the application deadline is May 1, 2012. For more information about this program, go to www.hesc.com.
REGISTRATION

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.

Generally, 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 Admitted Students’ Website 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

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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](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 Policy Board 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 Policy Board, 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. Academic Affairs academicaffairs@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, or who are unable to complete their first semester of study, 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. Proficiency exams are offered for all core courses.

<table>
<thead>
<tr>
<th>Core Course</th>
<th>Undergraduate Major Or Masters Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>COR1-GB.1302 Leadership in Organizations</td>
<td>Management</td>
</tr>
<tr>
<td>COR1-GB.1303 Firms &amp; Markets</td>
<td>Economics</td>
</tr>
<tr>
<td>COR1-GB.1305 Statistics &amp; Data Analysis</td>
<td>Statistics</td>
</tr>
<tr>
<td>COR1-GB.1306 Financial Accounting &amp; Reporting</td>
<td>U.S. Accounting Majors, U.S. CPAs, Chartered Accountants (Students who have a CFA designation are required to take the Proficiency Exam, per the Accounting Department's policy)</td>
</tr>
<tr>
<td>COR1-GB.2310 Marketing</td>
<td>Marketing</td>
</tr>
<tr>
<td>COR1-GB.2311 Foundations of Finance</td>
<td>Finance (Students who have a CFA designation are required to take the Proficiency Exam, per the Finance Department's policy)</td>
</tr>
<tr>
<td>COR1-GB.2314 Operations Management</td>
<td>Industrial Engineering or Operations Management</td>
</tr>
<tr>
<td>COR1-GB.2303 The Global Economy</td>
<td>Economics</td>
</tr>
<tr>
<td>FINC-GB.2320 Corporate Finance (Elective)</td>
<td>Finance (Students who have a CFA designation are required to take the Proficiency Exam, per the Finance Department's policy)</td>
</tr>
</tbody>
</table>
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 Academic Affairs Web site and meet with an academic adviser. Students may be approved to take a maximum overload of three (3) credits during their program of study, distributed either as three (3) credits in one semester or 1.5 credits in each of two semesters.

**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 Policy Board, [http://www.stern.nyu.edu/AcademicAffairs/Policies/index.htm](http://www.stern.nyu.edu/AcademicAffairs/Policies/index.htm), 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 courses 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 registered for at least 9 credits will be certified as full-time.

**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 Policy Board 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 Policy Board 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](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 of the program 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](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 M.B.A. Academic Affairs 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. 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.
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 three 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

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7 For a complete list of AACSB schools by area, visit the AACSB Web site at www.aacsb.edu.
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 a penalty charge of $100 plus an interest charge of 12 percent per annum (1% per calendar month or any part thereof) 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:**

Please visit the Graduate Stern Bursar web site at www.stern.nyu.edu/bursar for current tuition and related fees.

**Refund Schedule:**

Please visit the Graduate Stern Bursar web site at www.stern.nyu.edu/bursar for the latest refund policy.

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 third week of the semester. The Business Writing Workshop fee is refundable if you drop prior to the start of each workshop. Please refer to the Tuition and Related Fees (above web site) 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 refund schedule period 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 MBA Academic Policy Board 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 MBA Academic Policy Board at http://www.stern.nyu.edu/AcademicAffairs/Policies/index.htm
CAREER SERVICES AND LEADERSHIP DEVELOPMENT

The Career Services offices at NYU Stern are committed to facilitating the student career development process by providing resources and expertise to help students realize their career aspirations and goals. Our services are tailored to meet the specific needs of our student and alumni populations. Whether a full-time MBA student, a working professional in the Langone or Executive MBA program, or an alumnus/na, our offices provide a variety of resources, including relevant and industry specific workshops, career counseling, and overall job search support.

The Career Services offices strive to create partnerships with students and alumni to build lifelong career development skills that will serve graduates throughout their career progression.

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

Office of Career Development (OCD) (Full-Time MBA)

Full-time MBA students participate in OCD’s Ignite Program, a two-year curriculum with mandatory and optional sessions that coincide with recruiting events. Ignite guides students through the job search process, from self-assessment and career goal definition to resume writing and mock interviews. Through workshops, small group sessions, and individual career counseling, students receive personalized assistance to identify their career goals and develop 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 a variety of target industries.

