# Graduate Calendar

## 2001—Fall Semester

**R=Thursday / S*=Sunday**

<table>
<thead>
<tr>
<th>Month</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>July</td>
<td>9</td>
<td>Registration for Fall 2001 begins; it ends August 24</td>
</tr>
<tr>
<td>August</td>
<td>27</td>
<td>First day of classes for Fall 2001 Late registration begins; it ends August 30</td>
</tr>
<tr>
<td>September 1-2</td>
<td>S-S*</td>
<td>No classes scheduled</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Labor Day; College closed</td>
</tr>
<tr>
<td></td>
<td>17-19</td>
<td>M-W</td>
</tr>
<tr>
<td></td>
<td>26-27</td>
<td>W-R</td>
</tr>
<tr>
<td>October</td>
<td>8</td>
<td>Columbus Day; College closed</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>Follow a Monday schedule</td>
</tr>
<tr>
<td>November 22-23</td>
<td>R-F</td>
<td>Thanksgiving recess; College closed; classes resume November 26</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Month</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 14</td>
<td>F</td>
<td>Reading day</td>
</tr>
<tr>
<td></td>
<td>16</td>
<td>Labor Day for Fall 2001</td>
</tr>
<tr>
<td></td>
<td>17</td>
<td>Final examinations begin; they end December 23</td>
</tr>
<tr>
<td></td>
<td>24</td>
<td>Winter recess begins; College closed December 24, 25, and 31 and January 1</td>
</tr>
</tbody>
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## 2002—Spring Semester

<table>
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<tr>
<th>Month</th>
<th>Day</th>
<th>Event</th>
</tr>
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<tbody>
<tr>
<td>January 21</td>
<td>M</td>
<td>Martin Luther King, Jr. Day; College closed</td>
</tr>
<tr>
<td></td>
<td>29</td>
<td>First day of classes for Spring 2002</td>
</tr>
<tr>
<td>February 12</td>
<td>T</td>
<td>Lincoln's birthday observed; College closed</td>
</tr>
<tr>
<td></td>
<td>18</td>
<td>Presidents' Day; College closed</td>
</tr>
<tr>
<td></td>
<td>20</td>
<td>Follow a Monday schedule</td>
</tr>
<tr>
<td>March</td>
<td>25</td>
<td>Spring recess begins; classes resume April 1</td>
</tr>
<tr>
<td>May</td>
<td>15</td>
<td>Last day of classes for Spring 2002</td>
</tr>
<tr>
<td></td>
<td>16-17</td>
<td>R-F</td>
</tr>
<tr>
<td></td>
<td>18</td>
<td>Final examinations begin; they end May 24</td>
</tr>
<tr>
<td></td>
<td>27</td>
<td>Memorial Day observed; College closed</td>
</tr>
<tr>
<td></td>
<td>29</td>
<td>Commencement (tentative)</td>
</tr>
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## Scheduled Due Dates

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<th>Event</th>
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</thead>
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<tr>
<td>September 14</td>
<td>Resign without receiving a “W” grade Apply for P/N/C option</td>
</tr>
<tr>
<td>November 1</td>
<td>Apply for graduation for the current term Apply for change in status for the next term</td>
</tr>
<tr>
<td></td>
<td>Apply for overload or other permission for the next term</td>
</tr>
<tr>
<td>November 9</td>
<td>Apply for Audit (AU D) grade (nondegree students) Resign from classes with a “W” grade</td>
</tr>
<tr>
<td>December 1</td>
<td>Apply for make-up exams from the previous semester to be taken during the final examination period</td>
</tr>
<tr>
<td>December 12</td>
<td>Apply for permission to attend other institutions for the next term</td>
</tr>
<tr>
<td>December 21</td>
<td>File copy of thesis approved by thesis advisor and department chairperson in the Zicklin Graduate Studies Office (business students) Resolve incomplete and absent grades from the previous term</td>
</tr>
<tr>
<td>February 19</td>
<td>Resign without receiving a “W” grade Apply for P/N/C option</td>
</tr>
<tr>
<td>March 8</td>
<td>Apply for graduation for the current term</td>
</tr>
<tr>
<td>April 1</td>
<td>Apply for change in status for the next term Apply for overload or other permission for the next term</td>
</tr>
<tr>
<td>April 15</td>
<td>Apply for Audit (AU D) grade (nondegree students) Resign from classes with a “W” grade</td>
</tr>
<tr>
<td>May 1</td>
<td>Apply for make-up exams from the previous semester to be taken during the final examination period</td>
</tr>
<tr>
<td>May 13</td>
<td>Apply for re-admission for the next term Apply for permission to attend other institutions for the next term</td>
</tr>
<tr>
<td>May 24</td>
<td>File copy of thesis approved by thesis advisor and department chairperson in the Zicklin Graduate Studies Office (business students) Resolve incomplete and absent grades from the previous term</td>
</tr>
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**Mailing Address:** One Bernard Baruch Way, New York, NY 10010-5585  
**General Information** (646) 312-1000  
www.baruch.cuny.edu  
**Graduate Admission Inquiries**  
Zicklin School of Business (646) 312-1300  
Weissman School of Arts and Sciences (646) 312-4490  
School of Public Affairs (212) 802-5921

**Curricular Information**  
Zicklin School of Business (646) 312-3140  
Weissman School of Arts and Sciences (646) 312-4490  
School of Public Affairs (212) 802-5921
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Its History
Programs and Degrees Offered
Accreditation

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The Mildred and George Weissman School of Arts and Sciences
School of Public Affairs
Division of Continuing and Professional Studies

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Advisement Services, Office of Research and Graduate Studies of the Weissman School of Arts and Sciences
Office of Career Services of the School of Public Affairs
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Baruch Student Health Care Center
Medical Records Office
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Counseling Center
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**Important Notice of Possible Changes**

The City University of New York reserves the right, because of changing conditions, to make modifications of any nature in the academic programs and requirements of the University and its constituent colleges without advance notice. Tuition and fees set forth in this publication are similarly subject to change by the Board of Trustees of The City University of New York. The University regrets any inconvenience this may cause.

**Statement of Nondiscrimination**

Baruch College is an Equal Opportunity and Affirmative Action institution. The College does not discriminate on the basis of age, sex, sexual orientation, alienage or citizenship, religion, race, color, national or ethnic origin, disability, veteran or marital status in its student admissions, employment, access to programs, and administration of educational policies.

Carmen Pedrogo is the College Affirmative Action officer. Her office is located at 135 East 22nd Street, Room 816; her telephone number is (212) 802-2866.

