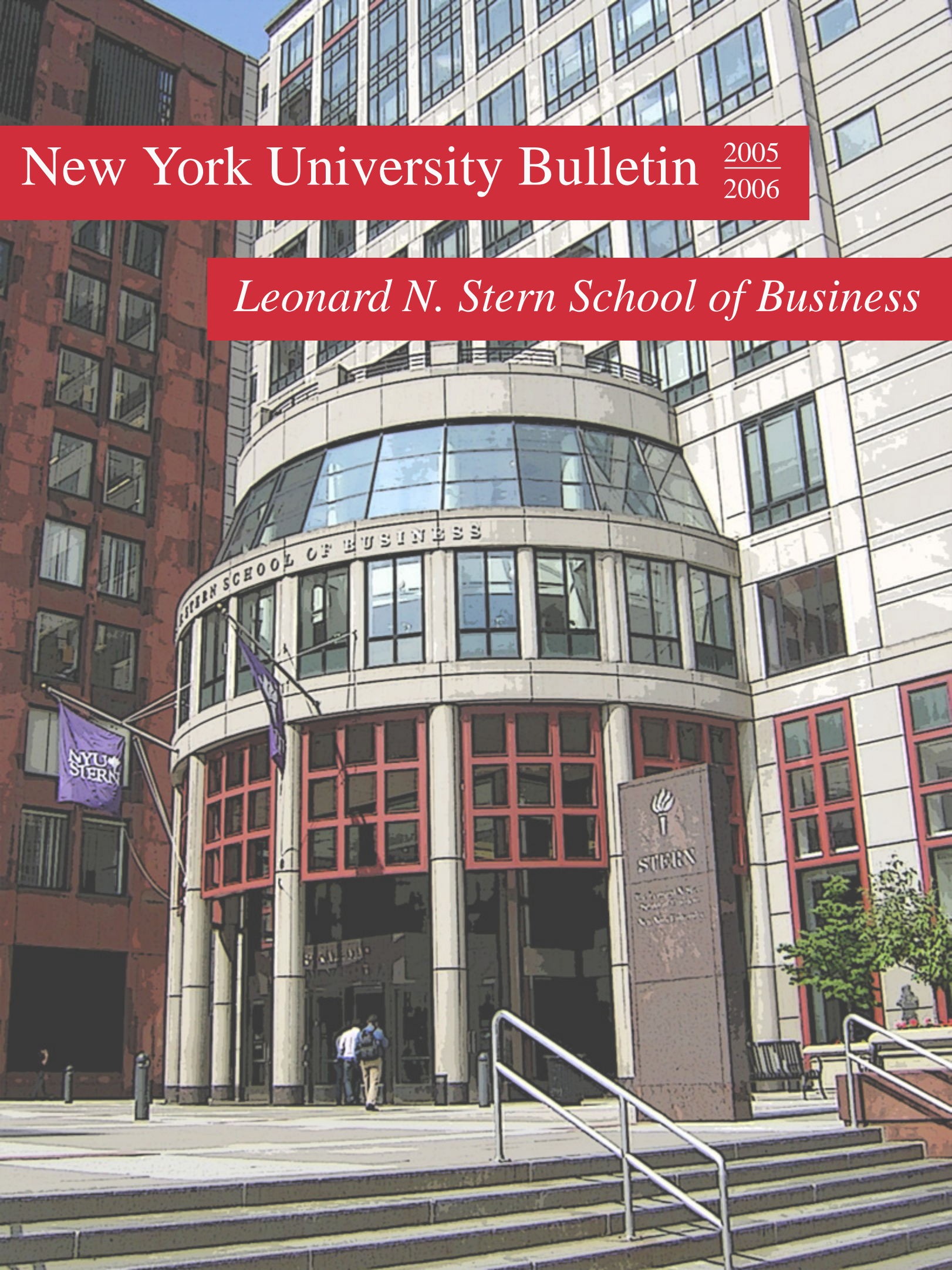


# New York University Bulletin

2005  
2006

## *Leonard N. Stern School of Business*



New York University Bulletin  
2005-2006

The Leonard N. Stern School of Business

Announcement for the 90th 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 August 1, 2005

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## DEGREE PROGRAMS

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

<b>Program<sup>1</sup></b>	<b>Hegis<sup>2</sup> Code(s)</b>
Master of Business Administration (M.B.A.), General Management	0506
Full-Time Program	
Langone Part-Time Program	
Dual Degree Programs:	
M.B.A.-Juris Doctor	0506/1401
M.B.A.-Master of Arts (French Studies)	0506/0312
M.B.A.-Master of Arts (Politics)	0506/4999
M.B.A.-Master of Science (Biology)	0506/0401
M.B.A.-Master of Public Administration (Health Policy & Management)	0506/1202
M.B.A.-Master of Public Administration (Non-Profit Management & Policy)	0506/2102
Executive M.B.A.	0506
TRIUM Global Executive M.B.A. (joint degree)	0506
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.

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.

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

<sup>2</sup> HEGIS: Higher Education General Information Survey

## **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 (one international) to organize Block activities, represent the Block to Stern Student Corporation (SCorp), and administer the Block budget.

Full-Time students take 15 credits per semester and, in the first year, are Block-scheduled for four 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. Full-Time students must take all core courses, except Professional Responsibility, 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 students.

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

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

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

		Semester	Credits
<b>Year 1</b>			
Managing Organizations	B01.1302	Fall	3
Firms & Markets	B01.1303	Fall	3
Statistics & Data Analysis	B01.1305	Fall	3
Financial Accounting & Reporting	B01.1306	Fall	3
Strategy	B01.2301	Spring	3
The Global Economy	B01.2303	Spring	3
Marketing Concepts	B01.2310	Fall or Spring	3
Foundations of Finance	B01.2311	Fall or Spring	3
Competitive Advantage from Operations	B01.2314	Fall or Spring	3
Elective		Spring	3
<b>Summer</b>			
Internship			
<b>Year 2</b>			
Electives		Fall & Spring	28.5
Professional Responsibility	B02.3101	Spring	1.5
<b>Degree total</b>			<b>60</b>

Note:

- 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 Full-Time students.
- 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”, will be charged at an additional per-credit rate in the final semester. (\*Not including the free course).
- Part-time employment for students in the Full-Time Program is strongly discouraged in the first year, is considered secondary to academic work in the second year, and in no case should exceed 10 to 15 hours per week.

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

## 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 as 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 being 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 DEVELOPMENT** 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 at 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 and Markets or Managing 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 and Markets, Managing Organizations, Financial Accounting and Reporting, and Statistics and Data Analysis) and the core course prerequisite for the elective area. (Langone Program students who first enrolled prior to fall 2003 must fulfill the transition program requirements described on the advising pages of the Langone Program Web site, located at [www.stern.nyu.edu/Langone](http://www.stern.nyu.edu/Langone).)

Students in the Langone Program typically take 6 credits per semester (2 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:

		Module	Credits
<b>Year 1</b>			
Managing Organizations	B01.1302	Fall 1 & 2	3
Financial Accounting & Reporting	B01.1306	Fall 1 & 2	3
Strategy I	B01.2103	Winter	1.5
Business Communication	B01.2105	Winter	1.5
Firms & Markets	B01.1303	Spring 1 & 2	3
Statistics & Data Analysis	B01.1305	Spring 1 & 2	3
Foundations of Finance	B01.2311	Summer 1	3
Marketing Concepts	B01.2310	Summer 2	3
Competitive Advantage from Operations	B01.2314	Late Summer	3
<b>Year 2</b>			
The Global Economy	B01.2303	Fall 1 & 2	3
Strategy II	B01.2104	Winter	1.5
Interpersonal Skills Core		Winter	1.5
Corporate Finance	B40.2302	Spring 1 & 2	3
Elective		Spring 1 & 2	3
Elective		Summer 1 or 2	3
Perspective Core		Late Summer	1.5
Professional Responsibility	B02.3101	Late Summer	1.5
<b>Year 3</b>			
Electives		Fall, Spring, Summer	18
<b>Degree total</b>			<b>60</b>

Academic advisers help enrolled students understand the program requirements and options. For more information or to contact an adviser, please visit or contact: The Langone Program Office, NYU Stern School of Business, 44 West Fourth



Street, Suite 1-75, New York, NY 10012-1126, 212-998-0590; 212-995-4336 (fax); [Langone@stern.nyu.edu](mailto:Langone@stern.nyu.edu); [www.stern.nyu.edu/Langone](http://www.stern.nyu.edu/Langone).

## **PREREQUISITES**

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

- Quantitative skills, including calculus,
- Basic accounting (Full-Time only),
- Business writing, and
- The use of word processing and spreadsheet programs.

Please refer to the print or online registration and advising materials for details on how to satisfy these requirements and ensure that you are prepared.

## **REQUIRED COURSES**

All M.B.A. students must complete the 28.5-credit Stern core. In addition, Langone Program students must complete six 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 [www.stern.nyu.edu/advising](http://www.stern.nyu.edu/advising) (Full-Time) or [www.stern.nyu.edu/langone](http://www.stern.nyu.edu/langone) (Langone). For course descriptions see: <http://www.stern.nyu.edu/courses>.

### **Non-Credit Requirements**

The Stern Pre-Term, B00.2000

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

### **Stern Core**

Managing Organizations, B01.1302	Strategy I, B01.2103 ( <i>Langone</i> )	Competitive Advantage from Operations, B01.2314
Firms and Markets, B01.1303	Strategy II, B01.2104 ( <i>Langone</i> )	Professional Responsibility, B02.3101
Statistics and Data Analysis, B01.1305	The Global Economy, B01.2303	
Financial Accounting and Reporting, B01.1306	Marketing Concepts and Strategies, B01.2310	
Strategy, B01.2301 ( <i>Full-Time</i> )	Foundations of Finance, B01.2311	

### **Program Core (Langone Program Only)**

<i>Interpersonal Skills Core:</i>	<i>Perspective Core:</i>	Business Communication, B01.2105
Collaboration, Conflict & Negotiation, B65.2159	Global Perspectives on Enterprise Systems, B30.2190	Corporate Finance, B40.2302

### **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	Corporate Finance	Economics
Entertainment, Media & Technology	Finance	Global Business
International Finance	Leadership & Change Management	Marketing
Product Management	Statistics	Banking
Digital Economy	Economics	Entrepreneurship & Innovation
Financial Instruments & Markets	Information Systems	Law & Business
Management	Operations Management	Quantitative Finance
Strategy		

The 6 credits of Langone Program Core may be applied to specializations. (The Stern Core may not.) Students may take a maximum of 18 credits in any one academic course designator. (The first three digits of each course number is its designator, which indicates the program and department to which it belongs. For example, the “B” in B60 indicates that it is a graduate business course and the “60” indicates that it is offered by the Operations Department.) The six credits of Langone Program Core are included in this maximum. If a student earns more than 18 credits in a single course designator, those above 18 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 Advising Web site at [www.stern.nyu.edu/mba/advising/specializations](http://www.stern.nyu.edu/mba/advising/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 for academic potential, career history and goals, and personal and professional characteristics.

**Academic Potential:** NYU Stern values students who will excel and contribute in the classroom. We assess academic potential through transcripts from all educational institutions attended, the quality of programs attended and performance in them, and the Graduate Management Admissions Test.

**Career History and Goals:** Stern values students with clear professional goals, who can express how the Stern MBA experience will play an essential role in achieving these goals. We assess career history and goals through essays, resume, employment history, professional recommendations, and interviews (by invitation only).

**Personal and Professional characteristics:** Stern values participants and leaders who will contribute to the Stern community. We seek students with proven leadership ability, maturity, character, and strong communications skills. At Stern we assess these characteristics through essays, professional recommendations, activities and achievements, and interviews (by invitation only).

Please visit [www.stern.nyu.edu/admissions](http://www.stern.nyu.edu/admissions) for 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 M.B.A. Financial Aid, NYU Stern, 44 West Fourth Street, Suite 6-120, New York, NY 10012-1126, [www.stern.nyu.edu/mba/finaid](http://www.stern.nyu.edu/mba/finaid), [fin-aid@stern.nyu.edu](mailto:fin-aid@stern.nyu.edu).

## **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 December 1. 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 M.B.A. AND PH.D. SCHOLARSHIPS AND FELLOWSHIPS for 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 2 semesters 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, are not permitted to use the Deferred Tuition Plan (50/50), and may have their loan eligibility affected.) For a complete set of policies and guidelines, please visit: [www.stern.nyu.edu/Students/gradjobs](http://www.stern.nyu.edu/Students/gradjobs).

## 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, 33 Washington Square West, 1st Floor, New York, NY 10011-9154, 212-998-4311

## Student Loans

Student loans are the primary source of assistance for most students. New York University participates in the Federal Stafford Student 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.

***Subsidized Stafford Student Loan Program.*** This is a long-term, low-interest federal loan. Private lenders (banks, savings and loan institutions, credit unions) provide Stafford Loans guaranteed by state and federal government based on certification of eligibility by New York University. The subsidized limit is \$8,500 per year, and eligibility is based on financial need. Repayment is deferred until six months after students graduate or cease to be enrolled at least half time (6 credits). No interest accrues during this deferment period. (For all borrowers, the interest rate will be variable with a cap of 8.25 percent.) Lenders must disburse all loans in two equal installments. An origination fee of up to 3 percent will generally be deducted from the loan funds. The typical repayment period is 10 years.

***Unsubsidized Stafford Student Loan Program.*** The terms of this loan are the same as the Federal Subsidized Stafford except that eligibility is not based on financial need and interest accrues while in school and during the deferment period. Interest begins accruing as soon as the lender disburses the loan. Students may choose to have the accrued interest capitalized (added to the principal balance) or to make periodic payments while in school. The total federal Subsidized and Unsubsidized Stafford Student Loan limit is \$18,500 per year.

***Private Educational Loans.*** Some students may find it necessary to borrow through private loan programs to meet a portion of their educational expenses. Note that all programs require applicants to have a good credit history and may require a creditworthy cosigner. Students who are eligible for federal loans will receive award letters that will include private loan eligibility. However, students may choose another private loan program than the one listed on the award letter. Applicants must contact the alternate private loan program directly to request more information and an application.

International student loans, which do not require U.S. citizen cosigners, are also available. These loans were exclusively designed for New York University students.

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

Be a United States citizen or eligible non-citizen.

Be a legal resident of New York State.

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

If you are a New York State resident and include a New York school in "Step Six" of your FAFSA, the New York State Higher Education Services Corporation (HESC) will mail you an Express TAP Application (ETA). Information from your FAFSA and your calculated New York State Net Taxable Income will be preprinted on your ETA. Review this information, change any incorrect items, and complete any missing items, then sign and mail the form using the return envelope provided. The final filing deadline for TAP is May 1 of the academic year for which aid is sought. For example, for the 2004-2005 academic year, the application deadline is May 1, 2005.

- For all graduate students, awards range from \$75 to \$550 for the academic year.
- Graduate or professional students may receive up to four years of TAP, for a maximum of eight years of combined undergraduate/graduate assistance.
- For more information about this program, go to [www.hesc.com](http://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](http://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 Full-Time students, 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. Full-Time students 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 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. They should be prepared to show proof of this payment when registering.