The Relationship Management Team partners directly with companies to establish connections, or enhance long standing corporate relationships, to expose students to a wide variety of opportunities. Each year corporate representatives visit NYU Stern during the fall and spring semester to recruit 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 (CCWP)

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 to support lifelong career services. The Center’s goals are a) to work with students and alumni to manage and advance careers in a rapidly changing competitive labor market and b) to facilitate connections with employment opportunities that match individual skills, interests and experience. The CCWP offers a wide range of services – individual counseling sessions, career development workshops and webinars, 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 our website at [http://www.stern.nyu.edu/programs-admissions/dual-degrees/index.htm](http://www.stern.nyu.edu/programs-admissions/dual-degrees/index.htm). In some cases, applicants must apply and be admitted to each school separately; while some dual degree programs have a joint application process (the JD/MBA, the MD/MBA and the MBA/MPA programs). 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 MBA Academic Affairs website at [http://www.stern.nyu.edu/AcademicAffairs/](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 2012, the cost for the program is $157,000 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 $38,000.

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.

Operations Management 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 2011-12, Executive MBA classes travelled to Warsaw, Poland and Zagreb, Croatia; Buenos Aires, Argentina and Santiago, Chile; Mumbai and Bangalore, India; and Shanghai, 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 part of the overall 35% PH and PD); 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 and global business to the curriculum and 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 17 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 full-time professional work experience is required. Typical applicants include executives with global responsibilities, professionals interested in pursuing international positions within their firms or entrepreneurs looking to diversify their business opportunities. 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)
- Two Recommendations
- 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 http://www.triumemba.org/admissions/prelimform.php and/or an updated C.V./Résumé to admissions@triumemba.org.

To apply, applicants may submit an online application through the TRIUM customized, interactive, online application system, found at https://apply.embark.com/grad/nyutrium/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 approximately within a month of a completed
application once 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 2014 is US$149,500 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 2014 must deposit US$15,000 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.triumemba.org; e-mail: admissions@triumemba.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 1.5- or 2-week intensive modules, and conducted over a 17-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 HEC Paris.

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.

Individually, participants apply the concepts of the program to their own environments. The team assignments facilitate cohesiveness and enhance the network nature of the program. The program concludes with a final Global Capstone 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.

MASTER OF SCIENCE IN RISK MANAGEMENT PROGRAM FOR EXECUTIVES

NYU Stern School of Business offers a Master of Science in Risk Management Program for Executives. Graduates earn a Master in Risk Management awarded by NYU Stern School of Business. PRMIA has extended a provisional accreditation to the Master in Risk Management for Executives 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.

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 MSRM 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 MSRM Program you must have a Bachelor degree and strong GPA, with a minimum of five years professional full-time 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
- Written Essays
- 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 $103 is required. The Program fee for the Class of 2014 is US $66,500. 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 https://apply.embark.com/grad/nyustern/msrm/15/

Alternatively, to learn more about the program or request information visit http://www.stern.nyu.edu/programs-admissions/global-degrees/ms-risk-management-executives/index.htm

**Curriculum**

The Master of Science in Risk Management Program for Executives is designed with busy working professionals in mind. Participants live and work in their home countries and attend five concentrated, rigorous modules, three in New York, one in Europe and one in Asia. The program takes place over a one-year period beginning in May. 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 Strategic Risk Capstone 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.
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 professional full-time 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
- Written Essays
- 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 2013 is US $63,000. 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://www.globalfinancemaster.com/portal/login.aspx?returnUrl=/portal/application.aspx 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.

**MASTER OF SCIENCE IN BUSINESS ANALYTICS**

The NYU Stern Master of Science in Business Analytics, an advanced business degree program, teaches students both to understand the role of evidence-based data in decision making and to leverage data as a strategic asset. The program is designed for experienced professionals interested in gaining competitive advantage through the predictive potential of data.

The Master of Science in Business Analytics is designed to accommodate participants’ busy schedules. Participants attend five concentrated, rigorous sessions in New York and Shanghai over a one-year period.

Participants have the opportunity to cross-learn and share best practices among their cohort and through their exposure to top faculty and business leaders in the growing field of Business Analytics. With a degree from New York University, graduates will join NYU’s extensive global alumni network.

**Admissions**

The admissions process is thorough and selective taking various factors into consideration. Because the program is designed specifically for experienced professionals, a candidate’s record of professional achievement is a critical factor in determining admission. To apply to the Master of Science in Business Analytics Program, you must have a Bachelor degree and strong Grade Point Average; demonstrated high aptitude for quantitative analysis and academic success as evidenced by undergraduate and graduate coursework, as applicable. Applicants must have a minimum of five years of full time professional work experience.