Dean John Dugan, Jr., is the College coordinator for Title IX, which prohibits sex discrimination in federally assisted education programs. He is also the College Section 504/ADA Compliance coordinator for the disabled. Section 504/ADA Compliance grievance procedures are available in his office, which is located at 135 East 22nd Street, Room 712; his telephone number is (212) 802-2805.

Barbara Sirois is the College coordinator for the Office of Services for Students with Disabilities. Her office is located in Room 02-270 of the Vertical Campus, One Bernard Baruch Way; her telephone number is (646) 312-6590.
GRADUATE STUDIES—AN OVERVIEW

Baruch's graduate programs provide men and women who are college graduates with the opportunity to acquire the knowledge and skills they need for a successful career in the new millennium. These programs help students to prepare for positions of greater responsibility in business, education, or public service; to advance in their present positions; and to gain a better understanding of the effective functioning of our complex and competitive society. Because of its highly qualified faculty, numerous and diverse course offerings, and advantageous location in the heart of the financial and management center of the United States, the College is well equipped to serve students eager to do advanced work in their fields.

The staff for graduate instruction includes the graduate faculty members of Baruch College and specialists drawn from all branches of business, public service, the professions, and education. The variety of courses offered in most areas permits either intensive specialization in or acquisition of a broader knowledge of a field, depending on the desires and needs of the student. Most graduate courses are taught in the late afternoon and evening; this provides students with the opportunity to combine education with practical experience by attending classes while working either part or full time.

No residential or citizenship restrictions apply to the admission of graduate students at Baruch College; the current student body includes graduates of more than 200 colleges and universities in the United States and abroad.

THE COLLEGE

ITS MISSION

Baruch's primary mission is to educate students for effective leadership in a global political, social, and economic community, principally through programs in business and administrative disciplines but also in the arts and sciences and education. The College's mission requires the integration of exemplary, comprehensive programs in business and administrative disciplines with a broad range of courses, from introductory to advanced, in the humanities and the natural and social sciences. Baruch's mission also requires that it emphasize the importance of both its undergraduate and graduate programs and that its faculty be in the vanguard of scholarship and applied research.

In all its facets, the College is committed to incorporating principles of leadership, social responsibility, modern technology, and a global perspective into its programs. Baruch's excellent reputation was founded on the high quality of the programs established to implement its mission as the major CUNY educational system in business and the administrative disciplines. The largest collegiate business school in the country, offering CUNY's only BBA and MBA programs, Baruch ranks nationally among the best business schools for quality and cost. This is a distinguished record, which has extended CUNY's mission to areas directly connected with the economic welfare of the metropolitan region. Whether we are enjoying times of economic prosperity or weathering a recession, Baruch remains a consistently critical resource for both CUNY and New York.

ITS HISTORY

The City University of New York, created in 1961, has a tradition in higher education in New York that dates from 1847, when the Free Academy, later to become the City College of New York, was established. Baruch College has evolved from the innovative School of Business and Civic Administration established in 1919 by the Trustees of City College, who sought to centralize all courses in accounting, business, and public administration in a single educational unit. The first master's degree program in business administration was offered by the School in 1920. In 1953, by resolution of the Board of Higher Education and in honor of a distinguished alumnus and former trustee of City College, the name of the School was changed to the Bernard M. Baruch School of Business and Public Administration. In 1968 the School was reorganized by the Board of Higher Education and the Board of Regents of the University of the State of New York and, as Baruch College, was authorized to offer liberal arts and education programs in addition to its business and public administration programs. Since then it has continued to expand its horizons as well as its course offerings, faculty and staff, student enrollment, and physical facilities.

PROGRAMS AND DEGREES OFFERED

The College offers undergraduate and graduate programs of study leading to the BBA, BA, BS, BSEd, MBA, MA, MPA, MS, MSEd, and MSILR degrees through the Zicklin School of Business, the Weissman School of Arts and Sciences, and the School of Public Affairs. The City University program leading to the PhD in business is based at Baruch College, as is the PhD subprogram in industrial/organizational psychology. The combination of specialized and liberal arts studies offered here is designed to meet today's demands for high-quality education that will lead to successful careers in business, public service, and related fields.

ACCREDITATION

Baruch College is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools. The baccalaureate and master's programs of the Zicklin School of Business of Baruch College are accredited
by AACSB International—The Association to Advance Collegiate Schools of Business. In addition, the BBA and MBA in accountancy meet the standards adopted by AACSB International for accreditation of accounting programs. The MBA in health care administration is accredited by the Accrediting Commission on Education for Health Services Administration. The MPA is accredited by the National Association of Schools of Public Affairs and Administration.

The curricula of the College are registered by the University of the State of New York and the New York State Education Department as complying with the requirements for graduate degrees. In addition, the curriculum of the MBA degree in accountancy has been registered by the New York State Education Department. Completion of this curriculum will fulfill the educational requirements for admission to the New York State examination for the CPA certificate. The State Education Department has also approved the graduate curriculum leading to the PhD in business.

**COLLEGE ORGANIZATION**

There are three major educational components that make up the College: the Zicklin School of Business, the Weissman School of Arts and Sciences, and the School of Public Affairs. A non-degree-granting unit of the College, the Division of Continuing and Professional Studies, serves more than 7,000 students annually.

**ZICKLIN SCHOOL OF BUSINESS**

This is the largest and oldest of the College's three schools and one of the largest schools of its kind in the nation. The school was named the Zicklin School of Business in 1998. The BBA, MBA, M S, M SIL R, and PhD degree programs provide an opportunity to study with an outstanding faculty, many of whom are practitioners as well as scholars in their fields.

The Zicklin School is internationally prominent, emphasizing excellence in all of its programs. The School's FlexTime MBA program has been nationally ranked in the top 15 consistently over the years. Its new day Full-Time MBA is a highly competitive program with a global business focus. Its doctoral program is designed to educate researchers and teachers who will contribute to the development of new management concepts and solutions to complex problems facing industrial and public organizations. The School's focus on excellence produces well-educated graduates who can contribute to solving the urgent economic and social problems of our time.

The School includes the Stan Ross Department of Accountancy and the Departments of Economics and Finance, Law, Management, Marketing, and Statistics and Computer Information Systems.

T he School's programs help prepare students for careers with managerial and professional responsibilities in all phases of administration in both the private and public sectors. The courses offered cover both general knowledge of the organizational environment and specific analytical concepts and skills for effective participation in it.

The curriculum also exposes students to those values of good citizenship that foster participation in community affairs and lead to an awareness of the relationship between business and the legal, political, and social setting in which it functions. The goal is to produce graduates who continue to learn and to grow intellectually throughout their lives.