New students receive all registration information online. Full-Time Program registration information is located on the Admitted Students' Web site at [www.stern.nyu.edu/admissions/admittedstudents/login.cfm](http://www.stern.nyu.edu/admissions/admittedstudents/login.cfm). The Langone Program registration information is located on its Web site at [www.stern.nyu.edu/Langone](http://www.stern.nyu.edu/Langone), under New Student Tour.

New students are required to submit their registration and payment information by mail, online or in person 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 registration instructions. If they miss the deadline, continuing students may also register in person or online during the late registration period at the beginning of each term. (Dates are announced in the registration e-mail.)

## **ACADEMIC REQUIREMENTS**

### **Honor Code and Code of Conduct**

M.B.A. 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 Honor Code and the

Code of Conduct by signing them. For copies of the M.B.A. Honor Code and Code of Conduct, please visit [www.stern.nyu.edu/mba/mjc](http://www.stern.nyu.edu/mba/mjc).

### **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 Examinations and Grades section.) Students who began the program prior to January 1, 2006, must meet the following minimums:

- 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 less than 2.5, student is not eligible to graduate.

Students who begin the program after January 1, 2006, must meet the following minimums:

- 1-5 credits *attempted*: if GPA is less than 2.1, student is placed on academic probation.
- 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 less than 2.5, student is not eligible to graduate.

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

### **Leaves of Absence**

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

After successful completion of their first semester at Stern, students are eligible to apply for a leave of absence. Students must apply in writing (letter or e-mail) for a leave of absence to the Academic Review Committee ([http://arc@stern.nyu.edu](mailto:http://arc@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 University facilities and services, such as the library and health services; and (d) enables application for student health insurance, if needed.

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

### **Minimum Residency Requirement**

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

## **ACADEMIC POLICIES**

### **Core Course Waivers**

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

Marketing Concepts: Marketing major, proficiency examination

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

Statistics and Data Analysis: Statistics major, proficiency examination

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

Financial Accounting: Accounting major (U.S. schools only), U.S. CPA License, proficiency examination

Firms and Markets: Economics major, proficiency examination

The Global Economy: Economics major, proficiency examination

### **Credit Loads**

**Full-Time Students.** The minimum credit load to qualify for full-time study is 12 credits per semester. Full-Time students generally carry a course load of 15 credits per semester for the 4 consecutive semesters (fall and spring only) to complete the 60 credits to meet the degree requirements. The maximum credit load per semester is 15 credits. In exceptional cases, students may want to take more than 15 credits in one semester. Students who wish to take credits beyond the semester maximum must complete a Credit Overload Request form available on the Advising Web site and meet with an academic adviser.

**Langone Program Students.** Langone Program students who entered in spring 2000 or later, may register for up to 9 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 a Langone Program 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 9 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) 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 Langone Program Academic Review Committee, [Langone@stern.nyu.edu](mailto:Langone@stern.nyu.edu), 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 18, regardless of substitutions and whether or not the courses count toward different specializations, majors, or co-majors. (Core cores do not count toward this maximum.) For the purposes of this limit, swing courses are counted in the departments by which they are offered, as indicated by their course designators. If more than 18 credits are earned in a single course designator, they will not be considered among the 60 credits required for the M.B.A. degree, but will be counted in the cumulative grade point average.

### **Student Status**

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

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

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

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

Students in the Full-Time Program may petition to the Academic Review Committee for a change to the Langone Program for any semester after their first in the M.B.A. Program. The petition must include (1) a statement of the circumstances prompting this request; (2) a proposed plan of study for completion of the remainder of the program; (3) a detailed career management plan; and (4) for international students, confirmation of either an H- or other applicable visa to replace the F-1 visa status (a F-1 visa is granted to only Full-Time students). The Academic Review Committee will review the petition and the student's academic record, and the student will be notified of the decision in writing. If the request is granted, the student becomes a Langone Program student with all attendant privileges, responsibilities, and restrictions. Once transferred, the student may not revert to the Full-Time Program. For additional information, please visit [www.stern.nyu.edu/mba/advising](http://www.stern.nyu.edu/mba/advising).

***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 the Stern Core (30 credits), students may take up to 15 Stern credits of elective courses in other NYU divisions. These non-Stern courses cannot count toward a specialization. To be eligible to graduate, M.B.A. candidates must complete a minimum of 75 percent in residency, which means 45 credits toward the M.B.A. at the Stern School.

Non-Stern courses must be at the master's degree level or higher, cover material specifically related to business and management, and fit clearly into an M.B.A. program (e.g., language or computer programming courses do not qualify). The Stern faculty has reviewed and approved courses at other NYU divisions for Stern students; this list is available on the Stern advising Web sites. 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 the program's advising offices.

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

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

**Other Business Schools.** In extreme circumstances, students may find they need to complete some of their elective course work elsewhere. Students may petition their advising office for permission to take as many as 15 credits of elective course work toward the M.B.A. degree at another AACSB-accredited graduate business school.<sup>3</sup> 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 3 Stern credits, a course must meet for approximately 35 hours.)
3. Students must maintain continuous matriculation at Stern until the degree program is completed, as indicated in the section on Leaves of Absence.
4. The student must receive a grade of B or better (B- is not sufficient) and submit an official transcript to the advising office. (Grades earned in courses not taken at NYU are not included in the grade point average calculation.)

### **Free Credits**

Students in their last semester of study are permitted to take without charge, up to three Stern credits beyond the 60 required for the M.B.A. Students are permitted to register for one extra 1.5- or 3-credit Stern course 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 course must be taken for a letter grade and will figure

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<sup>3</sup> For a complete list of AACSB schools by area, visit the AACSB Web site ([www.aacsb.edu](http://www.aacsb.edu)) or call their office at 314-872-8481.

into the student's GPA. Auditing is not permitted. This free course is only available in the last semester of study for up to three credits above the 60 required for the M.B.A. 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 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 3.7 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 students in the top 10 percent of their September, January, or May graduating class. Courses in the IMP (International Management Program) and the IBI (International Business Immersion) 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. M.B.A. students in the top 20 percent of their graduating class are invited to join.

### 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 Change Bio Information.

### TUITION AND FEES

New students who register by mail or in person must remit payment in full along with the mandatory Tuition and Fees Worksheet Payment Form and their registration material. 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](http://www.stern.nyu.edu/bursar).

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

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

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

#### Tuition and Related Fees

Application fee (nonrefundable)	\$175.00
Enrollment deposit, new students (nonrefundable)	\$1,000.00
Tuition per term for Full-Time Program students <sup>4</sup>	\$17,950.00
Tuition per credit	\$1,310.00

Registration and services fee per term for Full-Time Program students (nonrefundable)

Fall term <sup>5</sup>	\$900.00
Spring term <sup>6</sup>	\$900.00

Registration and services fee for the first credit each term (nonrefundable)

Fall term <sup>2</sup>	\$267.00
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<sup>4</sup> First-term Full-Time M.B.A. students may register for 15 credits without additional charges. Flat-rate tuition charges apply only to the 60-credit program.

<sup>5</sup> Includes mandatory emergency illness and accident plan coverage for the fall term.

<sup>6</sup> Includes mandatory emergency illness and accident plan coverage for spring and summer term.

Spring term <sup>3</sup>	\$280.00
Summer term <sup>4 7</sup>	\$171.00

Registration and services fee for each additional credit (nonrefundable)	\$53.00
Business Writing noncredit course (B00.2099) (nonrefundable)	\$250.00
Pre-Term, new Full-Time only (nonrefundable)	\$1,000.00
Pre-Term, new Part-Time only (nonrefundable)	\$200.00

### Other Fees

Basic Health Insurance Benefit Plan (students registered for 12 credits or more are automatically enrolled;<sup>8,9</sup>):

Fall term	\$645.00
Spring term (coverage for the spring and summer terms)	\$970.00
Summer term (for students who did not register in the preceding term)	\$406.00

Comprehensive Health Insurance Benefit Plan (international students with F or J

Visa automatically enrolled;<sup>5,6</sup> others may select):

Fall term	\$868.00
Spring term (coverage for the spring and summer terms)	\$1,298.00
Summer term (for students who did not register in the preceding term)	\$542.00

SHC Only Health Insurance Benefit Plan<sup>6</sup> (any student may select, but must maintain other insurance):

Fall term	\$232.00
Spring term (coverage for the spring and summer terms)	\$349.00

Summer term (for students who did not register in the preceding term) \$145.00

Maintaining matriculation (fall and spring semester; all degrees):

Fall term	\$250.00
Spring term	\$250.00

Late registration fee (nonrefundable)	\$100.00
Late payment fee	\$100.00
All returned checks	\$20.00
Doctoral dissertation microfilming and copyright	\$113.00
International Students <sup>10</sup>	\$65.00

### Refund Schedule

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

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

For information regarding refunds for classes that meet for less than a full term, please consult the Stern Bursar's Office Web site at <http://www.stern.nyu.edu/bursar> for the specific term.

<sup>7</sup> A student registering for the first time in summer, a mandatory charge will be added to the registration and services fee.

<sup>8</sup> Waiver option available.

<sup>9</sup> Students automatically enrolled in the Basic Plan can switch to the Comprehensive Plan, waive the plan entirely (and show proof of other acceptable health insurance), or can select the SHC Only Plan if they have other insurance.

<sup>10</sup> International students holding the following visas—F1, J1, J3, OJ, OF, AF, AJ—will be charged an international student visa fee of \$65.00 each term.



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

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

Students seeking an exception to the published refund schedule may appeal to the Refund Committee in writing and document the circumstances warranting consideration. Serious illness or military service may be considered causes for exceptions. Travel required for a job or other job-related issues are not reasons for exceptions to the refund policy. Submit requests in writing (e-mail preferred) to the Refund Committee, care of M.B.A. Academic Advising ([advising@stern.nyu.edu](mailto:advising@stern.nyu.edu)) or the Langone Program Office ([Langone@stern.nyu.edu](mailto:Langone@stern.nyu.edu)).

## **CAREER DEVELOPMENT**

The Office of Career Development (OCD) invites graduate business students to join in partnership with our staff to ensure that they receive the maximum career benefits from their education. Your relationship with the OCD is a reciprocal one. We provide the tools and resources for effective career development and you provide the networking initiative and enthusiasm. We offer a wide range of services to help M.B.A. students in career planning and job placement. OCD services can be divided into three broad categories: (1) Career counseling; (2) recruiting and job placement; and (3) the Career Resources Center. For further information visit: [www.stern.nyu.edu/oed](http://www.stern.nyu.edu/oed).

### **Full-Time M.B.A. Career Services**

Participation in the OCD's formal on-campus recruitment program requires completion of the Career Development Program (CDP), a series of workshops and other prescribed activities designed to guide Full-Time students on how to conduct a successful job search. The CDP comprises skills and values assessment/career goal definition, alumni and student panels, workshops covering résumé writing, informational interviewing and networking, the proactive job search, and interviewing skills and frameworks. Students also attend a series of strategy meetings to drive the job search process forward outside of on-campus recruiting. Through individual career counseling, students receive personalized assistance in developing their career goals and job search strategies; writing résumés and cover letters as marketing documents; and preparing for interviews. The Career Advisory Program (CAP), one of the most valuable services run by the OCD, is designed to connect M.B.A. students with successful Stern alumni for informational meetings. These corporate representatives share their knowledge, insight, and experiences with students, helping to bridge the gap between classroom theory and the realities of the business world. Students who use the services under the recruiting and job placement umbrella may find their desired jobs through on campus interviews, job postings, and other proactive processes. Each year corporate representatives come to NYU Stern during the fall and spring semester to interview graduating students for full-time employment; while in late winter, they interview first-year M.B.A. students for summer intern positions. Most of these companies host corporate presentations in the fall in order to share information about their firms' activities and strategies and to discuss the essential work skills and lifestyle considerations unique to their firms' corporate cultures. Corporate presentations are particularly useful for helping students to develop a sharper career focus through networking opportunities. To ensure that corporate recruiters have the opportunity to review the résumés of Stern students, the OCD publishes résumé books that are indexed by students' areas of interest, language skills, international work authorization, professional licenses, and other categories. Students' résumés are also available online in a password-protected site for both recruiters and current students.

### **Career Center for Working Professionals**

The Career Center for Working Professionals (CCWP) serves Langone Program students, eligible Executive M.B.A. Program students, and Stern alumni. The CCWP is committed to providing the best available career development resources and expertise that will benefit you now and as you advance through future career transitions. The Center's goals are *a*) to prepare you to compete effectively for opportunities in a rapidly changing labor market and *b*) to connect you with employment opportunities that match your individual skills, interests and experience. The CCWP offers a wide range of services – individual counseling, workshops, professional development seminars, networking events, job postings – designed to assist students and alumni with career planning and job development at every stage of the job search and every point in your career. The staff has built strong relationships with executive search firms and experienced hiring professionals in the corporate arena. The full-time professional staff provides year-round career guidance, with convenient evening and Saturday hours.

## The Career Resources Center

The Career Resources Center (CRC), located on the ground floor of the Kaufman Management Center and cross the hall from the CCWP, is available to all Stern M.B.A. students and alumni. It contains annual reports and recruiting literature on hundreds of companies; volumes of job search and industry-related reference books; a jobs-postings binder; and a streaming video of most corporate presentations and the Career Development Program workshops. The CRC continually updates and increases subscriptions and business references to reflect students' career interests. Students also find the OCD Web site extremely useful as it provides numerous online resources for the job search.