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

- Record of professional success and employment profile
- Written Essays
- Selection Interview
- University transcript(s)
- Two recommendations forms
- Fluent English (TOEFL for non-native English speakers is required)

A non refundable application fee of US $103 is required. The Program fee for the Class of 2014 is US $63,500. Included are all courses, 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 [https://apply.embark.com/grad/nyustern/msba/47/](https://apply.embark.com/grad/nyustern/msba/47/)

Alternatively, to learn more about the program or request information visit [http://www.stern.nyu.edu/programs-admissions/global-degrees/business-analytics/index.htm](http://www.stern.nyu.edu/programs-admissions/global-degrees/business-analytics/index.htm)
Curriculum

Graduates of this program will be equipped with a rare and valuable skill set – the ability to transform data into a powerful and predictive strategic asset to make better decisions and drive better results. Business analytics is critical in preparing organizations to solve 21st century business challenges. The NYU Stern Masters in Business Analytics provides you with the skills, insight and capability to transform data into insightful information that will lead to better results. The MS in Business Analytics gives you the knowledge, skills and network to stay ahead of the competition.

The Business Analytics Strategic Capstone presented at the culmination of the program gives students an opportunity to review and interpret data through statistical and operational analysis with the use of predictive models and the application of optimization techniques. The result is a unified and practical case presentation on a topic of the student's choosing.

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, Harvard, Massachusetts Institute of Technology, Michigan, North Carolina, Northwestern, Stanford, University of California at Berkeley, 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, three 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 [www.stern.nyu.edu/phd](http://www.stern.nyu.edu/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 GRE/GMAT scores. Applicants who have received a degree from a country where English is the spoken language 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 full tuition scholarship and individual health insurance as well as an annual stipend. Funding is guaranteed for five years, assuming satisfactory academic progress.

Website
For the most complete and current information on the doctoral program, and to apply online, visit our website at www.stern.nyu.edu/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 the PhD vary by department. Please see doctoral program website for details.

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 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 August of the sixth year.
4. Maintain continuous matriculation as a full-time student in residence
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, with access to network printing and the Internet. Each Stern student receives an Active Directory account, an e-mail account, server space for data and personal web pages, and local and remote access to standard and specialized Windows applications. Students may obtain access to the Stern GRID, a high performance distributed computing system employing research applications such as SAS, Matlab, and Stata. In addition, a vast collection of business data is available for research purposes.

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, ACCT-GB.1306
Financial Reporting and Disclosure, ACCT-GB.2302
An Integrated Approach to Financial Statement Analysis, ACCT-GB.2303
Investor Relations Strategy for Growth Creation, ACCT-GB.3110
Entertainment Accounting, ACCT-GB.3149
Financial Planning and Analysis, ACCT-GB.3303
Modeling Financial Statements, ACCT-GB.3304

Doctoral Courses
Empirical Research in Financial Accounting I, ACCT-GB.4301
Theory and Research in Managerial Accounting I, ACCT-GB.4302
Empirical Research in Financial Accounting II, ACCT-GB.4303
Empirical Research in Financial Accounting II, ACCT-GB.4310

Information Analysis for Managerial Decisions, ACCT-GB.3305
Forensic Accounting and Financial Statement Fraud, ACCT-GB.3310
Auditing, ACCT-GB.3313
Topics in Corporate Strategies and Financial Disclosures, ACCT-GB.3320
Analysis of Financial Institutions and Financial Instruments, ACCT-GB.3321
Accounting for Mergers, Acquisitions, and Related Matters, ACCT-GB.3330

International Accounting and Analysis, ACCT-GB.3335
Accounting and Valuation Issues in the Entertainment, Media, and Technology Industries, ACCT-GB.3355
Seminar in Accounting Theory and Effect, ACCT-GB.6200
Taxation of Individuals and Business Income, ACCT-GB.2302
Strategic Business Planning and Taxes, ACCT-GB.2305
Taxation of Mergers, Acquisitions, and Related Matters, ACCT-GB.3336

Equity Valuation and Accounting Data: Theory and Empirical Evidence ACCT-GB.4311
Empirical Research in Financial Accounting III, ACCT-GB.4320
ECONOMICS
Web site: http://www.stern.nyu.edu/Economics