Students who wish to learn more about Zicklin's programs should contact the School's Office of Graduate Admissions by phoning (646) 312-1300, faxing (646) 312-1301, or e-mailing ZicklinGradAdmissions@baruch.cuny.edu. Prospective students are encouraged to visit the School's Web site at www.zicklin.baruch.cuny.edu for an overview of its programs. For additional information about admissions, see pages 39–40.

**THE MILDRED AND GEORGE WEISSMAN SCHOOL OF ARTS AND SCIENCES**

The Weissman School of Arts and Sciences focuses on studies in the humanities and the natural and social sciences, which provide the basis of a liberal education. The importance of such an education as the foundation for professional specialization is universally recognized.

At the graduate level, the Weissman School of Arts and Sciences offers an MS program in industrial/organizational psychology, an MA program in business journalism, and an MA program in corporate communication. An MS program in applied mathematics for finance will welcome its first class in Fall 2002.

The MS in industrial/organizational psychology is designed for students who wish to pursue a career in psychological research or who wish to complete a PhD in psychology, with the MS as the preliminary step toward the doctoral degree.

The MA in business journalism is a unique graduate degree program intended for recent college graduates as well as experienced journalists who want to expand their skills and expertise in the growing field of business journalism.

The MA in corporate communication is designed to prepare both aspiring and practicing corporate communication professionals to plan, implement, and assess corporate communication strategies in business and industry.

Each of these programs is described at length within the pages of this Bulletin. Students who wish to learn more about these programs should visit the Weissman School of Arts and Sciences Office of Research and Graduate Studies.
SCHOOL OF PUBLIC AFFAIRS

The mission of the School of Public Affairs is to prepare students for leadership in public affairs, promote the formulation and adoption of sound public policy, and advance the effective administration of public and nonprofit institutions. The educational mission seeks to:

• develop analytical capabilities in the fundamentals of public affairs;
• build skills in management, evaluation, communications, financial analysis, and computer information systems; and
• provide opportunities for students to participate in professional experiences of superior quality.

In keeping with these objectives, an interdisciplinary faculty of scholars and practitioners is actively engaged in basic and applied research to understand the social, political, and economic foundations of public affairs and devise solutions to the pressing issues confronting contemporary public policymaking.

Programs in the School of Public Affairs at the graduate level include the following:

• Master of Public Administration (MPA), with specializations in public management, nonprofit administration, policy analysis and evaluation, and health care policy;
• Executive Master of Public Administration;
• National Urban/Rural Fellows MPA Program;
• MPA/JD with Brooklyn Law School or New York Law School;
• Master of Science in Education (MSED) in educational administration and supervision;
• Master of Science in Education in higher education administration; and
• Advanced Certificate Program in Educational Administration and Supervision.*

*The Advanced Certificate is also offered in an executive format through contracts with individual school districts.

DIVISION OF CONTINUING AND PROFESSIONAL STUDIES

A separate unit of the College, the Division of Continuing and Professional Studies offers all members of the tristate community nondegree certificate programs and courses designed to provide knowledge and skills training in information technology; financial planning; management; human resources management; marketing; finance; business; the entertainment industry; Internet technology and desktop publishing; Microsoft-, CISC-O-, SUN Solaris®, and Oracle-certified courses; A+ certification; Java and C programming; office skills; law and paralegal studies; modern languages; English as a second language; real estate; travel and tourism; professional preparation; test prep (GMAT, GRE, LSAT, GED, and SAT); personal development; fitness; and dance. Customized corporate training programs are also available.

The Division offers Continuing Education Units (CEUs) to students who satisfactorily complete designated courses for certificate programs and most individual courses. Upon successful completion of a program or courses, students are awarded a certificate. Please note that Continuing and Professional Studies courses may not be used to satisfy degree requirements.

Students register for Continuing and Professional Studies courses through a process separate from the degree-granting schools of the College. For further information on courses and registration, please visit the Division’s Web site at http://success.baruch.cuny.edu. Prospective students may also contact the Division by e-mail at success@baruch.cuny.edu, by phone at (212) 802-5600, or by fax at (212) 802-5626. Students may visit the offices in person at 17 Lexington Avenue (at 23rd Street), Room 920 (mailing address: Division of Continuing and Professional Studies, Baruch College, One Bernard Baruch Way, Box A-0920, New York, NY 10010-5585).
THE CAMPUS

Appropriately for a college campus in an urban setting, Baruch’s campus is thoroughly integrated with its neighborhood—the heart of New York City’s central business district. The campus map and directory of offices on pages 194–95 illustrate the components of the Baruch campus.

COLLEGE LOCATIONS

As of Fall 2001, the Zicklin School of Business and the Weissman School of Arts and Sciences will be housed in Baruch’s Vertical Campus, a new high-tech facility covering nearly an entire square block between Lexington and Third Avenues and 24th and 25th Streets. This highly innovative structure is designed for optimum flexibility and will serve as a campus hub. The building is structured on a new concept—the Vertical Campus—which reinterprets the traditional notion of a college campus and allows Baruch to maximize its urban setting. The 17-story building is organized around a series of stacked atria, each with large windows welcoming daylight into the building. This design recreates, to the greatest extent possible in a single city block, the campus atmosphere afforded by an open-air quadrangle and encourages spontaneous and direct communication between faculty and students. The complex features hundreds of Internet-accessible classrooms and research facilities, a three-level sports and recreation center, a theatre and recital space, a television studio, a 500-seat auditorium, a food court, and a bookstore.

Baruch’s School of Public Affairs is located in Steven L. Newman Hall, at 137 East 22nd Street. This classic building houses the School’s offices, institutes, and research facilities.

The historical center of Baruch is the building at 17 Lexington Avenue (corner of 23rd Street), which was built in 1928 on the site of the original Free Academy, the first free public institution of higher education in the United States. The 17 Lexington Avenue building houses many classrooms, an auditorium, and faculty and administrative offices.

In 1993 the College created the Early Learning Center, which provides day care services to the preschool children of Baruch’s undergraduate and graduate students. This facility is located at 104 East 19th Street.

Other Baruch structures, housing additional classroom, research, and administrative space, include the Information and Technology Building at 151 East 25th Street (see description of the Library following) and an administrative building at 135 East 22nd Street.

THE WILLIAM AND ANITA NEWMAN LIBRARY

The Newman Library is located on the first, second, third, fourth, and fifth floors of the Information and Technology Building. The library has book and periodical collections of approximately 420,000 volumes. In addition, over 4,000 current periodical titles are received. More than two million items on microfiche, microcard, and microfilm, as well as selected federal, state, and local documents, are also collected.