## STUDENT CLUBS

### Academic Clubs

Association of Investment Management (AIM) provides resources for M.B.A. students who are interested in researching and pursuing either buy-side or sell-side career opportunities.	<a href="mailto:aim@stern.nyu.edu">aim@stern.nyu.edu</a>
Emerging Markets Association (EMA) provides a forum for students to discuss the economic, financial, and business issues in emerging market countries.	<a href="mailto:ema@stern.nyu.edu">ema@stern.nyu.edu</a>
Entrepreneurs' Exchange (EE) fosters entrepreneurial curiosity by providing an environment conducive to pursuing entrepreneurial paths and by providing focused resources, education, networking opportunities, and career guidance.	<a href="mailto:eex@stern.nyu.edu">eex@stern.nyu.edu</a>
Family Enterprise Association (FENTA) exposes its members to successful family business practices and the dynamics of running a family business.	<a href="mailto:fenta@stern.nyu.edu">fenta@stern.nyu.edu</a>
Financial Engineering Association (FEA) educates students about opportunities in financial engineering by organizing discussions on relevant financial engineering topics and maintaining a Web site with current trends and career possibilities in financial engineering.	<a href="mailto:fea@stern.nyu.edu">fea@stern.nyu.edu</a>
Graduate Finance Association (GFA) works closely with both the Stern School and the financial community to educate and prepare students for finance-related careers, including investment banking, investment management, sales and trading, commercial banking, and general finance.	<a href="mailto:gfa@stern.nyu.edu">gfa@stern.nyu.edu</a>
Graduate Marketing Association (GMA) explores the marketing of products and services across a wide variety of businesses and industries. GMA is a comprehensive resource and source of support for Stern Students in their transition from the classroom to the corporate world of marketing.	<a href="mailto:gma@stern.nyu.edu">gma@stern.nyu.edu</a>
Management Consulting Association (MCA) assists students in their pursuit of management consulting careers by raising awareness of career opportunities in this industry and educating members on the responsibilities of management consultants.	<a href="mailto:mca@stern.nyu.edu">mca@stern.nyu.edu</a>
Media and Entertainment Association (MEA) educates members about careers in media and entertainment by acting as a link to alumni, industry, academic, and career resources.	<a href="mailto:mea@stern.nyu.edu">mea@stern.nyu.edu</a>
Net Impact is an international network with chapters at major business schools. Net Impact provides career development opportunities for students interested in socially responsible business and fosters discussion regarding the environment, community development, and corporate responsibility.	<a href="mailto:impact@stern.nyu.edu">impact@stern.nyu.edu</a>
Real Estate Club brings together students interested in all aspects of this business segment by sponsoring events that foster job search contacts, meaningful discussion on industry trends, and valuable skill-set development.	<a href="mailto:reclub@stern.nyu.edu">reclub@stern.nyu.edu</a>
SpeechMasters was founded with the objective of helping students become better oral communicators. The club helps sharpen and refine students' communication skills in order to complement the analytical and quantitative skills developed in the classroom.	<a href="mailto:speech@stern.nyu.edu">speech@stern.nyu.edu</a>
SpeechMasters was founded with the objective of helping students become better oral communicators. The club helps sharpen and refine students' communication skills in order to complement the analytical and quantitative skills developed in the classroom.	<a href="mailto:speech@stern.nyu.edu">speech@stern.nyu.edu</a>
Stern Nonprofit Association (SNPA) brings together students interested in the nonprofit or public management sector by increasing awareness of nonprofit careers as an option and organizing events that provide networking opportunities.	<a href="mailto:snpa@stern.nyu.edu">snpa@stern.nyu.edu</a>

The Stern Pharmaceutical and Health Care Association (SPHA) aims to bring together all students who have an interest in the pharmaceutical and health care industries. Our objective is to provide members with opportunities to network; to understand the issues and challenges facing these industries; and to identify possible career paths.	<a href="mailto:spga@stern.nyu.edu">spga@stern.nyu.edu</a>
Stern Private Equity Club (SPEC) brings together students interested in careers in private equity and venture capital. It helps students develop a knowledge base and meet practitioners in the community. Stern faculty members play a critical role in making this a viable organization.	<a href="mailto:spec@stern.nyu.edu">spec@stern.nyu.edu</a>
Strategic Operations Club (SOC) promotes operations management careers, fosters interaction between students and operations faculty outside the classroom, and provides a bridge between current students and Stern alumni working in operations careers.	<a href="mailto:soc@stern.nyu.edu">soc@stern.nyu.edu</a>
Technology and New Media Group (TANG) is the home for new media and technology-focused M.B.A. students at Stern. The club provides a valuable forum for dialogue between M.B.A.'s and the leaders of the rapidly evolving technology landscape.	<a href="mailto:tang@stern.nyu.edu">tang@stern.nyu.edu</a>

### Community Clubs

Asian Business Society (ABS) promotes interest in U.S. and Asian business and cultural interaction through a wide array of programs for M.B.A. students, faculty, staff, alumni, and the corporate community.	<a href="mailto:abs@stern.nyu.edu">abs@stern.nyu.edu</a>
Association of Hispanic and Black Business Students (AHBBS) serves as the primary link between the Hispanic and Black student body and the academic and professional communities.	<a href="mailto:ahbbs@stern.nyu.edu">ahbbs@stern.nyu.edu</a>
European Business Society (EBS) is a common-interest social and professional student and alumni network. EBS provides a forum for discussion of EU/EC-related issues and how they relate to the U.S. economy and American business. EBS is an international career-driven recruitment connection for predominantly multinational firms seeking to hold events for or with Stern business students.	<a href="mailto:ebs@stern.nyu.edu">ebs@stern.nyu.edu</a>
Japan Business Association (JBA) offers the Stern community the opportunity to experience Japanese culture and the chance to learn about Japanese business and economy.	<a href="mailto:jba@stern.nyu.edu">jba@stern.nyu.edu</a>
Jewish Students Association (JSA) offers an opportunity to expose Stern's community to the Jewish culture and to the Jewish business community. JSA welcomes all Stern students who are interested in the Jewish culture and business.	<a href="mailto:jsa@stern.nyu.edu">jsa@stern.nyu.edu</a>
Latin American Business Association (LABA) promotes and facilitates cultural and professional exchange between Latin America and the Stern community.	<a href="mailto:laba@stern.nyu.edu">laba@stern.nyu.edu</a>
OutClass brings Stern's lesbian and gay community together as a professional network. OutClass is a social, educational, and career development resource for gay and lesbian students, alumni, faculty, administration, and the broader community.	<a href="mailto:outclass@stern.nyu.edu">outclass@stern.nyu.edu</a>
Stern Arab Business Association (SABA) offers the Stern community the opportunity to experience Arab culture and the chance to learn about Arab business and economy.	<a href="mailto:saba@stern.nyu.edu">saba@stern.nyu.edu</a>
Stern Arts Group (SAG) provides students with a broader knowledge of the arts, including the visual and performing arts, as well as arts management. The clubs annual exhibit brings all parts of the community together to share their artwork.	<a href="mailto:sag@stern.nyu.edu">sag@stern.nyu.edu</a>
<i>Stern Journal</i> is a publication written by M.B.A. students that is devoted to showcasing the unique perspectives and strengths of the M.B.A. candidate regarding the compelling business issues of the day.	<a href="mailto:sjournal@stern.nyu.edu">sjournal@stern.nyu.edu</a>
<i>Stern Opportunity</i> is a student-produced biweekly newspaper that strives to achieve a working balance between serious information and entertainment. Each issue features stories ranging from student group activities to job market influences to dating.	<a href="mailto:opportun@stern.nyu.edu">opportun@stern.nyu.edu</a>
Stern Political Club (SPC) brings together a variety of students who are interested in politics. As a nonpartisan club, there is equal opportunity for all aspects of the business of politics to be discussed.	<a href="mailto:politics@stern.nyu.edu">politics@stern.nyu.edu</a>
Stern Women in Business (SWIB) promotes female students' personal and professional development by providing networking and social interaction opportunities with Stern students, faculty, administrators, and alumni as well as the outside business community.	<a href="mailto:swib@stern.nyu.edu">swib@stern.nyu.edu</a>

## Sport and Social Clubs

Net Present Vocals (NPV) is Stern's very own a cappella group. Various performances include Pre-Commencement, Stern Follies, and other Stern events.	<a href="mailto:npv@stern.nyu.edu">npv@stern.nyu.edu</a>
Stern Adventures provides students with opportunities to hike, ski, play adventure sports, and organize trips.	<a href="mailto:adventur@stern.nyu.edu">adventur@stern.nyu.edu</a>
Stern Basketball Association is organized to give all students the means to attend and or participate in intercollegiate, intramural, and professional basketball events.	<a href="mailto:hoops@stern.nyu.edu">hoops@stern.nyu.edu</a>
Stern Golf Club is a social arena for students to learn the game of golf or to teach others. One of the goals is to have opportunities to network with students, faculty, alumni, and corporate representatives through the game of golf.	<a href="mailto:golf@stern.nyu.edu">golf@stern.nyu.edu</a>
Stern Rugby Club provides a social environment in a sporting context where a broad mix of M.B.A. students from all nationalities and backgrounds can meet fellow students and alumni and take part in an exciting team sport.	<a href="mailto:rugby@stern.nyu.edu">rugby@stern.nyu.edu</a>
Stern Soccer Club helps shape the Stern community through a variety of tournaments with other top M.B.A. programs through this wonderful team sport.	<a href="mailto:soccer@stern.nyu.edu">soccer@stern.nyu.edu</a>
Stern Softball Club gives students a chance to play a team sport and socialize with other students and other business programs.	<a href="mailto:softball@stern.nyu.edu">softball@stern.nyu.edu</a>
Stern Tennis Association (STA) provides an opportunity for Stern students to enjoy the game of tennis, improve their game, and play in tournaments.	<a href="mailto:tennis@stern.nyu.edu">tennis@stern.nyu.edu</a>
Wine Cellar Club provides Stern students with the opportunity to broaden their knowledge of wine and interact with students, alumni, faculty, and corporations in an informal setting.	<a href="mailto:cellar@stern.nyu.edu">cellar@stern.nyu.edu</a>

## DUAL DEGREE PROGRAMS

To be admitted to a dual degree program, applicants must apply and be admitted to each school separately. (For example, separate applications must be made to Stern and the School of Law when applying for the M.B.A.-J.D.). Applicants should apply for financial aid following the instructions from the school they will be attending for most of the academic year.

Unless admitted to a formal dual degree program, New York University students may not pursue two degrees simultaneously at different schools of the University. Detailed information on dual degree program scheduling and structure is available on the M.B.A. Academic Advising Web site at [www.stern.nyu.edu/mba/advising](http://www.stern.nyu.edu/mba/advising).

Students in the M.B.A./J.D. program should register through the NYU school in which the majority of credits will be taken that semester. Dual degree students register for a maximum of three semesters at Stern and are strongly encouraged to have their registration reviewed and approved by the Stern joint degree adviser before submitting their course selections in the registration lotteries both at Stern and the School of Law. Candidates are encouraged to apply to both schools simultaneously in order to attain acceptance at approximately the same time. Most students begin at the School of Law and enrollment at the Stern School of Business is deferred for two years. Candidates who do not submit simultaneous applications must apply to the Stern School of Business no later than their third semester at the School of Law. If students begin at the Stern School of Business, enrollment at the School of Law is deferred for one year.

## EXECUTIVE PROGRAMS

Executive Programs 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.

### **EXECUTIVE M.B.A. PROGRAM**

NYU Stern's Executive M.B.A. program is one of the finest and most selective in 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 22 months, in an M.B.A. degree. Corporate sponsorship for time out of the office to take classes is required for all Executive M.B.A. degree programs.

The Executive M.B.A. 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, who have been identified as “high potential” employees by their firms. Candidates typically have high marks from fine undergraduate schools and seek to prepare for even greater future responsibilities.

### **Admissions**

Participating executives come from diverse firms and industries. The Admissions Committee reviews each candidate's academic and work history, with special consideration given to professional development. All students must have a college degree or its equivalent and take the Graduate Management Admissions Test (GMAT). Other factors we consider are 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.

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

Filling out a Preliminary Information Form, a brief snapshot of your professional and academic background, is the first step in the admissions process. We use the Preliminary Information Form to schedule your admissions interview, which is required for admission and is designed to help you determine if NYU Stern is the right fit for you. During the interview, we will also discuss possible dates for a class visit. The final step is submission of the Formal Application, which includes transcripts from all undergraduate and graduate schools, GMAT results, two recommendations, current resume, job description and organization chart, Organizational Sponsorship Form, and a \$150 application fee. Applications are considered on a rolling admissions basis.

Attendance at regularly scheduled Information Sessions is encouraged to learn more about the program. 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 10-66, New York, NY 10012-1126; telephone 212-998-0789; fax 212-995-4222; email: [executive@stern.nyu.edu](mailto:executive@stern.nyu.edu); website: [www.stern.nyu.edu/executive](http://www.stern.nyu.edu/executive).

### **Program Costs**

Executive M.B.A. Program costs are determined by the University in the spring of each year. As of August 2005, the cost for the program is \$115,000 for the two years and includes all fees, books, study materials, meals on class days, tutors for selected courses, and lodging and meals for residencies. It does not include travel to and from the Global Study Tours. Payments include a \$2,000 non-refundable tuition deposit with the balance due in four semi-annual installments of \$28,250.

Upon admission, all fully or partially self-sponsored students in the NYU Stern Executive M.B.A. program will automatically be given consideration for a one-time merit-based scholarship. Recipients are selected on the basis of exceptional academic and professional performance, as well as personal qualities such as leadership, integrity, and community service. All applicants are considered for merit-based scholarships and will be notified of any awards at the time of admission. All fully or partially self-sponsored students in the NYU Stern Executive M.B.A. program are also eligible for a partial payment plan which allows for tuition payments in smaller increments.

### **Curriculum**

Business 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.

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.

Financial Statement Analysis describes financial reporting objectives and methods used by corporations. It focuses on the analysis of the information in corporate financial statements, including the impact of alternative accounting procedures and assumptions. The course offers ways to adjust for selected reporting differences.

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 Business Environment 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 Perspectives on Enterprise Systems compares the rise and evolution of corporate enterprise in major industrial societies since the mid-19th century, and discusses how and why different countries have achieved competitive advantages in domestic markets and global trade at different times in history.

Law for the Management Executive is a case-based approach to understanding legal principles and liabilities in areas of critical concern to the present-day executive manager. Topics include such issues as: the “rule of law,” competition policy, employee rights, business fraud, corporate governance and shareholder rights, environmental law, and product liability.

Managing 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.

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 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.

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.

Strategic Career Management helps students to develop skills to manage their own career progression. Attaining proficiency in organizational teamwork and politics -- managing up, down and across organizational boundaries -- is vital to expanding one’s influence over strategic and operating decisions, including the trajectory of one’s own career as organizations increasingly expect individual professionals to take responsibility for managing their own progress in the

organization. This course hones skills in diagnosing power distribution in organizations, identifying strategies for building influence, and building both cooperation and personal authority in organizational life.

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 2004-05, Executive M.B.A. classes will travel to Buenos Aires and Santiago, Shanghai and Beijing, Tokyo, Budapest and Warsaw. While abroad, students participate in a rigorous program that includes meetings and in-depth discussions with leaders of industry, financial institutions, and governmental organizations.

Industry Analysis and Corporate Strategy is a small-group activity in which teams of participants formulate corporate strategic policy, giving consideration to global issues. Participants develop and defend a strategic plan for a specific company in a given industry. This “capstone” exercise runs all through the second year and culminates in full Board-level presentations.

Integrative Strategy Exercise presents the class with the case history of a company and an analysis involving the multidisciplinary challenges faced by management in the global environment. Teams develop and present comprehensive strategic plans employing tools, terminology, and presentation skills acquired during the various first year courses. Many of the first year faculty are engaged in the exercise in coaching or judging roles. The culminating event pits the teams of students against each other in pursuit of the most compelling strategy for the company under study.

### **Grading Policies**

Executive M.B.A. 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 33 percent of the entire class); High Pass with Distinction (“PD”) Student performed in superlative fashion vis à vis his/her peer group (generally no more than 10 percent of the entire class); and No Grade (“NG”) Student did not meet course instructor’s minimum requirements for proficiency in the subject matter covered by the course. A grade of “NG” requires students to make up the course in the Langone Part-Time M.B.A. Program. The Executive M.B.A. 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.