M.B.A. Courses
Firms and Markets, COR1-GB.1303
The Global Economy, COR1-GB.2303
Energy & the Environment, ECON-GB.2105
Economics of Healthcare, ECON-GB.2110
Entertainment and Media: Markets and Economics, ECON-GB.2119
The Great Depression, ECON-GB.2129
Global Perspectives on Enterprise Systems, ECON-GB.2190
Advanced Global Perspectives on Enterprise Systems, ECON-GB.2195
Entrepreneurial Leadership: Patterns and Processes, ECON-GB.2305
Global Economic Integration and Entrepreneurship, ECON-GB.2315
Future of the Global Economy, ECON-GB.2320
Economic and Business History of the United States, ECON-GB.2330
Advanced Macroeconomics, ECON-GB.2332
Monetary Policy, Banks, and Central Banks, ECON-GB.2333
Global Perspectives on the History of Enterprise, ECON-GB.2338
Economics and Politics of European Integration, ECON-GB.2340
Current Economic and Financial Problems: Rhetoric, Reality, and Remedies, ECON-GB.2342
The Financial Crisis & the Policy Response, ECON-GB.2343
Economy & Financial Markets, ECON-GB.2344
Economics: Social and other Networks, ECON-GB.2345
Growth in the Developing World & the Global Economy, ECON-GB.2346
Global Poverty Alleviation, ECON-GB.2350
Sports Economics, ECON-GB.2360
Preparation for Careers in Innovative Entrepreneurship, ECON-GB.2365
International Macroeconomic Policy: Theory and Evidence from Recent Financial Crises, ECON-GB.2380
Economies in Transition, ECON-GB.2383
International Competition and the Multinational Enterprise, ECON-GB.2385
The Social and Economic Setting of Business, ECON-GB.2389
Financial History: Money and Power, 18th-21st Centuries, ECON-GB.2391
Financial Development of the United States, ECON-GB.2392

Doctoral Courses
Advanced Microeconomic Theory, ECON-GB.3312
Economic Regulation and Managerial Decision Making, ECON-GB.3313
Macroeconomic Analysis (Macroeconomics I), ECON-GB.3325
Advanced Topics in Macroeconomics (Macroeconomics II), ECON-GB.3332
Microeconomic Theory (Microeconomics I), ECON-GB.3334
Microeconomics: Theory and Applications, ECON-GB.3335
Economic Growth and Technical Change, ECON-GB.3340
Econometrics I, ECON-GB.3351
Topics in Economics: Industrial Organizations I, ECON-GB.3360
Theory of International Trade, ECON-GB.3384
International Macroeconomics, ECON-GB.3386
Strategy I (Economics), ECON-GB.3386
GB.4301