The library provides on-site and remote access to thousands of electronic full-text journals, newspapers, and books. Digital reference services include the ability to “chat” with a librarian using Web-based customer relationship management software that allows librarians to engage in real-time dialogue with users and also send Web pages to them in the course of providing help. As part of an active instruction program, the library offers numerous workshops to assist students with their research needs. These workshops include introductory and advanced training in the Reuters financial information system for students who intend to use the Subotnick Financial Services Center/Bert W. and Sandra Wasserman Trading Floor. The library also offers workshops on the use of the Wharton Research Data Service, a research and analysis tool for a variety of databases in accounting, finance, marketing, management, insurance, banking, and economics, used by a select group of academic institutions in the United States. The library lends laptop computers to students who have participated in the workshops.

The library is a member of many organizations and associations that generate the materials of research. Among these are the American Management Association, American Institute of Certified Public Accountants, Conference Board, National Bureau of Economic Research, Twentieth Century Fund, and the Brookings Institution. Similarly, the library subscribes to over 100 services of various kinds, providing complete, authoritative, and current information in such fields as taxation, Social Security, labor relations, finance, and government. Published census data are available as well as much Census Bureau material issued only on microform.

Local library resources are supplemented by an interlibrary loan service and the collections of the other units of the City University. With a current Baruch ID card, graduate students will be granted borrowing privileges at all other City University libraries. Students also have complete access to the eight-million-volume collection of the New York Public Library (NYPL) and to many of the special libraries in the New York area. Material unavailable through CUNY or NYPL may be obtained in local private libraries, such as Columbia or New York University, once the student has applied for a M E T R O C ard, which permits on-site use under conditions determined by the host library.

Stacks of circulating books and group study rooms are located on the third, fourth, and fifth floors of the Newman Library. There are CUNY+/CD-ROM /Internet work-
stations, photocopy machines, and restrooms on every floor. Following is a description of the layout and facilities of the William and Anita Newman Library.

**First Floor**
The there are two computer classrooms where library faculty teach credit courses and walk-in workshops on the use of research tools.

**Second Floor**
On the second floor (the main floor), the reference desk provides assistance in research and use of the library, general information, interlibrary loan procedures, and forms. The reference area has indexes, abstracts, and bibliographies; business services; statistical sources; dictionaries, encyclopedias, handbooks, and guides; and CUNY+/CD-ROM/Internet workstations.

The reserve desk and the circulation desk are located on the second floor.

**Third Floor**
The periodicals/microforms area has current periodicals and newspapers, bound journals, and materials on microform, including Baruch master’s theses on microfilm.

**Fourth Floor**
The Baruch College Archives are housed here, along with the library’s chief administrative offices.

**Fifth Floor**
The circulating books in education, art, music, literature, mathematics, computer science, and technology are located here.

**HOURS**
The library is open every day for quiet study from 7 am until midnight. Hours for reference and access services vary. Current hours are posted in the library and may be obtained by calling (212) 802-2400.

Additional information on library facilities, resources, and services is available on the library home page on the World Wide Web at http://newman.baruch.cuny.edu.

**COMPUTING FACILITIES**
The Baruch Computing and Technology Center (BCTC) provides computing facilities and services for the College community. Of particular interest to the academic community is BCTC’s Client Services division, which operates open-access labs located in the Information and Technology Building and is also the College’s central source of consulting, documentation, training, and educational support.

The College’s open-access computer lab/classroom facility, which occupy the sixth floor at the 151 East 25th Street facility, offers a full range of computing services to all Baruch students. PC-compatible and Macintosh computers, Novell networks, and both “X-” and 3270 terminal emulation are available; software includes a wide range of PC, mainframe, and UNIX applications and languages. All computers are connected both to local computer networks and to the global Internet. Manuals and other documentation are provided in user reference areas, and lab consultants are also available. Orientation seminars are given at the start of each semester for new users.

Several academic departments across campus also run smaller labs, and the library provides its own extensive computer-based services. Baruch’s new Vertical Campus houses 39 computer laboratories.

Baruch computer users also have access to the CUNY University Computer Center (UCC), located at 555 West 57th Street. Students are eligible to use this resource for class assignments in certain courses. A full range of host-based programming languages are available, as are numerous mathematical, statistical, and other application packages and comprehensive database services. The UCC can be accessed directly from the Baruch campus or via remote dial-up.

In addition to the facilities mentioned above, Baruch subscribes to commercial time-sharing services that provide numerous mathematical, statistical, and business programs and extensive economic and financial data.

A large number of microcomputers and time-sharing terminals are available to all members of the Baruch community. The priorities governing the use of these facilities, time-sharing services, and the consulting services are (in order):

- students for course work and thesis;
- full-time and part-time faculty for teaching support in present courses and for development of new course offerings; and
- full-time faculty research.

In addition to providing access to hardware and software, Client Services offers a variety of support services for the computer user, including introductory and intermediate seminars on using the systems and related topics, written documentation for every level of computer usage, and student and adjunct consultants well versed in the supported programming languages and statistical packages.

The Computer Center for Visually Impaired People (CCVIP) maintains specialized computer equipment to give blind and visually impaired students direct and independent access to computers, providing Braille, large print, synthetic speech, and adaptive devices for micros in the labs. The CCVIP also provides individualized, hands-on orientation on specialized computer equipment, including the Kurzweil Reading Machine, and translation of exams into Braille.
SPECIALIZED CENTERS

The College operates nine specialized centers.

The Center for Educational Leadership was created to provide the opportunity for research, training, and technical assistance in educational leadership. The primary research focus of the center is the study of educational leadership in urban educational systems and the dissemination of information related to research findings and best practices. This research agenda includes the financing and administration of schools, the creation of new instructional delivery systems for education, a comparative analysis of alternative governance structures employed by other urban school systems, the practice of instructional leadership in urban schools, and management strategies for implementing change.

The center encompasses a wide range of programs conducted in the schools and districts, including mentoring of new administrators, teaching planning and management strategies to district and school administrative personnel, developing coordination between information technologies and the administration of districts, and conducting experimental projects with selected schools and districts involving new instructional strategies and administrative structures.

The Center for Logistics and Transportation is the first organization in the New York area to combine industry and academic talent to upgrade logistics management skills in a university setting. Its purpose is to educate industry professionals and students in the more effective management of global and domestic logistic activities. The center's focus on international business brings together speakers and participants from the U.S. and abroad in an annual Global Logistics Symposium. In domestic arenas, the center provides an integrated approach to developing regional and national goods movement strategies.