### ***THE TRIUM GLOBAL EXECUTIVE M.B.A. PROGRAM***

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

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

### **Admissions**

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

- Record of professional success
- Employment profile and managerial experience and future potential
- International experience
- Selection interview
- Written essays

- Official transcripts (professionally translated into English, if degrees were earned from non English-speaking institutions)
- Recommendations from two or more professionals
- TOEFL/IELTS or TOEIC (if applicable)
- GMAT (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 [www.triუმemba.org/admissions/apply.php](http://www.triუმemba.org/admissions/apply.php) and an updated C.V./Résumé to [admissions@triუმemba.org](mailto:admissions@triუმemba.org).

To apply, applicants may submit an online application through the TRIUM customized, interactive, online application system, found at [www.triუმemba.org](http://www.triუმemba.org). Only applicants who submit a formal application will be eligible for an invitation to a selection interview, at the discretion of the Admissions Committee.

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

A nonrefundable application fee of US\$180 is required. The program fee for TRIUM is US\$111,300 and includes tuition, most meals, lodging, 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 must deposit US\$11,300 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, New York University, Stern School of Business, 44 West Fourth Street, Suite 10-76, New York, NY 10012-1126; visit the TRIUM Web site at [www.triუმemba.org](http://www.triუმemba.org); e-mail: [admissions@triუმemba.org](mailto:admissions@triუმemba.org); or telephone: +1-212-998-0442 in the United States or +1-33-1-39-67-70-94 in Europe.

## **Curriculum**

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

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

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

Individually, participants apply the concepts of the program to their own companies. The team assignments facilitate cohesiveness and enhance the networked nature of the program. The program concludes with a final team project that requires participants to demonstrate their learning by developing a written strategy for a firm of their choice.

This strategic exercise, which extends over the last several modules, incorporates the concepts, perspectives, and analytical skills participants have learned throughout the program.

## **CORPORATE DEGREE PROGRAMS**

In today's increasingly competitive business environment, corporations are exploring innovative strategies to develop and retain their top talent. To help firms meet this increasingly challenging objective, Executive Programs selectively works with top-tier corporations to design corporate degree programs. Professionals who pursue their M.B.A. through an employer-sponsored custom program are held to the same rigorous academic standards and application requirements that constitute the NYU Stern educational experience. Similar to other degree programs offered at NYU Stern, an admissions committee will review all applications received and determine candidates qualified for enrollment in the program. For more information, please contact the Executive Programs office at 44 West Fourth Street, Suite 10-66.

## ***CUSTOM NON-DEGREE PROGRAMS***

For companies interested in providing executive education for their employees that is uniquely tailored to address specific needs and interests, Executive Programs also offers custom non-degree programs. Working closely with each client, Executive Programs develops and delivers a custom program that will equip the firm's employees with the knowledge and tools needed to achieve corporate goals. Executive Programs actively collaborates with companies on the design, level, focus, method, and schedule that best suits the target group within the organization. A custom program is an efficient way to communicate to a team or develop a team-oriented focus on a particular corporate objective. For more information on custom non-degree programs, contact the Executive Programs office at 44 West Fourth Street, Suite 10-66.

## **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.

For the most complete and current information on the doctoral program, and to apply online, visit our Web site at [www.stern.nyu.edu/phd](http://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.

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 placed second among the top 25 U.S. business schools in the doctoral rating category of the Financial Times 2004 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, University of Chicago, Columbia, Cornell, Harvard, Massachusetts Institute of Technology, Michigan, North Carolina, Northwestern, Stanford, University of California at Berkeley, University of California at Los Angeles, University of Pennsylvania (Wharton), Wisconsin, 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.

## ***PROGRAM 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 (two tracks)
  - 1. Organizational Behavior
  - 2. Organization Theory
- Statistics
- Strategy

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

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

Requirements for PhD vary by department. Please see doctoral program web site for details at [www.stern.nyu.edu/phd](http://www.stern.nyu.edu/phd).

## ***PREREQUISITES***

Prerequisites are calculus, matrix algebra, basic economics (microeconomics and macroeconomics), financial accounting, and psychology or sociology. A student can correct a deficiency in psychology or sociology or accounting during the first year of study, but every student should satisfy the prerequisites in calculus, economics, and matrix algebra 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.

## ***ADMISSIONS***

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.

Starting in Fall 2005 prospective students are encouraged to apply online through the PhD website at [www.stern.nyu.edu/phd](http://www.stern.nyu.edu/phd). An application may also be obtained by downloading a copy from our website; by writing to the Doctoral Office, Stern School of Business, New York University, 44 West Fourth Street, Suite 6-140, New York, NY 10012-1126; or by calling the Doctoral Program Office at 212-998-0740.

GMAT or GRE scores are required. While we prefer the GMAT, we will accept GRE scores. For applicants whose native language is not English, the Test of English as a Foreign Language (TOEFL) score is required in addition to GMAT scores. Applicants who have received a degree from a university where English is the language of instruction are not required to submit a TOEFL score. You must plan to take these tests so that we have results by January 15. Check with Educational Testing Service (ETS) to find out the last date by which to register to ensure that your test scores reach us in time. The ETS reporting code for the GMAT and TOEFL is 2586; the reporting code for the GRE is 2582.

The deadline date for submitting the complete application is JANUARY 15. We admit one class a year, which starts in September. We admit full-time students only.

## ***FINANCIAL AID***

Applicants to the doctoral program are not required to complete separate financial aid applications. Financial aid is merit-based, and all admitted students not receiving aid elsewhere will receive funding through Stern. The normal funding package consists of free tuition and individual health insurance as well as an annual stipend. Funding is guaranteed for five years, assuming satisfactory academic progress. Information about the current aid package and other program requirements is available online at [www.stern.nyu.edu/phd](http://www.stern.nyu.edu/phd).

For information in student loans, see the M.B.A. Program **Student Loans** section or [www.stern.nyu.edu/finaid/](http://www.stern.nyu.edu/finaid/).

For donor award available to Ph.D. students, see **SCHOLARSHIPS AND FELLOWSHIPS**.

## ***REGISTRATION***

Students in the Ph.D. Program must have their registrations approved by obtaining the signature of a Doctoral Office staff member (44 West Fourth Street, Room 6-140).

## ***ACADEMIC REQUIREMENTS AND POLICIES***

### **Student Code of Conduct**

On May 31, 1988, the faculty of the Stern School of Business approved a Student Code of Conduct. This code covers guidelines regarding submission of work, taking of exams, and use of resource facilities. All students are required to sign and abide by this code.

### **Program Progress**

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

1. Pass the comprehensive examination before starting the third year of the program.



2. Successfully present a dissertation proposal by May of the fourth year.
3. Successfully defend a final dissertation and complete all degree requirements by May of the sixth year.
4. Maintain continuous matriculation.

For other rules governing time limits, see the Doctoral Program 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.

### **Scholastic Requirements**

Doctoral candidates must maintain at least a 3.0 average. For complete details, see the Doctoral Program Handbook. Pass/No Credit grades do not affect a student's academic average. For information on computing the grade point average, see **Standard Letter Grades and Grade Point Average**.

### **Leaves of Absence**

Ph.D. students who will not be enrolled for courses must seek approval from their degree program office. When approval is granted, students must maintain matriculation by paying a fee calculated on a semester basis (see Tuition and Fees section).

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 University facilities and services, such as the library and health services; and (d) enables application for student health insurance, if needed.

### **Minimum Residency Requirement**

Ph.D. candidates must complete a minimum of 33 credits at the Stern School.

### **Certification of Full-Time and Half-Time Status**

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

### **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. All Ph.D. graduates are invited to join.

## **ACADEMIC DEPARTMENTS AND COURSES**

For course descriptions listed below please see [www.stern.nyu.edu/courses](http://www.stern.nyu.edu/courses).

### **ACCOUNTING, TAXATION AND BUSINESS LAW**

Web site: [www.stern.nyu.edu/acc](http://www.stern.nyu.edu/acc)

#### **M.B.A. Courses**

Financial Accounting and Reporting, B01.1306	Modeling Financial Statements, B10.3104	Forensic Accounting and Financial Statement Fraud, B10.3310
Financial Reporting and Analysis, B10.2302	E-Commerce: Accounting, Control, and Valuation, B10.3150	Auditing, B10.3313
An Integrated Approach to Financial Statement Analysis, B10.2303	Information Analysis for Managerial Decisions, B10.3305	Topics in Corporate Strategies and Financial Disclosures, B10.3320
		Analysis of Financial Institutions and Financial Instruments, B10.3321

Accounting for Mergers, Acquisitions, and Related Matters, B10.3330

International Accounting and Financial Statement Analysis, B10.3335

Accounting and Valuation Issues in the Entertainment, Media, and Technology Industries, B10.3355

#### **Doctoral Courses**

Empirical Research in Financial Accounting I, B10.4301

Empirical Research in Financial Accounting II, B10.4302

Accounting, Tax, and Legal Issues for Entrepreneurs, B10.3360

Entertainment Law, B95.2120

Taxation of Individuals and Business Income, B95.2302

Strategic Business Planning and Taxes, 95.2305

Business Law for Managers, B95.2314

Taxation of Mergers, Acquisitions, and Related Matters, B95.3336

Analytical Models in Financial and Managerial Accounting, B10.4310

Equity Valuation and Accounting Data: Theory and Empirical Evidence B10.4311

### ***ECONOMICS***

Web site: [www.stern.nyu.edu/eco](http://www.stern.nyu.edu/eco)

#### **M.B.A. Courses**

Firms and Markets, B01.1303

The Global Economy, B01.2303

Entertainment and Media: Markets and Economics, B30.2119

Global Perspectives on Enterprise Systems, B30.2190

Entrepreneurial Leadership: Patterns and Processes, B30.2305

Global Economic Integration and Entrepreneurship, B30.2315

Economic and Business History of the United States, B30.2330

Monetary Policy, Banks, and Central Banks, B30.2333

Comparative Analysis of the Japanese and U.S. Economies, B30.2337

Global Perspectives on the History of Enterprise, B30.2338

Economics and Politics of European Integration, B30.2340

Current Economic and Financial Problems: Rhetoric, Reality, and Remedies, B30.2342

Networks, Telecommunications Economics, and Digital Convergence, B30.2345

International Macroeconomic Policy: Theory and Evidence from Recent Financial Crises, B30.2380

Post-Soviet Economies in Transition B30.2383

International Competition and the Multinational Enterprise, B30.2385

The Social and Economic Setting of Business, B30.2389

Financial History: Money and Power, 18th-21st Centuries, B30.2391

Financial Development of the United States, B30.2392

Economic Regulation and Managerial Decision Making, B30.3313

#### **Doctoral Courses**

Advanced Microeconomic Theory, B30.3312

Macroeconomic Analysis, B30.3325

Advanced Topics in Macroeconomics, B30.3332

Microeconomic Decisions, B30.3334

Microeconomics: Theory and Applications, B30.3335

Economic Growth and Technical Change, B30.3340

Econometrics I, B30.3351

Theory of International Trade, B30.3384

International Macroeconomics, B30.3386

### ***FINANCE***

Web site: [www.stern.nyu.edu/fin](http://www.stern.nyu.edu/fin)

#### **M.B.A. Courses**

Foundations of Finance, B01.2311

#### ***Banking***

Investment Banking, B40.2334

Special Topics, B40.3110

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

Bankruptcy and Reorganization, B40.3198	Law and Business of Investment Banking, B40.3345	Managing Financial Businesses, B55.2310
Policy Making in Financial Institutions, B40.3312	Global Banking and Capital Markets, B40.3387	
<b><i>Corporate Finance</i></b>		
Corporate Finance, B40.2302	Topics in Corporate Finance: EMT Focus, B40.3160	Working Capital Management, B40.3325
Restructuring Firms and Industries, B40.2304	Financial E-Commerce, B40.3162	Behavioral Finance, B40.3329
Investment Banking, B40.2334	Private Equity Finance, B40.3165	Business of Music and Film, B40.3343
Real Estate Finance, B40.2339	Venture Capital Financing, B40.3173	Law and Business of Investment Banking, B40.3345
Special Topics, B40.3110	Topics in Investments, B40.3176	Legal Foundations of Applied Finance, B40.3346
Corporate Strategy and Finance in Entertainment and Media, B40.3125	Legal Risk Issues in Mergers and Acquisitions, B40.3197	Entrepreneurial Finance, B40.3361
Financial Analysis in Entertainment and Media, B40.3126	Bankruptcy and Reorganization, B40.3198	New Venture Financing, B40.3373
Entertainment Finance, B40.3140		
<b><i>Financial Instruments and Markets</i></b>		
Investment Banking, B40.2334	Financial E-Commerce, B40.3162	Modern Portfolio Theory and Asset Management, B40.3332
Investment Philosophies in Real Estate, B40.2341	Private Equity Finance, B40.3165	Debt Instruments and Markets, B40.3333
International Investments Analysis, B40.3103	Topics in Investments, B40.3176	Futures and Options, B40.3335
Special Topics, B40.3110	Applications of Portfolio Analysis, B40.3181	Advanced Futures and Options, B40.3340
Investment Strategies, B40.3122	Bankruptcy and Reorganization, B40.3198	Equity Markets: Trading and Structure, B40.3349
Investment Philosophies, B40.3124	Behavioral Finance, B40.3329	New Venture Financing, B40.3373
Topics in Corporate Finance: EMT Focus, B40.3160	Equity Instruments and Markets, B40.3331	
Emerging Financial Markets, B40.3384	Managing Financial Businesses, B55.2310	
International Financial Management, B40.3388	Managing Investment Funds, B55.3320	
<b><i>International Finance</i></b>		
International Investments Analysis, B40.3103	Emerging Financial Markets, B40.3384	International Financial Management, B40.3388
Topics in International Finance, B40.3188	Global Banking and Capital Markets, B40.3387	
<b><i>Doctoral Courses</i></b>		
Financial Research Topics, B40.2330	Seminar in Financial Markets, B40.3318	International Finance, B40.3389
Financial Theory I, B40.2331		Dissertation Seminar, B40.9901-9918
Financial Theory II, B40.2332	Seminar in Corporate Finance, B40.3328	
Financial Theory III, B40.2333	Seminar in Investments, B40.3338	

## **INFORMATION, OPERATIONS AND MANAGEMENT SCIENCES**

Web site: [www.stern.nyu.edu/ioms](http://www.stern.nyu.edu/ioms)

### **INFORMATION SYSTEMS GROUP**

Web site: [www.stern.nyu.edu/is](http://www.stern.nyu.edu/is)

#### **M.B.A. Courses**

Managing the Digital Firm, B20.2314	Online Privacy, B20.3156	Financial Information Systems, B20.3350
Information and Internet Technologies, B20.2317	Computer and Network Security, B20.3157	Risk Management Systems, B20.3351
Information Technology and Strategy, B20.2318	Design and Development of Web-Based Systems, B20.3322	Business Process Design and Implementation, B20.3356
Customer Relationship Management Systems, B20.2320	Data Mining and Business Intelligence, B20.3336	Advanced Technologies for Business Applications, B20.3362
Electronic Communities, B20.3135	Electronic Commerce: Management in Digital Markets, B20.3338	Managing Financial Businesses, B55.2310
Global Outsourcing Strategy, B20.3155		