Panel Data Analysis (Econometrics II), ECON-GB.9912

FINANCE
Web site: http://www.stern.nyu.edu/Finance

M.B.A. Courses
Foundations of Finance, COR1-GB.2311
Taxes and Investing, FINC-GB.2110
The Financial Crisis of 2007-2009, FINC-GB.2150
Law & Policy of Foreign Investment, FINC-GB.2230
Corporate Finance, FINC-GB.2302
Restructuring Firms and Industries, FINC-GB.2304
Managing Financial Businesses, FINC-GB.2310
Real Estate Primary Markets, FINC-GB.2329
Investment Banking, FINC-GB.2334
Real Estate Finance, FINC-GB.2339
Investment Philosophies in Real Estate, FINC-GB.2341
Real Estate Market Analysis, FINC-GB.2343
Cases in Financial Management, FINC-GB.2345
Alternative Investments I: Principles and Strategies, FINC-GB.2350
Alternative Investments II: Practice and Application, FINC-GB.2351
International Investments Analysis, FINC-GB.3103
Volatility, FINC-GB.3105
Topics in Credit Risk, FINC-GB.3106
Special Topics, FINC-GB.3110
Risk Management in Financial Institutions, FINC-GB.3112
Private Banking and Wealth Management, FINC-GB.3120
Topics in Hedge Fund Strategies, FINC-GB.3121
Investment Strategies, FINC-GB.3122
Investment Philosophies, FINC-GB.3124
Corporate Strategy and Finance in Entertainment and Media, FINC-GB.3125
Financial Analysis in Entertainment and Media, FINC-GB.3126
Behavioral and Experimental Finance, FINC-GB.3129
Topics in Entertainment Finance, FINC-GB.3140
Investment Banking & Private Equity in Entertainment and Media, FINC-GB.3145
Social Venture Capital, FINC-GB.3148
Structure and Dynamics of Financial Markets, FINC-GB.3149
Topics in Corporate Finance, FINC-GB.3160
Cases in Corporate Finance, FINC-GB.3161
Topics in International Corporate Finance, FINC-GB.3164
Private Equity Finance, FINC-GB.3165
Venture Capital Financing, FINC-GB.3173
Topics in Investments, FINC-GB.3176
Special Seminar in Finance, FINC-GB.3179
Applications of Portfolio Analysis, FINC-GB.3181
Project Finance and Infrastructure Investment, FINC-GB.3186
Topics in International Finance, FINC-GB.3188
Mergers and Acquisitions, FINC-GB.3196
Legal Risk Issues in Mergers and Acquisitions, FINC-GB.3197
Bankruptcy and Reorganization, FINC-GB.3198
Case Studies in Bankruptcy and Reorganization, FINC-GB.3199
Credit Risk, FINC-GB.3305
Risk Management in Financial Institutions, FINC-GB.3312
Managing Investment Funds, FINC-GB.3320
Hedge Fund Strategies, FINC-GB.3321
Behavioral Finance: Arbitrage & Psychology in Financial Markets, FINC-GB.3329
Valuation, FINC-GB.3331
Modern Portfolio Theory and Asset Management, FINC-GB.3332
Debt Instruments and Markets, FINC-GB.3333
Futures and Options, FINC-GB.3335
Advanced Futures and Options, FINC-GB.3340
Business of Music and Film, FINC-GB.3343
Entertainment Finance, FINC-GB.3344
Law and Business of Corporate Transactions, FINC-GB.3345
Legal Foundations of Applied Finance, FINC-GB.3346
Equity Markets: Trading and Structure, FINC-GB.3349
Law and Business of Financial Institutions, FINC-GB.3353
Law and Business of Microfinance, FINC-GB.3354
Entrepreneurial Finance, FINC-GB.3361
Operating Hedge Funds, FINC-GB.3366
International Finance, FINC-GB.3389
Seminar in Microstructure, FINC-GB.3392
Seminar in Corporate Restructuring and Reorganization, FINC-GB.4301
Seminar in Corporate Governance, FINC-GB.4304
Seminar in Agency & Executive Compensation, FINC-GB.4305
Seminar in Liquidity and Asset Pricing, FINC-GB.4306
Seminar in Derivatives, FINC-GB.4307
Seminar in Empirical Finance, FINC-GB.4310
Seminar in International Corporate Finance, FINC-GB.4315
Seminar in Macroeconomics and Finance, FINC-GB.4383
Financial Econometrics, FINC-GB.4388
Dissertation Seminar, FINC-GB.9901-9918

INFORMATION, OPERATIONS AND MANAGEMENT SCIENCES
Web site: w4.stern.nyu.edu/ioms
INFORMATION SYSTEMS GROUP
M.B.A. Courses
Digital Strategies, INFO-GB.2318

Bulletin 2012-2014
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<th>Customer Relationship Management Systems, INFO-GB.2320</th>
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**OPERATIONS MANAGEMENT GROUP**

**M.B.A. Courses**

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<td>Operations Consulting: Design of Operations, OPMG-GB.2307</td>
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<td>Operational Risk, OPMG-GB.2365</td>
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<td>Operations in Entertainment: Las Vegas, OPMG-GB.2313</td>
<td>Operations for Global Entrepreneurship, OPMG-GB.3335</td>
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<th>Dynamic Programming &amp; Stochastic Control, OPMG-GB.4306</th>
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<td>Corporate Research, Operations Management, OPMG-GB.4210</td>
<td>Game Theory in Operations, OPMG-GB.4340</td>
<td>Advanced Topics: Optimization, OPMG-GB.4305</td>
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STATISTICS GROUP

M.B.A. Courses

Statistics and Data Analysis, COR1.1305
Regression and Multivariate Data Analysis, STAT-GB.2301
Forecasting Time Series Data, STAT-GB.2302
Applied Stochastic Processes for Financial Models, STAT-GB.2308
Mathematics of Investment, STAT-GB.2309
Stochastic Models for Finance II: Fixed Income Instruments, STAT-GB.3322

Introduction to the Theory of Probability, STAT-GB.3301
Statistical Inference and Regression Analysis, STAT-GB.3302
Advanced Theory of Statistics, STAT-GB.3304
Bayesian Inference and Statistical Decision Theory, STAT-GB.3305
Time Series Analysis, STAT-GB.3306
Categorical Data, STAT-GB.3307
Sampling Techniques, STAT-GB.3308