The Center for the Study of Business and Government sponsors and conducts applied and theoretical research in economic, financial, and social issues relevant to public policy. The research is multidisciplinary. The center places special emphasis on research and educational efforts that lead to a better understanding of the effects of actions of local, state, and national governments on the economy and society.

The Center for Transition and Leadership in Government provides access to nonpartisan, scholarly policy research that would allow newly elected decision-makers in New York City government to grapple with complex issues without first having to acquire years of “on-the-job experience.” The center brings together outstanding individuals with distinguished government careers as well as scholars and other relevant experts to focus on the demands of governing New York City—providing public services and regulating nongovernmental activities that affect New York’s citizens.

The Lawrence N. Field Center for Entrepreneurship and Small Business provides educational programs, consulting services, and technical assistance to existing and start-up businesses and entrepreneurs within a networking environment that links these entrepreneurs with Baruch faculty and students. Field Faculty Mentors—drawn from the Zicklin School of Business faculty and offering expertise in such areas as accounting, marketing, management, finance, and human resource management—work with the Field Center’s business clients.

Baruch students who are selected as Lawrence N. Field Fellows work with the faculty mentors to provide technical assistance to clients of the Field Center. Areas of technical assistance include writing business and marketing plans, evaluating and selecting funding alternatives, and developing accounting and management information systems.

The Field Center offers entrepreneurs noncredit courses that parallel those in the Zicklin MBA program yet focus on the needs of start-up and growing businesses. Courses cover such subjects as accounting for small business, low-cost marketing solutions, employee compensation, and business plan development. The Field Center also offers programs for immigrant entrepreneurs in their first language (e.g., Chinese, Hindi, Korean, and Spanish).

The National Center for the Study of Collective Bargaining in Higher Education and the Professions serves as a clearinghouse and forum for scholars and practitioners engaged in collective bargaining in colleges and universities and other professional areas of employment. Activities include sponsorship of conferences and regional workshops; publication of monographs, journals, newsletters, and bibliographies; and maintenance of a library of research studies and contracts. The center also maintains a contract data bank. The facilities of the center are available to graduate students interested in conducting research in the area of collective bargaining.

The Steven L. Newman Real Estate Institute, established in October 1995 with an endowment gift from William (’47) and Anita Newman in memory of their son, provides a foundation for education and research concerned with real estate and metropolitan development. It provides opportunities for students to prepare for careers in the real estate industry, not-for-profit organizations, and government. Through workshops, forums, and continuing education, the Newman Institute serves as a resource for professionals in the field.

The Subotnick Financial Services Center (SFSC) and the Bert W. and Sandra Wasserman Trading Floor create a state-of-the-art instructional center that integrates hands-on financial services practice into the business curriculum. The only business school resource of its kind
in New York, the SFSC provides a fully equipped, simulated trading facility featuring high-end networked computer workstations, continuous live data feeds, real-time market quotes, and computerized trading models. Students evaluate real and simulated market information, learn split-second decision making, and have the opportunity to participate in software and systems development—valuable experience for graduates seeking leading positions in the financial, banking, and accounting services industries. The Zicklin School dedicated this facility in March 2000.

The Weissman Center for International Business is designed to enable the College to respond to the global economy with programs appropriate to a preeminent school of business. Guided by an advisory council of distinguished executives, the center’s activities enrich Baruch students’ preparation for careers in the global workplace by building bridges between the worlds of academia and international business. The center’s local and overseas internships in international business provide students with the advantage of applied experience, while its study abroad programs allow students to choose from dozens of different learning experiences in Europe, Latin America, Asia, and the Pacific. The center sponsors conferences, forums, seminars, and workshops aimed at professionals in the metropolitan area as well as the College’s own faculty, students, and alumni. Named for George Weissman (’39), the center also seeks to apply the expertise of Baruch’s faculty to the advancement of knowledge about the global economy and the solution of problems in transnational business and theory.

BOOKSTORE

The College bookstore is located on the first floor (Room 01-191) of the new Vertical Campus, One Bernard Baruch Way, telephone: (646) 312-4850. It is a franchise.

The bookstore sells required textbooks, stationery, athletic supplies, and other articles for students. Regular bookstore hours are Monday–Thursday, 10 am to 7 pm, and Friday, 10 am to 3 pm. The bookstore is closed on weekends.

During registration and the first two weeks of the semester, the bookstore has extended hours. Students should check the bookstore’s postings for updated information.

STUDENT ACTIVITIES CENTER

The Student Activities Center is located on the third floor of the new Vertical Campus. Many student organizations have their offices here. The space includes lounges, which may be used for studying, relaxing, or talking with friends. Scheduled events feature outside speakers, special club programs, and concerts.

STUDENT SERVICES

CAMPUS SAFETY AND SECURITY POLICIES FOR ALL STUDENTS

A safe and secure campus depends on the cooperation and assistance of everyone—Baruch faculty, students, and staff—to be aware of possible safety hazards and the potential for crime on campus. Crime prevention and prompt reporting of unsafe conditions should be the objectives of every member of the Baruch community.

Campus security operates 24 hours a day, seven days a week. All crimes should be reported to the Security Office and to the New York City Police. The Campus Security Office is located in Room 102, 17 Lexington Avenue. They can be reached by telephone at (212) 802-3000. In an emergency, dial Baruch extension 3333. In the event of immediate danger, call 911, New York City’s emergency assistance phone number.

Baruch College's campus safety and security policies and crime statistics are reprinted in full in the back of this Bulletin (see Appendices).

DEPARTMENT OF STUDENT DEVELOPMENT AND COUNSELING

This department offers programs and services designed to personalize and enrich the graduate program at Baruch. The department has offices on the second floor of the Vertical Campus (Room 02-210). Services available to graduate students include:

• career and vocational guidance
• counseling and testing
• health and medical services
• international student services
• student activities and programs

The department provides information regarding student services, nonacademic policies and procedures, housing, student activities, student government, student grievances, vocational opportunities, professional societies, tutoring, and services for the disabled. In addition, the department offers lectures, concerts, and lounges for a “breather” between work and classes.

THE CAREER DEVELOPMENT CENTER

The Career Development Center (CDC) provides career counseling and employment opportunities to Baruch’s undergraduate population. Graduate students from the Zicklin School of Business, the Weissman School of Arts and Sciences, and the School of Public Affairs are, however, also welcome to make use of appropriate services at the Career Development Center.
A staff of professional counselors administers vocational tests, provides individual counseling, and offers workshops on a wide array of career-related topics, including job search, interviewing, resume writing, and networking techniques. Students are encouraged to have their resumes reviewed by peer counselors or to participate in a videotaped mock interview.