#### **Doctoral Courses**

Economics Research in Information Systems, B20.3345	Technical Research in Information Systems, B20.3383	Research Methods, B20.3388
Behavioral Research in Information Systems, B20.3382	Technical Foundations of Information Systems, B20.3386	Special Topics, B55.3365

### **OPERATIONS MANAGEMENT GROUP**

Web Site: [www.stern.nyu.edu/om](http://www.stern.nyu.edu/om)

#### **M.B.A. Courses**

Competitive Advantage from Operations, B01.2314	Operations Consulting: Design of Operations, B60.2307	Operations Strategy, B60.3355
Supply Chain Management (Business Logistics), B60.2306	Managing for Quality, B60.2310	Service Operations and Strategy, B60.3357
	Decision Models, B60.2350	Operations in Financial Services, B60.3360

### **STATISTICS GROUP**

Web Site: [www.stern.nyu.edu/ioms](http://www.stern.nyu.edu/ioms)

#### **M.B.A. Courses**

Statistics and Data Analysis, B01.1305	Introduction to the Theory of Probability, B90.3301	Categorical Data, B90.3307
Regression and Multivariate Data Analysis, B90.2301	Statistical Inference and Regression Analysis, B90.3302	Sampling Techniques, B90.3308
Forecasting Time Series Data, B90.2302	Multivariate Statistical Analysis, B90.3303	Experimental Design, B90.3309
Applied Stochastic Processes for Financial Models, B90.2308	Advanced Theory of Statistics, B90.3304	Regression and Multivariate Data Analysis, B90.3311
Mathematics of Investment, B90.2309	Bayesian Inference and Statistical Decision Theory, B90.3305	Forecasting Time Series Data, B90.3312
Stochastic Models for Finance II: Fixed Income Instruments, B90.3322	Time Series Analysis, B90.3306	Statistical Computing and Sampling Methods with Applications to Finance, B90.3314

Introduction to Stochastic Processes,  
B90.3321

Stochastic Models for Finance I: Equity  
and Currency Market, B90.3323  
Life Contingencies, B90.3335

Advanced Theory of Probability,  
B90.3352

### **Doctoral Courses**

Dissertation Seminar, B90.9900

## **MANAGEMENT AND ORGANIZATIONS**

Web site: [www.stern.nyu.edu/mgt](http://www.stern.nyu.edu/mgt)

### **M.B.A. Courses**

Managing Organizations, B01.1302

Strategy I, B01.2103 (*Langone*)

Strategy II, B01.2104 (*Langone*)

Strategy, B01.2301 (*Full-Time*)

Managing in the Performing Arts,  
B65.2121

Social Entrepreneurship, B65.2128

Corporate Venturing, B65.2130

Collaboration, Conflict, and  
Negotiation, B65.2159

Advanced Topics in Negotiation,  
B65.2160

Corporate Governance, B65.2176

Women in Business Leadership,  
B65.2300

Managing the Growing Company,  
B65.2327

Multinational Business Management,  
B65.2340

Managing High Performing Teams,  
B65.2351

Managing Change, B65.2353

Analysis of Organizations, B65.2370

Models of Corporate Social  
Responsibility, B65.3101

Developing Managerial Skills,  
B65.3321

Game Theory and Business Strategy,  
B65.3323

Advanced Strategic Analysis, B65.3328

Foundations of Entrepreneurship,  
B65.3335

Technology Innovation and New  
Product Development, B65.3356

Power and Politics in Organizations,  
B65.3366

### **Doctoral Courses**

Research Methods, B65.3301

Organizational Behavior, B65.3371

Organization Theory, B65.3372

Cognition in Organizations, B65.3395

Strategy, B65.3398

Dissertation Seminar, B65.9900

## **MARKETING**

Web site: [www.stern.nyu.edu/marketing](http://www.stern.nyu.edu/marketing)

### **M.B.A. Courses**

Marketing Concepts and Strategies,  
B01.2310

Fundamentals of Digital Markets,  
B55.3338

Globalization of the Entertainment  
Industry, B70.2112

Professional Management in  
Entertainment and Media Industries,  
B70.2113

The Business of Sports Marketing,  
B70.2114

The Business of Producing:  
Entrepreneurship in Entertainment and  
Media, B70.2116

Television Management, B70.2118

Entertainment and Media Industries,  
B70.2119

Movie Marketing, Distribution, and  
Exhibition, B70.2120

Marketing Engineering, B70.2154

Marketing of Hi-Tech Products,  
B70.2190/B70.2390

Advertising Management, B70.2309

Commerce and Craft of Cinema,  
B70.2313

The Business of Broadcast and Cable,  
B70.2315

Marketing of Financial Services,  
B70.2321

Introduction to Marketing Research,  
B70.2327

Building and Managing Customer  
Relationships, B70.2345

Consumer Behavior, B70.2347

Pricing and Promotion in the Marketing  
Mix, B70.2352

Competitive Strategy in the  
Marketplace, B70.2361

Brand Planning for New and Existing  
Products, B70.2365



New Product Marketing and Design,  
B70.2370

International Marketing Management,  
B70.2385

### Doctoral Courses

Research Implementation, B70.4374

Behavioral Applications in Marketing  
II, B70.4382

Quantitative Applications in Marketing  
II, B70.4392

Behavioral Applications in Marketing I,  
B70.4381

Quantitative Applications in Marketing  
I, B70.4391

Ph.D. Dissertation Seminar, B70.9901-  
9918

### INTERAREA COURSES

#### M.B.A. Courses

Economics and the Arts, B55.2115

Managing Financial Businesses,  
B55.2310

Managing Investment Funds,  
B55.3320

Models of Leadership  
Communications Industry,  
B55.2150

Models of Leadership, B55.2350

Social Venture Fund Practicum,  
B55.3335

### Doctoral Courses

Current Topics: Tech for Teaching,  
B55.3359

Behavioral Research Methods,  
B55.4388

Interdepartmental Topics Workshop,  
B55.3365

Continuous Time Processes, B55.9910

Panel Data Analysis, B55.9912

### SCHOLARSHIPS AND FELLOWSHIPS

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

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

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

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

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

**Harvey Beker Scholarship with a Moral Contract.** This scholarship was created through the generous support of

Harvey Beker M.B.A. '75 to inspire the recipients to participate in the act of giving back to help future students excel and succeed. Scholarships are awarded in a student's first year and are renewable for the second year.

**The Anne Hudson and Frank J. Berlin Scholarship Fund.** This scholarship fund was created through the generosity of Anne Hudson Russell Berlin in memory of her husband, Frank J. Berlin. These scholarships are awarded to female students pursuing the M.B.A. degree.

**Beta Gamma Sigma Alumni Scholarship.** The Beta Gamma Sigma Alumni Scholarship is awarded to a graduate student in Beta Gamma Sigma who will be enrolled for at least one additional year and needs financial assistance.

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

**Zenas Block Scholarship.** This scholarship was established to honor Professor Zenas Block, a professor of management at Stern for over 20 years and a prominent teacher at the Berkley Center for

Entrepreneurial Studies. It is awarded to an M.B.A. student interested in entrepreneurship.

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

**Booz Allen Hamilton Scholarship.** NYU Stern and Booz Allen Europe have partnered to offer a special scholarship opportunity for female M.B.A. candidates who have a strong connection to the United Kingdom or who have pristine knowledge of a European language other than English. Women who have been admitted to NYU Stern's Full-Time M.B.A. program and who have an interest with Booz Allen Europe over the summer are encouraged to apply.

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

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

**Citigroup Scholarship for Minority Students and Women.** Established in academic year 2001-2002, Citigroup awards merit-based scholarships to minority students majoring in finance. They also award merit-based scholarships to women majoring in finance.

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

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

**Credit Suisse First Boston M.B.A. Fellowship.** CSFB offers a one-year fellowship to top M.B.A. students of African American and Hispanic heritage at Stern who are interested in pursuing careers in the investment banking industry. Students are nominated by the Admissions Committee and may be asked to complete a separate application.

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

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

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

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

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

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

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

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

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

**Amerada Hess Scholarship.** Scholarships are awarded to first-year and second-year M.B.A. students who have two or more years of work experience in energy or manufacturing or with a public accounting firm. Candidates should have an undergraduate degree in the engineering field, earth sciences, or accounting/finance.

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

**Harry A. Hopf Memorial Fellowships.** The Harry A. Hopf Memorial Fellowship Fund provides fellowships to honor and perpetuate the memory of Harry A. Hopf and the contributions he made to the field of management. Hopf Fellows are selected annually from outstanding M.B.A. candidates pursuing studies in management.

**JPMorgan Chase Fellowships.** JPMorgan Chase provides fellowships to outstanding minority students demonstrating academic excellence and leadership skills. The students will be eligible for paid internships at JPMorgan Chase Bank.

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

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

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

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

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

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

**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.

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

**Money Marketeers of New York University Scholarships.** The Money Marketeers of New York University provide several scholarships annually to full-

or Part-Time students who have demonstrated high academic achievement. These awards are available to students who have completed at least half of the requirements for the Stern M.B.A.

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

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

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

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

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

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

**Paul Bailey Pizzitola Memorial Fund Scholarship.** This scholarship has been established in memory of Paul Bailey Pizzitola, who attended the Stern School of Business. It is offered to a worthy M.B.A. student who has survived a life-threatening disease; a dyslexic student; or a student who graduated from Brown University or St. Ignatius Loyola High School in New York City.

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

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

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

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

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

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

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

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

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

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

**Sumitomo Bank Global Foundation Scholarships.** The Sumitomo Bank Global Foundation, Inc. established this scholarship through a special grant to Stern. The funds are awarded to M.B.A. students, preferably from Asian countries.

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

**Barbara Parker-Thompson Scholarship.** This scholarship has been established to fund students with

disabilities who are enrolled at the Stern School of Business.

**Toigo Fellowship.** NYU Stern has recently joined the Robert A. Toigo Foundation—an organization that provides financial assistance, mentoring, summer internships, and job placement services to the top minority candidates in the country. If you plan to focus your M.B.A. studies on finance and pursue a finance-related career, you may be eligible for a Toigo Fellowship. As an applicant of African American, Native American, or Hispanic descent, you are eligible to apply for this prestigious scholarship opportunity.

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

**Unilever Scholarships.** These scholarships are awarded to first-year M.B.A. students who are interested in a career in product marketing and finance.

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

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

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

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

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

**David Wood Memorial Fellowship.** The officers and members of the Municipal Bond Club of New York and the Municipal Forum of New York, to honor and perpetuate the memory of David M. Wood, have established this scholarship at the Stern School. It is

awarded to an outstanding doctoral student in finance who desires a career in municipal finance.

***Larry and Carol Zicklin M.B.A. Merit Scholarship.***

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

## REGISTRATION AND 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 improperly registered.

## COURSE NUMBERS

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

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

**Course Designators (BXX):**

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

**Section Numbers (FF):**

10-19	=	Evening class, fall
30-39	=	Evening class, spring
60-79	=	Evening class, summer
01-06	=	Day class, fall
20-26	=	Day class, spring
00, 0P	=	Weekend class (any semester)
0A-0C	=	Alternate delivery, weekend
S1-S4	=	Spring break
U1-U9	=	Late summer intensive module
W1-W6	=	Winter intensive module

## IMMUNIZATION REQUIREMENTS

New York State Public Health Laws 2165 and 2167 mandate that all students registering for 6 credits or more in a degree-granting program provide immunization documentation for measles (rubeola), mumps, and rubella (German measles) (NYSPHL 2165) and 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 may prevent NYU students from entering the lottery and registering for classes. Appointments are available for immunizations at NYUHC (212-443-1199). 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.



## **REQUIRED NOTIFICATIONS**

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

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

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

## **TUITION AND FEES**

### **Payment Methods**

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

**Credit Card.** For instructions, please visit our Web site at [www.stern.nyu.edu/bursar](http://www.stern.nyu.edu/bursar) or telephone 212-998-0630.

**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, payable in full upon registration.

**Tuition Remission.** Students receiving NYU tuition remission must submit a properly completed and approved Application for Tuition Remission Form (available on the Web at [www.nyu.edu/hr](http://www.nyu.edu/hr)) and enclose a check, cash, or money order for any portion of the charges not covered by tuition remission.

**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 course or minimum grade requirement, 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 all special fees, 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 of) will be charged on the unpaid balance. Failure to meet payment on time will result in a penalty charge of \$100.

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

If a loan has been certified and a loan credit is not in the Stern Bursar's Office, the student should go to the Stern Office of Financial Aid, 44 West Fourth Street, Room 6-120.

All student loan funds are sent directly to the Bursar's Office in the form of either a two-party check made out to both the student and New York University or by electronic funds transfer (EFT). When we receive a check, we send notification to

the student that it is awaiting endorsement. Once endorsed, it is applied to the student's account. When we receive an EFT, we automatically credit the student's account, if eligibility requirements are met. If a credit balance remains after all bills are paid, a refund is mailed directly to the student in a reasonable time.

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

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

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

**Veterans Status and Benefits.** Various Department of Veterans Affairs (VA) programs provide educational benefits for spouses, sons, and daughters of deceased or permanently disabled veterans as well as for veterans and in-service personnel, subject to certain restrictions. Under most programs, the student pays tuition and fees at the time of registration but will receive a monthly allowance from Veterans Affairs. Veterans with service-connected disabilities may be qualified for educational benefits under Chapter 31. An applicant for this program is required to submit to the Department of Veterans Affairs a letter of acceptance from the college he or she wishes to attend. On meeting the requirements for the Department of Veterans Affairs, the applicant will be given an Authorization for Education (VA Form 22-1905), which must be presented to the veterans coordinator, Stern Office of Records and Registration, 44 West Fourth Street, Suite 6-100, before registering for course work.

The VA usually sends allowance checks directly to the veteran. Veterans and eligible dependents should contact the veterans coordinator in the Office of Records and Registration each term they want VA certification of enrollment.

All veterans should reach the educational objective (bachelor's or 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.

Applications or further information may be obtained from the regional office of the Department of Veterans Affairs. Additional guidance may be obtained from the Office of the University Registrar, 25 West Fourth Street, 1st Floor. Since interpretation of regulations governing veterans' benefits is subject to change, veterans should keep in touch with the Department of Veterans Affairs or with NYU's Office of the University Registrar.

## **Penalties**

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

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

## **Arrears Policy**

The University reserves the right to deny registration and withhold all information regarding the record of any student who is in arrears in the payment of tuition, fees, loans, or other charges (including charges for housing, dining, and other activities and services) for as long as any arrears remain. If the University refers any unpaid accounts for collection, the student is held responsible for all associated charges including attorney's fees of up to one third of the balance, to the full extent permitted by law.

## Fees and Graduation

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

## FINAL ASSESSMENTS AND GRADES

### ASSESSMENTS

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

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

### GRADES

#### Standard Letter Grades and Grade Point Average

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  $3 \times 4$ , 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.

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

#### 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.

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.