Introduction to Stochastic Processes, STAT-GB.3321
Stochastic Models for Finance I: Equity and Currency Market, STAT-GB.3323
Life Contingencies, STAT-GB.3335
Advanced Theory of Probability, STAT-GB.3352

Doctoral Courses

Continuous Time Series Processes, INTA-GB.9910
Dissertation Seminar, STAT-GB.9900

MANAGEMENT AND ORGANIZATIONS

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

M.B.A. Courses

Leadership in Organizations, COR1-GB.1302
Strategy I, COR1-GB.2103 (Langone)
Strategy II, COR1-GB.2104 (Langone)
Strategy, COR1-GB.2301 (Full-Time)
Social Enterprise Development, MGMT-GB.2128
Collaboration, Conflict, and Negotiation, MGMT-GB.2159
Advanced Topics in Negotiation, MGMT-GB.2160
Negotiating Complex Transactions, MGMT-GB.2161
Corporate Governance, MGMT-GB.2176
Women in Business Leadership, MGMT-GB.2300
Managing the Growing Company, MGMT-GB.2327
Managing Family Business, MGMT-GB.2328
Multinational Business Management, MGMT-GB.2340
Managing High Performing Teams, MGMT-GB.2351

Managing Change, MGMT-GB.2353
Leadership Models, MGMT-GB.2363
International Social Impact Strategies, MGMT-GB.2366
Implementing Strategies, MGMT-GB.2370
Managerial Decision Making, MGMT-GB.3151
Strategies of Mergers & Acquisitions, MGMT-GB.3319
Managerial Skills, MGMT-GB.3321
Game Theory and Business Strategy, MGMT-GB.3323
Advanced Strategic Analysis, MGMT-GB.3328
Business Start-Up Practicum, MGMT-GB.3333

Foundations of Entrepreneurship, MGMT-GB.3335
Foundations of Social Entrepreneurship, MGMT-GB.3336
Foundations of Technology Entrepreneurship, MGMT-GB.3337

Doctoral Courses
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Organization Theory, MGMT-GB.3372

Cognition in Organizations, MGMT-GB.3395
Strategy, MGMT-GB.3398

Dissertation Seminar, MGMT-GB.9900

MARKETING
Web site: www.stern.nyu.edu/marketing

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Globalization of the Entertainment Industry, MKTG-GB.2112
Repurposing Creative Content, MKTG-GB.2113
The Business of Sports Marketing, MKTG-GB.2114
The Business of Producing, MKTG-GB.2116
Television Management, MKTG-GB.2118
Entertainment and Media Industries, MKTG-GB.2119
Movie Marketing, Distribution, and Exhibition, MKTG-GB.2120
Marketing of Financial Services, MKTG-GB.2121
Luxury Marketing, MKTG-GB.2126
Luxury Branding, MKTG-GB.2127
Entrepreneurial Selling, MKTG-GB.2128
Sales Management, MKTG-GB.2129

Pharmaceutical Marketing, MKTG-GB.2130
Social Media for Brand Managers, MKTG-GB.2150
Promotional Marketing, MKTG-GB.2152
Marketing for Entrepreneurs, MKTG-GB.2172
New Media in Marketing, MKTG-GB.2173
Business of Independent Film, MKTG-GB.2176
Marketing Metrics, MKTG-GB.2180
Marketing of Hi-Tech Products, MKTG-GB.2190/ MKTG-GB.2390
Advertising Management, MKTG-GB.2309
Commerce and Craft of Cinema, MKTG-GB.2313
Business of Broadcast and Cable, MKTG-GB.2315
Digital Media Marketing, MKTG-GB.2325

Customer Insights, MKTG-GB.2327
Building and Managing Customer Relationships, MKTG-GB.2345
Consumer Behavior, MKTG-GB.2347
Advanced Marketing Planning & Strategy, MKTG-GB.2350
Pricing Strategy, MKTG-GB.2352
Data-Driven Decision Making, MKTG-GB.2354
Competitive Strategy in the Marketplace, MKTG-GB.2361
Brand Strategy, MKTG-GB.2365
New Product Marketing and Design, MKTG-GB.2370
Innovation and Entrepreneurship, MKTG-GB.2371
Creativity, MKTG-GB.2381
International Marketing Management, MKTG-GB.2385
Corporate Branding and Social Responsibility, MKTG-GB.3101
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<td>Behavioral Applications in Marketing</td>
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<td>Human Single Neuron Studies</td>
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<td>Continuous Time Processes</td>
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<td>Panel Data Analysis</td>
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### INTERAREA COURSES

**M.B.A. Courses**

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<td>Corporate Turnarounds</td>
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<td>Digital Marketing</td>
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### 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 typically no application process for these scholarships. All scholarships are awarded by merit and according to the criteria outlined by specific donors.