The CDC coordinates on-campus recruiting. It invites recruiters, collects student resumes, and arranges interview schedules for hundreds of companies that come to the campus to interview Baruch students from a variety of majors and specializations. Recruiters represent companies from every area of business (e.g., accounting, finance, retail, and technology) as well as government, social service, and nonprofit organizations. Additionally, full- and part-time job openings are posted on the CDC Web site and on bulletin boards and filed in binders students can access in the office.

The CDC sponsors several events, including an annual Internship Fair and semiannual Career Days, events that draw nearly 200 employers and more than 3,000 students. Employers display materials and are available to speak to students about positions in their companies. Students dress in business attire and distribute resumes to interested employers.

Reference materials about careers and companies, including print, video, and computer resources, are housed in the Career Development Center, located on the second floor of the Vertical Campus, One Bernard Baruch Way, telephone: (646) 312-4670.

Students are encouraged to come to the center to familiarize themselves with its services as soon as they enter Baruch. They are also encouraged to visit the CDC Web site at www.careers.baruch.cuny.edu. Graduate students are invited to submit resumes for appropriate job opportunities.

OFFICE OF GRADUATE CAREER SERVICES OF THE ZICKLIN SCHOOL OF BUSINESS

The Zicklin Office of Graduate Career Services provides a variety of career development and recruiting services to assist graduate students who are making career and job decisions. These services are described in greater detail in Part 5 of this Bulletin. The Office of Graduate Career Services is located in Room 820, 151 East 25th Street, telephone: (646) 312-1330, fax: (646) 312-1331.

ADVISEMENT SERVICES, OFFICE OF RESEARCH AND GRADUATE STUDIES OF THE WEISSMAN SCHOOL OF ARTS AND SCIENCES

The Office of Research and Graduate Studies provides career advisement information to graduate students in the Weissman School of Arts and Sciences. The office is located in the Vertical Campus, Room 04-295, telephone: (646) 312-4450, and can also be reached by e-mail: W SAS_Graduate_Studies@baruch.cuny.edu.

OFFICE OF CAREER SERVICES OF THE SCHOOL OF PUBLIC AFFAIRS

The Office of Career Services posts public, nonprofit, and private-sector job listings and provides career counseling for students in the School of Public Affairs. The office is located in Room 312, 137 East 22nd Street, telephone: (212) 802-5916, fax: (212) 802-5928.

TUTORING

One-on-one tutoring in selected subject areas is available free of charge through the Office of Student Life, located in Room 02-210 of the Vertical Campus, One Bernard Baruch Way, telephone: (646) 312-4450.

BARUCH STUDENT HEALTH CARE CENTER

Baruch offers on-site health care services through its Student Health Care Center. The center is staffed by a coordinator, a nurse practitioner, and a physician’s assistant and is supervised by a board-certified internist.

The center is designed to provide primary care for minor injuries and illnesses and referral services for anyone needing more extensive and/or follow-up care. The staff can perform physical examinations, do pregnancy tests, draw blood, and write prescriptions for medication. All treatment at the health care center is covered under the $10 per semester health care fee, which students pay at registration. A sliding payment scale is charged for services performed outside the clinic.

The Baruch Student Health Care Center, part of Beth Israel’s Student Health Services Network, is located on the first floor of the 137 East 25th Street building, Room 127. Students can set up appointments by calling (646) 312-2040 or simply use its services on a walk-in basis. Hours of operation are Monday–Thursday, 9 am–8 pm, and Friday, 9 am–5 pm.

MEDICAL RECORDS OFFICE

The Medical Records Office maintains documentation on immunizations submitted by students. It is located at 151 East 25th Street, just inside the Registrar’s Office, Room 850, telephone: (212) 802-2166.

MEASLES, MUMPS, RUBELLA IMMUNIZATION

New York State law requires all college students registered for credit-bearing courses and born on January 1, 1957, or after to submit records of immunization and/or
STUDENT SERVICES

The New York City Department of Health provides immunization free of charge at clinics in each borough. During the fall and spring registration periods, free immunization clinics are sponsored by the Office of Student Life. For additional information, please contact the Medical Records Office or the Office of the Dean of Students.

STUDENT HEALTH INSURANCE

Several voluntary student group health insurance options are typically available for students carrying 6 or more credits of course work. GHI (Group Health Incorporated) provides options that include the possible coverage of dependents and coverage for prescription medication. GHI offers a network of preferred providers for health care needs. Using the physicians within the GHI network keeps subscribers’ out-of-pocket medical costs down. GHI’s programs do not cover pre-existing conditions. Open enrollment periods are offered during the first month of each semester. Premium payments are required quarterly. Literature about these programs may be obtained from the Medical Records Office, the Office of the Dean of Students, and the Office of Student Life.

COUNSELING CENTER

This office provides personal counseling services. It has a staff of experienced and professionally trained psychologists and counselors who can help students with their personal concerns. Some examples are concerns about study habits, anxiety in test-taking, depression or mood swings, getting along with family members, and, more generally, developing satisfying interpersonal relationships. These counseling services are free; contact with the office is strictly confidential and not part of any College record.

Hours are Monday through Friday, 9 am to 5 pm. Evening hours are available by appointment. The Counseling Center is located in the Information and Technology Building, 151 East 25th Street, Room 447, telephone: (646) 312-2155.

COLLEGE OMBUDS

The ombuds gives impartial, confidential, off-the-record assistance in mediating or resolving conflicts and complaints that are difficult to address through regular channels. The ombuds office is confidential, neutral, accessible, and independent. The ombuds will not take sides in an issue or dispute but will instead assist in defining the problem, exploring options, or referring the party or parties to the appropriate College personnel or office. The ombuds works with all members of the College community — students, faculty, and staff — and reports directly to the College president. The current ombuds is Professor Myron Schwartzman. He can be contacted at Room 07-266 in the Vertical Campus, telephone: (646) 312-3928.

INTERNATIONAL STUDENT SERVICE CENTER

The International Student Service Center is located on the third floor at 137 East 25th Street, telephone: (646) 312-2050, fax: (646) 312-2051, e-mail: ISSC@baruch.cuny.edu. The office provides visa and immigration information and coordinates and administers these programs for the international student. It also offers curricular practical training internships and workshops and programs on employment opportunities, IRS regulations, tax responsibilities, and Social Security, as well as information on citizenship and naturalization, housing, health insurance, travel, and other areas of special interest to international students.