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

### **Other Grades**

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

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

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

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

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

**W – Withdrawal.** Means the student voluntarily and officially withdrew from the course (after the deadline for dropping with a refund) and received no credit. Students may drop any course for which they are registered and automatically receive a “W” by processing a program change form at the Office of Records and Registration any time through the withdrawal deadline. (See [www.stern.nyu.edu/bursar](http://www.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 or Global Business Immersion were not completed successfully.

### **Auditing Courses**

Students may audit classes by request at the time of registration or within the first three weeks of the fall or spring semester and within the first week of the summer semester. (Auditor status cannot be revoked once it has been requested.) Full tuition and fee charges apply and audited classes will not count toward the required degree program credits. An audited class cannot be taken again for credit and a grade.

### **Repeating Courses**

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

## **RECORDS AND TRANSCRIPTS**

### **GRADE REPORTS**

At the end of each semester, subject to completion of the Course Faculty Evaluation (CFE) for each course and at the end of the associated CFE reporting period, grades will be posted on the Web. Students are expected to complete a CFE for each course they take. If the CFE for a course is not completed, the grade for that course will not be released until 30 days after the end of the associated CFE reporting period. Upon the posting and release of grades for all courses taken during the semester, as outlined above, a grade report will also be mailed to each student.

### **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 Chancellor 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.<sup>11</sup>

- |             |   |
|-------------|---|
| Category I  | Name, dates of attendance, NYU school or college, class, previous institution(s) attended, major field of study, degree(s) conferred (including dates), honors and awards (including dean’s list) |
| Category II | Past and present participation in officially recognized sports and activities, physical factors (e.g., height, weight of athletes), date and place of birth                                       |

Currently enrolled students may refuse to permit disclosure of this information. To do so, a student should complete a form requesting nondisclosure at the Office of Records and Registration. A hold will be placed on the release of directory information filed with the Registrar, which will remain in effect until the student files a written request to remove it. A request not to disclose directory information may apply to Category I, to Category II, or to both, but there cannot be selective exclusion of items within either category.

If a student does not specifically request the withholding of directory information by filing the appropriate University form, 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 to 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**

Pre-Commencement is the Stern School’s own graduation ceremony, usually held the day before the University Commencement exercises. Pre-Commencement activities include speakers, presentation of candidates for graduation, and conferring of prizes and awards. Invitations for Pre-Commencement 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 at Washington Square to be held on May 11, 2006. The ceremony includes a major address, a student valedictory, the awarding of honorary degrees to distinguished individuals, and the conferring of degrees for all schools and colleges of New York University. One ceremony a year is held for September, January, and May graduates.

### ***APPLICATION FOR DEGREE CANDIDACY***

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

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

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<sup>11</sup> Under federal law, address information, telephone listings, and age are also considered directory information for military recruitment purposes.

## **PAYMENT OF FEES AND COURSE COMPLETION DEADLINE**

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

## **PRIZES**

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

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

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

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

**The David M. Graifman Annual Award in Finance.** Established by the Huhn family, the Graifman family, and several corporate and individual sources, the David M. Graifman Annual Award honors the memory of alumnus David M. Graifman (M.B.A., '91), former vice president of Keefe, Bruyette, & Woods, Inc., who died in the tragic events of September 11, 2001. This award is presented each year for the best dissertation submitted by a student pursuing his or her Ph.D. in the Stern Department of Finance doctoral program. The Graifman scholar displays a deep understanding of finance and original insights into how financial markets function through a creative and rigorously researched thesis. This award helps make real the key objective of the Department of Finance's doctoral program: to prepare students for research positions in top academic institutions.

**The John W. Harriman Award.** Mrs. Harriman has established a prize and a medal in memory of John W. Harriman and his contribution as vice dean in starting the day program at the Stern School. The award goes to a graduating Full-Time student judged to have an outstanding record and potential in the fields related to international business.

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

**The Joseph Kolodny Prizes.** The National Association of Tobacco Distributors has established these prizes to honor Joseph Kolodny, its founder and managing director. These prizes are awarded to outstanding students in marketing and management.

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

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

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

**The Hector Lazo Memorial Award in Marketing.** Friends and former students of the late Professor Hector Lazo established this annual memorial award for a Full-Time marketing student who has completed requirements of the M.B.A. with highest promise and scholarship.

**The Harold W. MacDowell Award.** Established to honor the memory of the longtime director of the Stern School's doctoral program, a citation is awarded annually to the Ph.D. candidate who best exemplifies qualities of and dedication to scholarship.

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

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

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

**The New York State Society of Certified Public Accountants Award.** Given to the advanced degree candidate who has completed the curriculum required for

admission to the New York CPA examination with the highest general average in accounting.

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

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

**The Society for Information Management Award.** This award is presented by the Greater New York Chapter of the Society for Information Management to a graduating student majoring in information systems who has demonstrated outstanding scholarship.

**Stern Service Awards.** The dean of the Stern School recognizes with awards graduating students who have

performed meritorious service to the School and the University.

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

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

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

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

## SCHOOL AND UNIVERSITY FACILITIES AND SERVICES

### STERN

Information Technology (Stern)	212-998-0180	<a href="http://www.stern.nyu.edu/it">www.stern.nyu.edu/it</a>
M.B.A. Student Activities Office	212-998-0930	<a href="http://w4.stern.nyu.edu/studentactivities/">http://w4.stern.nyu.edu/studentactivities/</a>
Office of Career Development	212-998-0623	<a href="http://www.stern.nyu.edu/ocd">www.stern.nyu.edu/ocd</a>
		<a href="http://w4.stern.nyu.edu/studentactivities/involved.cfm?doc_id=4799">http://w4.stern.nyu.edu/studentactivities/involved.cfm?doc_id=4799</a>
On-Campus Housing Palladium	212-998-0930	

### NEW YORK UNIVERSITY

Elmer Holmes Bobst Library	212-998-2500	<a href="http://library.nyu.edu">http://library.nyu.edu</a>
Campus Safety	212-998-2222	<a href="http://www.nyu.edu/public.safety">www.nyu.edu/public.safety</a>
Dining Services	212-995-3030	<a href="http://www.nyudining.com">www.nyudining.com</a>
Off-Campus Housing	212-998-4620	<a href="http://www.nyu.edu/housing/offcampus">www.nyu.edu/housing/offcampus</a>
Campus Dining Services	212-995-3030	<a href="http://www.nyudining.com">www.nyudining.com</a>
Student Health Center	212-443-1000	<a href="http://www.nyu.edu/nyuhc">www.nyu.edu/nyuhc</a>
Student Health Insurance Services Office	212-443-1020	<a href="http://www.nyu.edu/nyuhc/insurance">www.nyu.edu/nyuhc/insurance</a>
University Counseling Services	212-998-4780	<a href="http://www.nyu.edu/counseling">www.nyu.edu/counseling</a>
NYU Bookstores	212-998-4667	<a href="http://www.bookstores.nyu.edu">www.bookstores.nyu.edu</a>
Computer Store	212-998-4672	<a href="http://www.bookstores.nyu.edu">www.bookstores.nyu.edu</a>
Professional Bookstore	212-998-4680	<a href="http://www.bookstores.nyu.edu">www.bookstores.nyu.edu</a>
Coles Sports and Recreation Center	212-998-2020	<a href="http://www.nyu.edu/athletics/facilities">www.nyu.edu/athletics/facilities</a>
The Palladium Athletic Facility	212-992-8500	<a href="http://www.nyu.edu/palladiumathleticfacility">www.nyu.edu/palladiumathleticfacility</a>

## FACULTY

### Full-Time Faculty

**Alcacer, Juan,** Assistant Professor of Management and International Business; M.B.A. 1993, Instituto De Estudios Superiores En Administracion; M.A. 1998, University of Michigan; Ph.D. 2001, University of Michigan

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

**Almeida, Heitor**, Assistant Professor of Finance; B.A. Economics 1991, Brazil; B.A. Business Administration 1992, Brazil; M.A. Economics 1995, Brazil; Ph.D. 2000 University of Chicago

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

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

**Araman, Victor**, Assistant Professor of Information, Operations and Management Sciences; Engineering Deg 1996, Ecole Centrale, Nantes/Paris; M.S. 1997, Stanford University; Ph.D. 2002, Stanford University

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

**Asker, John**, Assistant Professor of Economics; B.S. 1999, Australian National University; A.M. 2002, Ph.D. 2004, Harvard University

**Assael, Henry**, Professor of Marketing; B.A. 1957, Harvard University; M.B.A. 1959, University of Pennsylvania; Ph.D. 1965, Columbia University

**Baccara, Mariagiovanna**, Assistant Professor of Economics; B.A. 1994, University of Trieste (Italy); M.A. 1997, Ph.D. 2003, Princeton University

**Backus, David**, Heinz Riehl Professor of Finance and Economics, Chair of Accounting Department; B.A. 1975, Hamilton College; Ph.D. 1981, Yale University

**Bakos, Yannis**, Associate Professor of Information Systems; B.S. 1980, MIT; M.S. 1984, MIT; Ph.D. 1988, MIT

**Balachandran, Kashi**, Professor of Accounting; B.E. 1962, Madras; M.S. 1964, University of California; Ph.D. 1968, University of California

**Bali, Turan**, Visiting Associate Professor of Finance; B.A. 1995, Bogazici University, Turkey; M.Phil. 1999, Ph.D. 1999, CUNY

**Bar-Isaac, Yeheskel**, Assistant Professor of Economics; B.A. 1995, Oxford University; M.S.c. 1997, M.Phil. 2000, Ph.D. 2004, London School of Economics

**Bartov, Eli**, Professor of Accounting, Research Professor; B.A. 1977, Tel-Aviv; Ph.D. 1989, University of California (Berkeley)

**Baumol, William**, Professor of Economics, Harold Price Professor of Entrepreneurship, Academic Director, Berkley Center; B.S.S. 1942, College of the City of New York; Ph.D. 1949, University of London

**Bildersee, John**, Professor of Accounting; B.A. 1966, Princeton University; M.B.A., University of Chicago; Ph.D. 1971, University of Chicago

**Blackburn, Kara**, Clinical Assistant Professor of Management Communication; B.A. 1996, Connecticut College; M.A. 2002, Columbia University

**Blader, Steven**, Assistant Professor of Management; B.A. 94, University of Pennsylvania; M.A. 1999, Ph.D. 2002, New York University

**Blount-Lyon, Sally**, Abraham L. Gitlow Professor of Management & Organizations; Vice Dean and Dean, Undergraduate College; B.S.E. 1983, Princeton University; M.S. 1991, Northwestern University; Ph.D. 1992, Northwestern University

**Bower, Patricia**, Clinical Associate Professor of Management Communication; B.A. 1965, University of California; M.A. 1972, New York University

**Brandenburger, Adam**, J.P. Valles Professor of Business Economics and Strategy; B.A. 1981, University of Cambridge; M.Phil. 1982, University of Cambridge; Ph.D. 1986, University of Cambridge

**Brenner, Menachem**, Professor of Finance; B.A. 1969, Hebrew University; M.A. 1971, Cornell University; Ph.D. 1974, Cornell University

**Brief, Richard**, Professor of Statistics and Accounting; B.A. 1955, Dartmouth College; M.B.A. 1958, Dartmouth College; Ph.D. 1964, Columbia University

**Brown, Stephen**, David S. Loeb Professor of Finance; B.E.c. (Hons) 1971, Monash; M.B.A. 1974, University of Chicago; Ph.D. 1976, University of Chicago

**Brown, Paul**, Professor of Accounting, Academic Director of TRIUM; B.A. 1972, Franklin and Marshall College; M.B.A. 1978, University of Texas (Austin); Ph.D. 1979, University of Texas (Austin)

**Buchanan, Bruce**, C. W. Nichols Professor of Business Ethics, Director, Markets, Ethics, and Law Program; B.S. 1977, MIT; Ph.D. 1983, Columbia University

**Cabral, Luis**, Professor of Economics, Chair of Economics Department, Research Professor; B.A. 1983, Catholic University of Portugal; M.S. 1985, New University of Lisbon; Ph.D. 1989, Stanford University

**Caldentey, Rene**, Assistant Professor of Operations Management; Civil Industrial Engineer, 1994, University of Chile; Ph.D. 2001, MIT

**Calderon, Jeanne**, Clinical Associate Professor of Business Law; B.A. 1975, Cornell University; J.D. 1978, Georgetown University

**Carpenter, Jennifer**, Associate Professor of Finance; B.S. 1987, Pennsylvania; M.A. 1993, Pennsylvania; M.A. 1994, Pennsylvania; Ph.D. 1995, Pennsylvania

**Cattani, Gino**, Assistant Professor of Management; B.A. 1991, University of Pisa; Ph.D. 2004, University of Pennsylvania

**Chakravarti, Amitav**, Assistant Professor of Marketing; B.A. 1994, University of Bombay; M.A. 1995, University of Bombay; M.B.A. 1997, Indian Institute of Foreign Trade; Ph.D. 2002, University of Florida

**Chen, Yuxin**, Associate Professor of Marketing; B.S. 1992, Fudan University; M.S. Program in Computer Science 1994, Zhejiang University; M.S., B.A. 1997, Ph.D. 1999, Washington University (St. Louis)

**Chernoff, Henry**, Clinical Associate Professor of Information, Operations and Management Sciences; B.S. 1968, New York University; M.S. 1975, New York University; Ph.D. 1985, New York University

**Choi, Frederick**, Distinguished Service Professor of Business; B.B.A. 1965, M.B.A. 1968, University of Hawaii; Ph.D. 1972, University of Washington

**Cleanthous, Paris**, Assistant Professor of Marketing; B.S. 98, University of Michigan; M.A. 2000, M Phil 2001, Ph.D. 2003, Yale University

**Clementi, Gian Luca**, Assistant Professor of Economics; B.A. 93, Università di Bologna; M.A. 98, Ph.D. 2000, University of Rochester

**Cohen, Daniel**, Assistant Professor of Accounting; B.A. 1997, M.B.A. 1999, Hebrew University; Ph.D. 2004, Northwestern University

**Cooley, Thomas**, Paganelli-Bull Professor of Business and International Trade, Dean, Leonard N. Stern School of Business, Professor of Economics & International Business, Professor of Economics - FAS, Chair, Economics; B.S. 1965, Rensselaer Polytechnic Institute; M.A. 1969, University of Pennsylvania; Ph.D. 1971, University of Pennsylvania

**Corfman, Kim**, Associate Professor of Marketing, Vice Dean for M.B.A. Programs; B.A. 1977, Princeton University; M.B.A. 1982, Columbia University; Ph.D. 1985, Columbia University

**Craig, C. Samuel**, Catherine & Peter Kellner Professorship in Entrepreneurship and Arts and Media Management, Dir, Entertainment, Media, and Technology Program, Deputy Chair, Marketing; B.A. 1965, Westminster College; M.S. 1967, Rhode Island; Ph.D. 1971, Ohio State University

**Czepiel, John**, Professor of Marketing; B.S. 1964, Illinois Institute of Technology; M.S. 1972, Northwestern University; Ph.D. 1972, Northwestern University