**Anonymous Scholarships (3).** These scholarships were established by anonymous donors for students with academic excellence and financial need enrolled in the MBA program.

**Jorge Ignacio Anwandter Scholarship.** This scholarship was established by Geoffrey Gold (MBA ’91) and Americo Da Corte in memory of their late friend, Jorge Ignacio Anwandter. It was created to provide tuition assistance to MBA 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.

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

**Grace and Jules Bachman Scholarship.** This 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.
Harvey Beker Scholarship with a Moral Contract. This scholarship was created through the generous support of Harvey Beker MBA ’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 MBA degree.

Bernstein Family Scholarship. This scholarship is awarded to a second year MBA student or part-time MBA 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 MBA Award. This award is given to an MBA 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 MBA 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 candidate for the PhD 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 MBA 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 MBA 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 MBA, for a student who has worked through undergraduate and graduate programs.

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

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 MBA student with academic excellence and need for financial assistance.

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

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.

Dimitriadis Scholarship Fund. The Dimitriadis Scholarship Fund is a merit scholarship awarded to MBA student who express interest in working in the United States upon graduation.

Mildred Elperin Scholarship Fund. This scholarship was established through a bequest of Mildred Elperin. The funds assist MBA students with an interest in retail.
Essential Entertainment Scholarship. The scholarship is awarded to MBA students who are participating in the MBA/MFA program and who have demonstrated academic excellence.

Mary Farrell Scholarship. This scholarship will support Full-time or Part-time MBA 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 MBA program.

Belmont A. Freiwald Fellowship. This award, for second-year MBA 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 MBA student who has demonstrated academic excellence.

Armando John Garville Memorial Scholarships. This scholarship program was established to support a student, Full-time 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. This 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 MBA 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.

Hollander Mary McMahon Scholarship. The Hollander Mary McMahon scholarship is a merit only award offered to students from various disciplines.

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 MBA 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.

Kennedy Scholarship fund. The Kennedy scholarship fund is an academic award for MBA students.

Richard and Susan Kogan Scholarship. This award is given to an MBA 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 MBA Program who specializes in the field of market distribution.

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

Henry J. Krooss Scholarship. This scholarship is awarded to an MBA 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 MBA 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 MBA student based on merit and need.

MBA Scholarship. MBA Scholarship is a merit scholarship offered to students in various disciplines.

Money Marketeers of New York University Scholarships. The Money Marketeers of New York University provide several scholarships annually to Full-time 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 MBA.

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

Ming-Hsing Tsai Fund. The Ming-Hsing Tsai Fund is offered to MBA students with a deep and abiding interest in doing business in Asia.

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 MBA 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.

Sherri Snelson Scholarship. The Sherry Snelson Scholarship is a merit and need scholarship offered to MBA students.

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

O’Brien Summit Scholarship. The O’Brien Summit Scholarship is awarded to Full-time and Part-time students with interest in Finance.

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

Soon-Su Paik Scholarship Fund. The Paik Scholarship Fund is awarded to Stern students based on merit and need.

MBA Class of 2002 Scholarship (Dominique L. Pandolfo and Beth A. Quigley Scholarship). This award is given to an MBA student who has demonstrated academic excellence. The scholarship was established in 2002 from funds raised through the MBA Class of 2002 Legacy Campaign. This scholarship was named in honor of the two Part-time MBA 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 MBA candidate in the second year of study for the purpose of providing financial support to a student as he or she pursues an MBA 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 MBA student.

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

**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.

**Franck A Ruimy Scholarship.** The Ruimy Scholarship is awarded to MBA students based on merit and need.

**Peter G. Sachs Scholarship.** This scholarship is given to an MBA student who has demonstrated academic excellence.

**William R. Salomon Scholarship.** This scholarship is given to an MBA 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 MBA 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 MBA 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 Full-time MBA students who demonstrate academic excellence and need for financial assistance.