An international student on an F-1 visa (a student visa) or a J-1 visa (an exchange visitor visa) must consult the International Student Service Center:

- before leaving the United States, either permanently or temporarily;
- if transferring to another institution;
- if withdrawing from the University before the end of the semester;
- before accepting any employment;
- if seeking optional practical training prior to or after graduation;
- if seeking permission to work based on curricular practical training; or
- if seeking permission to work based on economic hardship.

DISABLED STUDENT SERVICES

The Baruch College Office of Services for Students with Disabilities is dedicated to compliance with Section 504 of the Rehabilitation Act of 1973, as amended by the Civil Rights Restoration Act of 1988 and the Americans with Disabilities Act of 1990. The purpose of the office is to coordinate services and programs to ensure that students with disabilities receive equal benefits from all programs provided by the College.

A wide variety of services and auxiliary aids, such as pre-admission interviews, liaison with other Baruch College departments and outside agencies, counseling related to disability issues, alternate testing arrangements, readers, writers, interpreters, library assistants, note takers, adaptive equipment, priority registration, and classroom changes, are made available to qualified students with various disabilities.
In order to receive services, the student must register with the Office of Services for Students with Disabilities. Documentation is necessary for every disability. Documentation provided is confidential and cannot be released to anyone without permission. To ensure that services are provided in a timely and effective manner, it is necessary for the student to make early contact so the office has time to make arrangements. For more information about services (including accommodations for assessment tests), contact the coordinator of services for students with disabilities at (646) 312-4590 or come to Room 02-270 of the Vertical Campus, One Bernard Baruch Way, to schedule an appointment.

VETERANS’ SERVICES

A veterans’ certifying officer is available in the Registrar’s Office at 151 East 25th Street.

LEGAL AND FINANCIAL PLANNING CONSULTATION

These services are available by appointment through the Office of Student Life, Room 02-210 in the Vertical Campus, One Bernard Baruch Way, telephone: (646) 312-4450.

EXTRACURRICULARS

OFFICE OF STUDENT LIFE

This office offers professional advice and assistance to students pursuing extracurricular and cocurricular activities. Specific questions about joining clubs, forming new clubs, participating in student government, working on student publications, and serving on faculty-student committees should be directed to the office, Room 02-210 in the Vertical Campus. The office is open Monday–Friday, 9 am until 9 pm, telephone: (646) 312-4450.

GRADUATE STUDENT ASSEMBLY

The official representative organization of the graduate student body is the Graduate Student Assembly, which consists of all enrolled graduate students at Baruch College. These students nominate and vote for the nine representatives of the Graduate Student Assembly, who act as an executive committee for the organization.

Graduate students are also encouraged to participate in the work of various faculty-student committees, which make policy and recommendations on such matters as curriculum, academic standing, admissions, financial aid, student elections, discipline, the library, and research.

THE GRADUATE VOICE

The Graduate Voice is a newsletter published by and for graduate students. The office of the Graduate Voice is currently located in Room 03-290 of the Vertical Campus (on 25th Street between Lexington and Third Avenues). You may contact them by e-mail at Gradvoice@baruch.cuny.edu.

STUDENT CLUBS AND ORGANIZATIONS

There are a number of graduate student clubs and organizations at Baruch. Each club is open to any interested student. The clubs provide a range of activities from academic services to social events. Concerts, discussion groups, and lectures are among the extracurricular activities offered. Graduate students should check with the Office of Student Life, Room 02-210 in the Vertical Campus, telephone: (646) 312-4450.

INTRAMURALS AND RECREATION

The Division of Intramurals and Recreation of Athletics/Physical Education offers extensive activities and programs to meet the needs and interests of a diverse population of participants. This program uses all the facilities and appropriate equipment when supervision is available and is offered as a supplement to diversified elective course offerings. Facilities include a gymnasium, a swimming pool, a fitness center, and table tennis tables. Schedules for recreation and intramurals are posted by Athletics/Physical Education each semester. (It is recommended that prior to using the facilities, students have a medical examination on file.) Please contact the director of intramurals in Room 1120, 17 Lexington Avenue, or call (212) 387-1270 for further information.

HONOR SOCIETIES

ALPHA IOTA DELTA

This is the national honorary society for students preparing to enter the decision sciences. Its purposes are to promote the infusion of the functional and behavioral areas of administration with the tools, concepts, and methodologies of the decision sciences and to promote professional fellowship among students, faculty, and administrators who share common interest in the development of the decision sciences.
BETA ALPHA PSI

This is the national honorary and professional accounting fraternity. Alpha Gamma, the chapter of this fraternity at Baruch College, was installed in 1949. There are active chapters in 48 of the leading colleges and universities in the United States. Superior scholarship, particularly in accounting courses, and promise of future success in the accounting profession are essential requirements for election.

BETA GAMMA SIGMA

This is the honorary society for university commercial education. Its purposes are to reward scholarship and accomplishments among students of business administration, to promote the advancement of business in the arts and sciences, and to foster integrity in the conduct of business operations. Election to Beta Gamma Sigma is the highest academic honor that a business student can receive. Graduate students may be elected to membership if their cumulative GPA is 3.6 or higher with all course work completed.

PI ALPHA ALPHA

This is the national honorary society for public administration and public affairs. Membership is open to undergraduate and graduate students with sufficient course work in public administration who meet the academic requirements.

SIGMA IOTA EPSILON

This is the national honorary and professional management fraternity. This honor society, which has about 40 active chapters throughout the country, is affiliated with the Academy of Management. Sigma Tau, the chapter of this fraternity at Baruch College, was installed in 1979.

STUDENT RULES AND REGULATIONS

In order to create and maintain an environment in which learning, teaching, and research flourish, the members of an academic community must be conversant with their rights and responsibilities within that special setting. Academic and individual freedoms need to be exercised with responsibility.

The faculty and student body share equally the responsibility and the power to establish detailed rules of conduct and regulations in conformity with the general University requirements. Current regulations cover the formation and operation of student organizations, associations, clubs, and chapters; student policy relating to admission, academic status, role, rights, freedoms, offenses, disciplinary procedures, and sanctions; and the maintenance of public order.

The rights and responsibilities of students have been codified by the Board of Trustees of The City University of New York (formerly the Board of Higher Education). Articles XV and XVI are reproduced in full in the back of this Bulletin (see Appendices), as are the University's policies on student conduct, sexual harassment, and student records access.

ALUMNI ORGANIZATIONS AND ALUMNI OUTREACH

The College strives to nurture its relationship with all its constituents—current students, future students, and graduates alike. Its alumni associations, described below, promote fellowship and offer activities that encourage alumni to return to, rediscover, and recommit to their alma mater.