**Damodaran, Aswath**, Professor of Finance; B.Com. 1977, Loyola College, Madras; M.S. 1979, Indian Institute of Management; M.B.A. 1981, Ph.D. 1985, University of California (UCLA)

**Deo, Rohit**, Associate Professor of Statistics and Operations Research; B.S. 1988, Fergusson College (India); M.S. 1990, University of Poona (India); Ph.D. 1995, Iowa State University

**Dhar, Vasant**, Professor of Information Systems, Deputy Chair, Information Systems Group, Co-Director of Center for Digital Economy Research; B.S. 1978, Indian Institute of Technology; M. Phil. 1982, Ph.D. 1984, University of Pittsburgh

**Dokko, Gina**, Assistant Professor of Management; B.S. 1985, Wharton; M.S. 1991, Carnegie Mellon University, GSIA, Ph.D. 2004, University of Pennsylvania

**Dontoh, Alex**, Associate Professor of Accounting, Deputy Chair, Accounting; B.S. 1973, Ghana; M.B.A. 1976, University of California (Berkeley); Ph.D. 1984, New York University

**Douglas, Susan**, Paganelli-Bull Professor of International Business, Professor of Marketing; B.A. 1962, University of Manchester; M.A. 1964, University of Manchester; Ph.D. 1969, University of Pennsylvania

**Dunbar, Roger**, Professor of Management; B.Com. 1963, University of Otago; M.Com. 1966, University of Otago; Ph.D. 1970, Cornell University

**Economides, Nicholas**, Professor of Economics; B.S. 1976, London School of Economics; M.A. 1979, California (Berkeley); Ph.D. 1981, California (Berkeley)

**Edmond, Christian**, Assistant Professor of Economics; B.A. 1996, B.Econ. 1997, University of Queensland; M.A. 2000, Ph.D. 2004, University of California

**Elton, Edwin**, Nomura Professor of Finance, Director of Doctoral Program; B.A. 1961, Ohio Wesleyan; M.S. 1965, Carnegie Mellon University; Ph.D. 1970, Carnegie Mellon University

**Engle, Robert**, Michael Armellino Professorship in the Management of Financial Services; B.S. 1964, Williams; M.S. 1966, Cornell University; Ph.D. 1969, Cornell University

**Fang, Christina**, Assistant Professor of Management; B.A., 1997, Nanyang Technological University, Singapore; M.A. 2001, Ph.D. 2003, University of Pennsylvania

**Figlewski, Stephen**, Professor of Finance; B.A. 1969, Princeton University; Ph.D. 1976, MIT

**Fogli, Alessandra**, Assistant Professor of Economics and International Business; Laurea in Economics 1994, Milan; M.A. 1995, Italy; Ph.D. 2000, University of Pennsylvania

**Freedman, Richard**, Distinguished Service Professor of Management; B.S. 1961, New York University; M.B.A. 1962, New York University; Ph.D. 1967, New York University

**Fried, Haim Dov**, Associate Professor of Accounting; B.Com. 1971, Sir George Williams (Montreal); M.B.A. 1974, York University (Toronto); Ph.D. 1978, New York University

**Froewiss, Kenneth**, Clinical Professor of Finance; A.B. 1967, Harvard College; Ph.D. 1977, Harvard University

**Frydman, Halina**, Associate Professor of Statistics and Operations Research; B.S. 1972, Cooper Union; M.A. 1974, Columbia University; M.Phil. 1976, Columbia University; Ph.D. 1978, Columbia University

**Galloway, Scott**, Clinical Associate Professor of Marketing; B.A. 1987, University of California (LA); M.B.A. 1992, University of California (Berkeley)

**Garud, Raghu**, Associate Professor of Management; B.Tech. 1978, Indian Institute of Technology; M.B.A. 1980, Xavier Labor Relations Institute (India); Ph.D. 1989, University of Minnesota

**Gaur, Vishal**, Assistant Professor of Operations Management; B.Tech. 1993, Indian Institute of Technology; M.B.A. 1995, Indian Institute of Management; M.A. 2000, Ph.D. 2001, University of Pennsylvania

**Ghose, Anindya**, Assistant Professor of Information, Operations and Management Sciences (IOMS); B. Tech. 1996, Regional Engineering College, India; M.B.A. 1998, Indian Institute of Management; M.S. 2002, Ph.D. 2004, Carnegie Mellon University

**Ginsberg, Ari**, Professor of Management; B.H.L. 1975, Israel; M.A. 1977, Columbia University; M.B.A. 1982, University of Pittsburgh; Ph.D. 1985, University of Pittsburgh

**Gittelman, Michelle**, Assistant Professor of Management and Organizational Behavior; B.A. 1983, Tufts; M.B.A.-M.I.A. 1989, Columbia University; Ph.D. 2000, University of Pennsylvania

**Gode, Dhananjay**, Clinical Associate Professor of Accounting, Taxation and Business Law; B.S. 1986, Banaras Hindu; M.B.A. 1988, Indian Institute of Management; M.S. 1990, Carnegie Mellon University; M.S. 1992, Carnegie Mellon University; Ph.D. 1994, Carnegie Mellon University

**Golder, Peter**, Associate Professor of Marketing; B.S. 1984, University of Pennsylvania; M.S. 1988, National; Ph.D. 1994, University of Southern California

**Greene, William**, Professor of Economics; B.S. 1972, Ohio State; M.A. 1974, University of Wisconsin; Ph.D. 1976, University of Wisconsin

**Greenleaf, Eric**, Associate Professor of Marketing; B.S. 1977, University of New Hampshire; M.B.A. 1981, Columbia University; Ph.D. 1986, Columbia University

**Gruber, Martin**, Nomura Professor of Finance; B.S. 1959, MIT; M.B.A. 1961, Columbia University; Ph.D. 1966, Columbia University

**Guthrie, Douglas**, Associate Professor of Sociology; A.B. 1992, Chicago; M.A. 1994, Ph.D. 1997, University of California (Berkeley)

**Hasbrouck, Joel**, Kenneth G. Langone Professorship in Business; B.S. 1974, Haverford College; M.A. 1980, Pennsylvania; Ph.D. 1981, Pennsylvania

**Hendler, Richard**, Clinical Associate Professor of Business Law; B.S. 1985, New York University; J.D. 1988, New York University

**Hipscher, Aaron**, Clinical Professor of Accounting; B.A. 1965, Rutgers University; M.B.A. 1966, Rutgers University

**Hurvich, Clifford**, Professor of Statistics and Operations Research, Research Professor; B.A. 1980, Amherst College; M.A. 1982, Princeton University; Ph.D. 1985, Princeton University

**Ipeiritis, Panagiotis**, Assistant Professor of Information, Operations and Management Sciences (IOMS); B.S. 1999, University of Patras, Greece; M.S. 2001, Ph.D. 2004, Columbia University

**Jacoby, Jacob**, Merchants Council Professor of Retail Management and Consumer Behavior; B.A. 1961, Brooklyn College; M.A. 1963, Brooklyn College; Ph.D. 1966, Michigan State University

**Janakiraman, Ganesh**, Assistant Professor of Information, Operations and Management Sciences (IOMS); B. Tech. 1998, Indian Institute of Technology, Madras; Ph.D. 2002, Cornell University

**Jing, Bing**, Assistant Professor of Information Systems; B.E. 1992, Beijing Information Technology Institute; M.B.A. 1996, Bentley College; M.S. 1998, Ph.D. 2001, University of Rochester

**John, Teresa**, Associate Professor of Accounting; B.S. 1975, University of Florida; B.S.-B.A. 1976, University of Florida; Ph.D. 1986, New York University



**John, Kose**, Charles William Gerstenberg Professor of Banking and Finance; B.S. 1970, India; M.S. 1974, Florida Institute of Technology; Ph.D. 1978, University of Florida

**Jones, Seymour**, Clinical Professor of Accounting; B.A. 1952, CUNY; M.B.A. 1954, New York University

**Kallberg, Jarl**, Associate Professor of Finance; B.S. 1972, University of British Columbia; M.S. 1974, Simon Fraser University; Ph.D. 1979, University of British Columbia

**Kane, Aimee**, Assistant Professor of Management and Organizations; B.A. 1996, Duke University; M.S. 2001, Ph.D. 2004, Carnegie Mellon University

**Katz, Barbara**, Professor of Economics; B.A. 1968, University of Pennsylvania; M.A. 1969, University of Pennsylvania; Ph.D. 1973, University of Pennsylvania

**Klein, April**, Associate Professor of Accounting; B.A. 1977, Pennsylvania; M.B.A. 1979, University of Chicago; Ph.D. 1983, University of Chicago

**Kowal, Rachel**, Clinical Associate Professor of Business Law, Associate Director of Markets, Ethics and Law Programs; B.A. 1977, Cornell University; J.D. 1981, Yeshiva University

**Kruger, Justin**, Associate Professor of Marketing; B.S. 1993, Santa Clara University; Ph.D. 1999, Cornell University

**Lakner, Peter**, Associate Professor of Statistics and Operations Research; B.A. 1978, Eotvos Lorand (Budapest); M.A. 1980, Eotvos Lorand (Budapest); Ph.D. 1989, Columbia University

**Lamb, Robert**, Clinical Professor of Management; B.A. 1963, University of Chicago; M.B.A. 1976, Columbia University; Ph.D. 1970, London School of Economics

**Landier, Augustin**, Assistant Professor of Finance; M.A. and Agregation of mathematics 1997, M.A. in Economics 1998, Ecole Normale Supérieure; Ph.D. 2002, MIT

**Lant, Theresa**, Associate Professor of Management, Deputy Chair, Management & Organizations; A.B. 1981, University of Michigan; Ph.D. 1987, Stanford University

**Lechner, Anat**, Clinical Associate Professor of Management; B.S. 1998, Tel Aviv University; M.B.A. 1994, Rutgers University; Ph.D. 2000, Rutgers University.

**Lennard, Diane**, Clinical Assistant Professor of Management Communications; B.A. 1974, Bard College; M.S. 1977, Bank Street College of Education; Ph.D. 2004, Union Institute & University

**Lettau, Martin**, Assistant Professor of Finance; B.S. 1990, University of Karlsruhe (Germany); M.A. 1992, Ph.D. 1994, Princeton University

**Lev, Baruch**, Phillip Bardes Professor of Taxation, Director, Vincent C. Ross Institute of Accounting Research; B.A. 1962, Hebrew University; M.B.A. 1967, University of Chicago; Ph.D. 1968, University of Chicago

**Levich, Richard**, Professor of Finance and International Business, Deputy Chair, Finance; B.A., 1971, University of Chicago; M.B.A. 1971, University of Chicago; Ph.D. 1977, University of Chicago

**Levina, Natalia**, Assistant Professor of Information Systems; B.A. 1994, Boston University; M.A. 1994, Boston University; Ph.D. 2001, MIT

**Lieberman, Alvin**, Clinical Associate Professor of Marketing, Executive Director of Entertainment, Media and Technology Program; B.S. 1960, Cornell University; M.B.A. 1963, New York University

**Liu, Crocker**, Associate Professor of Finance; B.B.A. 1976, University of Hawaii; M.S. 1980, University of Wisconsin; Ph.D. 1988, University of Texas

**Livnat, Joshua**, Professor of Accounting; B.S. 1973, Hebrew University; M.A. 1978, New York University; Ph.D. 1978, New York University

**Ljungqvist, Alexander**, Associate Professor of Finance, Research Director, Berkley Center; M.S. 1992, Lund University (Sweden); M. Phil. 1994, M.A. 1995, Ph.D. 1995, Oxford University

**Lynch, Anthony**, Associate Professor of Finance; B.A. 1986, University of Queensland (Australia); M.A. 1988, University of Queensland; L.L.M. 1989, University of Queensland; Ph.D. 1994, University of Chicago

**Magee, Joseph**, Assistant Professor of Management; B.A. 1996, Michigan; Ph.D. 2004, Stanford University

**Maheswaran, Durairaj**, Professor of Marketing, Research Professor; B.Tech. 1973, Madras; M.B.A. 1976, Indian Institute of Management; Ph.D. 1987, Northwestern University

**Maindiratta, Ajay**, Associate Professor of Accounting; B.Tech. 1975, Indian Institute of Technology; Ph.D. 1984, Carnegie Mellon University

**Marquardt, Carol**, Assistant Professor of Accounting; B.A. 1988, University of Wisconsin; M.A. 1990, University of Arizona; Ph.D. 1997, Cornell University

**McVay, Sarah**, Assistant Professor of Accounting; B.A. 1997, University of Oregon; Ph.D. 2004, University of Michigan

**Mei, Jianping**, Associate Professor of Finance; B.S. 1982, Fudan University; M.A. 1988, Ph.D. 1990, Princeton University

**Melnick, Edward**, Professor of Statistics; B.A. 1960, Lehigh University; M.S. 1963, Virginia Polytechnic Institute; Ph.D. 1970, George Washington University

**Menon, Geeta**, Professor of Marketing, Chair of Marketing Department; B.A. 1981, Madras University; M.A. 1983, Madras University; Ph.D. 1991, University of Illinois

**Meyvis, Tom**, Associate Professor of Marketing; Licentiaat, 1996, Catholic University Leuven (Belgium); Ph.D., 2001, University of Florida

**Mezias, Stephen**, Associate Professor of Management; B.A. 1980, Columbia University; M.S. 1985, Stanford University; Ph.D. 1987, Stanford University

**Milliken, Frances**, Professor of Management; B.A. 1978, Columbia University; M.B.A. 1982, Ph.D. 1985, City College

**Morrison, Elizabeth**, Professor of Management, Research Professor; B.A. 1984, Brown; M.S. 1988, Northwestern University; Ph.D. 1991, Northwestern University

**Morwitz, Vicki**, Professor of Marketing; B.S. 1983, Rutgers University; M.S. 1986, Polytechnic University; M.S. 1989, University of Pennsylvania; Ph.D. 1991, University of Pennsylvania

**Moses, Michael**, Associate Professor of Operations Management; B.S. 1962, Worcester Polytechnic Institute; M.S. 1964, Northwestern University; Ph.D. 1968, Northwestern University

**Mueller, Holger**, Assistant Professor of Finance; M.B.A. 1993, University of St. Gallen; Ph.D. 1997, University of St. Gallen

**Muller, Eitan**, Professor of Marketing; B.S. 1973, Technion-Israel; M.B.A. 1975, Ph.D. 1977, Northwestern University

**Nayyar, Praveen**, Associate Professor of Operations Management; B.Tech. 1978, Indian Institute of Technology; M.B.A. 1981, Indian Institute of Management; Ph.D. 1988, University of Michigan

**Nelson, Leif**, Assistant Professor of Marketing; B.A. 1998, Stanford University; M.A. 2000, Ph.D. 2003, Princeton University

**Ofek, Eli**, Professor of Finance, Research Professor; B.A. 1986, Tel-Aviv; M.B.A. 1989, University of Chicago; Ph.D. 1991, University of Chicago

**Ohlson, James**, Leonard N. Stern Professor of Business, Professor of Acct & Taxation; M.B.A. 1968, University of California (Berkeley); Ph.D. 1972, University of California (Berkeley)