**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 NYU Stern.

**Toigo Fellowship.** NYU Stern partners with 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 MBA studies on finance and pursue a finance-related career, you may be eligible to apply for a Toigo Fellowship from the Toigo Foundation.

**Thomopoulos Family Scholarship.** The Thomopoulos Family Scholarship is awarded to MBA students based on merit and need.

**TRIUM 2011 Scholarship Fund.** The Trium 2011 Scholarship Fund is awarded to Trium students with a deep and abiding interest in advancing women in business.

**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 MBA 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 MBA students 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 MBA student based on high undergraduate performance and merit.

**Vietor Fellowship Fund.** The Vietor Fellowship provides tuition, travel, lodging and related expenses to MBA or PhD candidates receiving
awards to pursue single semester business finance, economics or related studies at the Erasmus University Rotterdam School of Management in the Netherlands.

**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 MBA and PhD students.

**John Vogelstein Scholarship.** This award is given to an MBA 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 NYU Stern. It is awarded to an outstanding doctoral student in finance who desires a career in municipal finance.

**Yu Yu Scholarship.** The Yu Yu Scholarship is awarded to first-year full-time MBA students who demonstrate economic need and academic merit, with a deep and abiding interest in the Chinese culture.

**Zelin Family Scholarship Fund.** The Zelin Family Scholarship Fund is awarded to MBA students based on merit and need.

**Larry and Carol Zicklin MBA Merit Scholarship.** This scholarship fund was created through the generosity of Larry and Carol Zicklin. It provides tuition assistance to MBA students based on academic merit.
REGISTRATION AND PAYMENT

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: XXXX-GB.CDEE.FF (e.g., COR1-GB.2344.10)

- XXXX = Department or area (see below)
- GB = School (GB = Stern School Graduate Division)
- 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 (XXXX):
- NOCR = Noncredit Workshop
- COR1 = Core Course
- COR2 = Core Course, Capstone Core
- ACCT = Accounting and Taxation
- BSPA = Business and Society
- INFO = Information Systems
- ECON = Economics
- FINC = Finance
- INTA = Inter-area
- OPMG = Operations Management
- MCOM = Management Communication
- MGMT = Management and Organizations
- MKTG = Marketing
- IPMG = International Management Program
- DBIN = Doing Business In…
- STAT = Statistics

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 = Westchester classes
- 9U = Westchester summer intensive
- 9W = Westchester winter intensive

IMMUNIZATION REQUIREMENTS

New York State Public Health Laws 2165 and 2167 and/or New York University require 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 or emergency contact information.
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 Stafford Student Loan Program 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. The total time lapse from the application for a student loan to disbursement of funds is approximately 4 to 8 weeks. Students should plan accordingly. Visit the Graduate Stern Financial Aid Web Page at [http://www.stern.nyu.edu/portal-partners/financial-aid/index.htm](http://www.stern.nyu.edu/portal-partners/financial-aid/index.htm) for details.

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.

**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/](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/](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 or e-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.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Honor Credits</th>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.0</td>
<td>Excellent</td>
<td>4.0</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
<td>Good</td>
<td>3.0</td>
</tr>
<tr>
<td>B-</td>
<td>2.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C+</td>
<td>2.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
<td>Fair</td>
<td>2.0</td>
</tr>
</tbody>
</table>
GRADES

Standard Letter Grades and Grade Point Average

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 course is not being taken for a standard letter grade. Auditor status cannot be revoked, and full tuition and fees apply. M.B.A. students must get approval from M.B.A. Academic Affairs, while students in other programs must get the approval of their program office. Non-Stern students are not allowed to audit Stern courses.

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

<table>
<thead>
<tr>
<th>Grade</th>
<th>Honor Credits</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>1.7</td>
<td></td>
</tr>
<tr>
<td>D+</td>
<td>1.3</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>1.0</td>
<td>Satisfying minimum requirements for credit</td>
</tr>
<tr>
<td>F</td>
<td>0</td>
<td>Failing</td>
</tr>
</tbody>
</table>

Bulletin 2012-2014
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.

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 graduates of the preceding September and January, along with May candidates.

**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. Given to a first-year M.B.A. student who has shown exemplary service to the Stern School and the NYU 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. Presented annually to graduating M.B.A. students for their outstanding scholarship.

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 summer paper 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 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 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 Kenshin Oshima Prize. Presented annually to the student(s) with the highest academic achievement at the end of the first year of M.B.A. study.

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 awards 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, the University, and the community.

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 an undergraduate degree 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.

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