**Okun, Glenn**, Clinical Professor of Management and Entrepreneurship; B.A. 1984, Wesleyan University; JD/M.B.A. 1989, Harvard University

**Pacheco-De-Almeida**, Goncalo, Assistant Professor of Management; B.A. 1995, University Nova of Lisboa; M.B.A. 1996, University Nova of Lisboa; M.S. 1999, Ph.D. 2003, INSEAD

**Pedersen, Lasse**, Associate Professor of Finance; B.S. 1995, University of Copenhagen; M.S. 1997, University of Copenhagen; Ph.D. 2001, Stanford University

**Perri, Fabrizio**, William R. Berkley Professor in Economics and Business; B.S. 1992, Bocconi University; M.A. 1994, University of Pennsylvania; Ph.D. 1999, University of Pennsylvania

**Petrovits, Christine**, Assistant Professor of Accounting; B.A. 1994, M.B.A. 1999, College of William and Mary; Ph.D. 2005, University of North Carolina at Chapel Hill

**Philippon, Thomas**, Assistant Professor of Finance; M.A. 1997, Ecole Polytechnique; M.A. 1998, Delta-Ehess (France); Ph.D. 2003, MIT

**Pinedo, Michael**, Julius Schlesinger Professorship of Business Administration, Chair, Information, Operations and Management Sciences (IOMS); M.S. 1973, Delft; M.S. 1975, University of California (Berkeley); Ph.D. 1978, University of California (Berkeley)

**Porac, Joseph**, George Daly Professorship in Business Leadership, Chair, Management & Organizations; B.S. 1974, University of Pittsburgh; Ph.D. 1979, University of Rochester

**Preston, Kenneth**, Clinical Professor of Management and Entrepreneurship; B.S. 1950, New York University

**Provost, Foster**, Associate Professor of Information Systems; B.S. 1986, Duquesne University; M.S. 1988, University of Pittsburgh; Ph.D. 1992, University of Pittsburgh

**Pugel, Thomas**, Professor of Economics and International Business, Academic Director of the Langone Program, Interim Director of the Japan Center; B.A. 1974, Michigan State University; Ph.D. 1978, Harvard University

**Radner, Roy**, Leonard N. Stern Professor of Business, Professor of Economics and Information Systems; Ph.B. 1945, University of Chicago; B.S. 1950, University of Chicago; M.S. 1951, University of Chicago; Ph.D. 1956, University of Chicago

**Ravina, Enrichetta**, Assistant Professor of Finance; M.A. 2000, Northwestern University; B.A. 2001, University of Torino, Ph.D. 2005, Northwestern University

**Richardson, Matthew**, Charles Simon Professor of Applied Financial Economics, Sidney Homer Director of NYU Salomon Center, Professor of Finance; B.A. 1984, University of California (Los Angeles); M.A. 1984, University of California (Los Angeles); Ph.D. 1989, Stanford University

**Robinson, Jeffrey**, Assistant Professor of Management; B.A. 1995, B.S. 1995, Rutgers University; M.S. 1995, Georgia Institute of Technology; M.Phil. 2002, Ph.D. 2004, Columbia University

**Ronen, Joshua**, Professor of Accounting; B.A. 1959, Hebrew University; M.S. 1963, Hebrew University; Ph.D. 1969, Stanford University; CPA

**Roubini, Nouriel**, Professor of Economics and International Business; B.A. 1982, Bocconi (Milan); Ph.D. 1988, Harvard University

**Ryan, Stephen**, Associate Professor of Accounting; B.A. 1981, Dartmouth College; Ph.D. 1988, Stanford University

**Salomon, Robert**, Assistant Professor of Management; B.B.A. 1995, University of Michigan; M.Phil. 2000, Ph.D. 2002, New York University

**Sargent, Thomas**, William R. Berkley Professor of Economics and Business; B.A. 1964, University of California (Berkeley); Ph.D. 1968, Harvard University

**Saunders, Anthony**, John M. Schiff Professor of Finance, Chair, Finance; B.S. 1971, London School of Economics; M.S. 1972, London School of Economics; Ph.D. 1981, London School of Economics

**Schenkler, Irving**, Clinical Associate Professor of Management Communication, Director of Management Communications; A.B. 1975, Columbia University; M.A. 1976, Columbia University; M.Phil. 1978, Columbia University

**Schilling, Melissa**, Associate Professor of Management; B.S., 1990, University of Colorado; Ph.D., 1997, University of Washington

**Schramm II, John-David**, Clinical Assistant Professor of Management Communication; BFA 1985 (Theatre Management), Emporia State University; M.B.A. 2001, New York University

**Seshadri, Sridhar**, Toyota Motor Term Professor of Operations Management and Information Systems; B.Tech. 1978, Indian Institute of Technology; P.G.D.M. 1980, Indian Institute of Management; Ph.D. 1993, University of California (Berkeley)

**Shapira, Zur**, William R. Berkley Professor of Entrepreneurship, Professor of Management; B.S. 1970, Hebrew; M.S. 1972, Hebrew University; Ph.D. 1976, University of Rochester

**Silber, William**, Marcus Nadler Professor of Finance and Economics; B.A. 1963, Yeshiva University; M.A. 1965, Princeton University; Ph.D. 1966, Princeton University

**Simon, Gary**, Professor of Statistics, Deputy Chair, Statistics Group; B.S. 1966, Carnegie Mellon University; Ph.D. 1972, Stanford University

**Simonoff, Jeffrey**, Professor of Statistics; B.S. 1976, SUNY (Stony Brook); M.Phil. 1978, Yale University; Ph.D. 1980, Yale University

**Smith, George**, Clinical Professor of Economics and International Business; B.A. 1968, Fairleigh Dickinson University; M.A. 1970, Harvard University; Ph.D. 1976, Harvard University

**Smith, Roy**, Kenneth Langone Clinical Professor of Entrepreneurship and Finance; B.S. 1960, U.S. Naval Academy; M.B.A. 1966, Harvard University

**Sproull, Lee**, Leonard N. Stern Professor of Business, Professor of Information Systems and Management, Vice Dean for Faculty; B.A. 1967, Wellesley College; M.A.T. 1969, Wesleyan University; M.A. 1975, Stanford University; Ph.D. 1977, Stanford University

**Srivatsan, Venkataramani**, Clinical Associate Professor of Economics; B.Tech. 1985, Indian Institute of Technology; Ph.D. 1992, Columbia University

**Steckel, Joel**, Professor of Marketing; B.A. 1977, Columbia University; M.B.A. 1979, University of Pennsylvania; M.A. 1980, University of Pennsylvania; Ph.D. 1982, University of Pennsylvania

**Subrahmanyam, Marti**, Charles E. Merrill Professor of Finance, Academic Director of the Center for Innovation in Teaching and Learning; B.Tech. 1967, Indian Institute of Technology; Dipl. 1969, Indian Institute of Management; Ph.D. 1974, MIT

**Sundaram, Rangarajan**, Associate Professor of Finance; B.A. 1982, Madras; M.B.A. 1984, Indian Institute of Management; M.A. 1987, Cornell University; Ph.D. 1988, Cornell University

**Sundararajan, Arun**, Assistant Professor of Information Systems; B.S. 1993, Indian Institute of Technology; M.S. 1995, Ph.D. 1998, University of Rochester

**Sylla, Richard**, Henry Kaufman Professor of the History of Financial Institutions and Markets, Professor of Economics; B.A. 1962, Harvard University; M.A. 1965, Harvard University; Ph.D. 1969, Harvard University

**Tchisti, Alexei**, Assistant Professor of Finance; B.S. 1996, M.S. 1998, Moscow Institute of Physics and Technology; M.A. 1999, New Economic School, Russia; Ph.D. 2005, Stanford University

**Tenenbein, Aaron**, Professor of Statistics, Director of the Actuarial Science Program; B.S. 1965, Manitoba; M.A. 1966, Harvard University; Ph.D. 1969, Harvard University

**Tuzhilin, Alexander**, Associate Professor of Information Systems; B.A. 1980, New York University; M.S. 1981, Stanford University; Ph.D. 1989, New York University

**Van Nieuwerburgh, Stijn**, Assistant Professor of Finance; B.A. 1998, Universiteit Gent, Belgium; M.A. 2000, M.S. 2001, Ph.D. 2003, Stanford University

**Veldkamp, Laura**, Assistant Professor of Economics; B.A. 1996, Northwestern University; Ph.D. 2001, Stanford University

**Vulcano, Gustavo**, Assistant Professor of Information, Operations and Management Sciences (IOMS) B.S. 1994, University of Buenos Aires; M.S. 1997, University of Buenos Aires; M.phil. 2000, Ph.D. 2003, Columbia University

**Wachtel, Paul**, Professor of Economics; B.A. 1966, Queens College; M.A. 1968, University of Rochester; Ph.D. 1971, University of Rochester

**Walter, Ingo**, Seymour Milstein Professor of Ethics and Corporate Governance and Strategy, Director of Global Business Institute; B.A. 1962, Lehigh University; M.S. 1963, Lehigh University; Ph.D. 1966, New York University

**Weill, Pierre-Olivier**, Assistant Professor of Finance; B.S. 1997, Ecole Polytechnique; M.S. 1999, Ph.D. 2004, Stanford University

**Wellington, Sheila**, Clinical Professor of Management; B.A. 1952, Wellesley College; M.A. 1968, M.A. 1968, Yale University

**White, Norman**, Clinical Associate Professor of Information Systems, Faculty Director of Center for Research Computing; A.B. 1966, Harvard University; M.S. 1971, New York University; Ph.D. 1974, New York University

**White, Lawrence**, Arthur E. Imperatore Professor of Entrepreneurial Studies, Deputy Chair, Economics; B.A. 1964, Harvard University; M.S. 1965, London School of Economics; Ph.D. 1969, Harvard University

**Whitelaw, Robert**, Professor of Finance, Research Professor; B.S. 1984, University of Massachusetts; Ph.D. 1993, Stanford University

**Wiesen, Jeremy**, Associate Professor of Business Law and Accounting; B.S. 1963, University of Pennsylvania; J.D. 1966, Harvard University

**Wiesenfeld, Batia Mishan**, Associate Professor of Management; B.A. 1988, Columbia University; Ph.D. 1996, Columbia University

**Winer, Russell**, William H. Joyce Professor of Marketing, Deputy Dean, Acting Director of the Berkley Center for Entrepreneurial Studies, Co-Director of the Center For Digital Economy Research; B.A. 1973, Union College; Ph.D. 1977, Carnegie Mellon University

**Wolfenzon, Daniel**, Assistant Professor of Finance; B.S. 1994, B.S. 1994, MIT; M.A. 1999, Ph.D., 1999, Harvard University

**Wolff, Aline**, Clinical Associate Professor of Management Communication; B.A. 1966, University of California (Berkeley); M.A. 1978, Columbia University; Ph.D. 1981, Columbia University

**Wright, Robert**, Clinical Associate Professor of Economics; B.A. 1990, Buffalo State College; M.A. 1994, Ph.D. 1997, SUNY (Buffalo)

**Wrzesniewski, Amy**, Assistant Professor of Management and Organizational Behavior; B.A. 1994, University of Pennsylvania; M.A. 1996, University of Michigan; Ph.D. 1999, University of Michigan

**Wurgler, Jeffrey**, Associate Professor of Finance; B.A.S. 1994, Stanford University; M.A., Ph.D. 1999, Harvard University

**Yang, Sha**, Assistant Professor of Marketing, B.A. 1994, Renmin University of China; M.A. 1995, Ohio State University; M.S. 1998, Ohio State University; Ph.D. 2000, Ohio State University

**Yermack, David**, Associate Professor of Finance; B.A. 1985, Harvard University; J.D. 1991, Harvard University; M.B.A. 1991, Harvard University; M.A. 1993, Harvard University; Ph.D. 1994, Harvard University

**Yeung, Bernard**, Abraham Krasnoff Professor of Global Business; B.A. 1979, University of Western Ontario; M.B.A. 1981, University of Chicago; Ph.D. 1984, University of Chicago

**Zarowin, Paul**, Associate Professor of Accounting; B.A. 1977, Pennsylvania; M.B.A. 1981, University of Chicago; Ph.D. 1985, University of Chicago

**Zemel, Eitan**, W. Edwards Deming Professor of Quality & Productivity, Vice Dean of Strategic Initiatives; B.S. 1970, Hebrew University; M.S. 1972, Weizmann Institute of Science; Ph.D. 1976, Carnegie-Mellon University

**Zhang, Jiawei**, Assistant Professor of Information, Operations and Management Sciences (IOMS); B.S., 1996, M.S. 1999, Tsinghua University; Ph.D. 2004, Stanford University

## **VISITING PROFESSORS**

**De Menil, George**, Visiting Professor of Economics; B.A. 1963, Harvard College; Ph.D. 1963, MIT

**Chopra, Navin**, Visiting Associate Professor of Finance; B.Tech. 1974, Indian Institute of Technology; M.B.A. 1979, Indian Institute of Man.; Ph.D. 1990, University of Michigan

**Ferri, Arthur**, Visiting Assistant Professor of Finance; B.S.E. 1986, Princeton University; M.B.A. 1991, University of Houston; Ph.D. 1999, New York University

**Jacoby, Gady**, Visiting Associate Professor of Finance; B.A. 1989, M.A. 1993, Hebrew University; Ph.D. 1999, York University

**Kabaliswaran, R.**, Visiting Assistant Professor of Management; B. Tech. 1975, Indian Institute of Technology; M.E. 1980, Manhattan College; M.Phil. 1983, Ph.D. 1988, New York University

**Michaelson, Christopher**, Visiting Assistant Professor of Markets, Ethics and Law; B.A. 1990, Northwestern University; M.A., Ph.D., 1997, University of Minnesota

**Morsfield, Suzanne**, Visiting Assistant Professor of Accounting; B.A. 1982, M.S. 1993, Eastern Michigan University; Ph.D. 1998, University of Arizona

**Narayanan, Sunder**, Visiting Assistant Professor of Marketing; B.Tech. 1980, Indian Institute of Technology; M.B.A. 1982, Indian Institute of Management; Ph.D. 1991, Columbia University

**Rodgers, Kimberly**, Visiting Assistant Professor of Finance; B.S. 1994, University of Nebraska; Ph.D. 2000, Purdue University

**Schmeits, Anjolein**, Visiting Assistant Professor of Finance; B.S., M.S. 1991, Tilburg University (Netherlands); Ph.D. 1999, University of Amsterdam

**Sellier, Anne Laure**, Visiting Assistant Professor of Marketing; Diplome 1994, (HEC) France; CEMS M.P.A. 1995, Universita Luigi Bocconi, Italy; M.B.A. 1996, University of Warwick, England; Ph.D. 2003, Northwestern University

## **ADJUNCT PROFESSORS**

<b>Department</b>	<b>Number</b>
Accounting	6
Economics	7
Executive Programs	18
Finance	31
Information, Operations & Management Sciences	20
Management Communication	13
Management	14
Markets, Ethics and Law	12
Marketing	28
<b>TOTAL</b>	<b>149</b>