Our alumni take an active role in shaping the academic quality, financial status, and reputation of the College. Their support takes the form of generous donations of time, money, and talent: mentoring; guest lecturing; and endowing schools, centers, professorships, and scholarships/awards. Alumni contributions have radically advanced the education Baruch is able to offer its students. Regional chapters allow graduates who have relocated outside the New York metropolitan area to keep and strengthen their ties with Baruch and contribute to these important initiatives. Additional information about these organizations can be found on Baruch's Web site: www.baruch.cuny.edu.

BARUCH COLLEGE ALUMNI ASSOCIATION

The mission of the Baruch College Alumni Association (BCAA) is to foster and maintain a cordial and mutually beneficial relationship between the College and its graduates, students, faculty, and staff. The BCAA offers an array of educational, cultural, social, and career enhancement opportunities to its more than 6,000 members. Publications and the Web site keep alumni in touch with the College and each other. BCAA's mentoring program links today's students with alumni eager to share professional insights. Affiliates and chapters based on school, profession, or geographic region provide additional means for Baruch graduates to network, to keep informed about the College, and to show pride in the College and its students.

BLACK AND LATINO ALUMNI ASSOCIATION

The Black and Latino Alumni Association of Baruch College, Inc., was formed in 1982 for the purpose of advancing the interests and promoting the welfare of the
College, its black and Latino alumni, and its students and faculty. It provides a nonsectarian support network for black and Latino students, alumni, and faculty and promotes conferences, forums, seminars, and lectures regarding issues of interest to black and Latino alumni.

**BARUCH COLLEGE FUND**

The Baruch College Fund's mission is to generate, encourage, and promote the educational welfare of the students of the College through a variety of means, including faculty support, scholarships, and program enhancement. The Fund is governed by a board of trustees whose members are highly distinguished alumni and civic leaders.
## TUITION AND FEES

All tuition charges and fees are to be paid in full on or by the date set by the College for each semester’s registration. Payment should be made by check or money order payable to Baruch College. Credit cards are accepted.

All tuition and fee schedules are necessarily subject to change without notice at any time upon action by the Board of Trustees of The City University of New York, regardless of its tuition and fee schedules in effect at the time of registration.

In the event of any increase in tuition or fees, payments already made to the College will be treated as a partial payment and notification will be given of any additional amount due and the time and method of payment.

### BONA FIDE NEW YORK STATE RESIDENTS

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<th>Student Type</th>
<th>Fee Details</th>
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</thead>
<tbody>
<tr>
<td>Full-time Students (12 or more credits)</td>
<td>$2,175 per semester</td>
</tr>
<tr>
<td>Part-time Students (less than 12 credits)</td>
<td>$185 per credit, plus $65 for each additional contact hour in excess of credit hours</td>
</tr>
</tbody>
</table>

Maximum of $2,175 per semester (fall and spring) (plus the student activity fee). Summer session tuition is calculated per credit.

### NONRESIDENT AND INTERNATIONAL STUDENTS

<table>
<thead>
<tr>
<th>Student Type</th>
<th>Fee Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time Students (12 or more credits)</td>
<td>$3,800 per semester</td>
</tr>
<tr>
<td>Part-time Students (less than 12 credits)</td>
<td>$320 per credit, plus $85 for each additional contact hour in excess of credit hours</td>
</tr>
</tbody>
</table>

Maximum of $3,800 per semester (fall and spring) (plus the student activity fee). Summer session tuition is calculated per credit.

### STUDENT ACTIVITY FEE (NONREFUNDABLE)

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Students (full-time and part-time)</td>
<td>$26.35</td>
</tr>
</tbody>
</table>

Consists of:
- $7.50 Student Center Fee
- $2.00 Student Activities Fee
- $1.00 Communication Fee
- $0.85 University Student Senate Fee
- $5.00 Consolidated Services Fee
- $10.00 Health Services Fee

### OTHER NON-INSTRUCTIONAL FEES (ALL NONREFUNDABLE)

<table>
<thead>
<tr>
<th>Fee Description</th>
<th>Fee Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance of Matriculation Fee</td>
<td>New York State residents $250 per semester, nonresidents $403 per semester</td>
</tr>
<tr>
<td></td>
<td>Students must maintain matriculated status during the semester in which they obtain their degree. They may not be on leave of absence during that semester.</td>
</tr>
<tr>
<td>Re-entry Fee</td>
<td>$10</td>
</tr>
<tr>
<td></td>
<td>Students who have not been in regular attendance (leave of absence or maintenance of matriculation) must pay a $10 fee when applying for re-entry.</td>
</tr>
<tr>
<td>Application Fee</td>
<td>$40</td>
</tr>
<tr>
<td></td>
<td>This is payable at the time of filing an application for admission.</td>
</tr>
<tr>
<td>Change of Program Fee</td>
<td>$10</td>
</tr>
<tr>
<td></td>
<td>Any student is permitted to make a change in an approved registration according to the guidelines in the Schedule of Classes. The student must present the original bursar's receipt.</td>
</tr>
<tr>
<td>Late Registration Fee</td>
<td>$15</td>
</tr>
<tr>
<td></td>
<td>For students permitted to register after the close of the official registration period.</td>
</tr>
<tr>
<td>Transcript of Record Fee</td>
<td>$4</td>
</tr>
<tr>
<td></td>
<td>This fee applies for each transcript requested. There is no fee for transcripts between CUNY colleges.</td>
</tr>
<tr>
<td>Special Examination Fee</td>
<td>$15</td>
</tr>
<tr>
<td></td>
<td>This fee is levied when an examination is taken at any time other than the scheduled final class examination. Each additional exam costs $5; the maximum charge for three or more examinations, $25.</td>
</tr>
<tr>
<td>Duplicate Bursar Receipt Fee</td>
<td>$5</td>
</tr>
<tr>
<td></td>
<td>A fee is charged for each duplicate bursar's receipt.</td>
</tr>
<tr>
<td>Fee for Microfilming the Graduate Thesis</td>
<td>$15</td>
</tr>
<tr>
<td></td>
<td>A fee of $15 is paid by master’s degree candidates for microfilming the thesis.</td>
</tr>
<tr>
<td>Bad Check Fee</td>
<td>$15</td>
</tr>
<tr>
<td></td>
<td>A fee is paid if a check is returned dishonored by the bank.</td>
</tr>
<tr>
<td>Duplicate ID Card Fee</td>
<td>$10</td>
</tr>
<tr>
<td></td>
<td>To replace a lost card.</td>
</tr>
</tbody>
</table>
TUITION REFUNDS
The existing University Refund Policy concerning withdrawals is:

<table>
<thead>
<tr>
<th>Period of Time</th>
<th>Percentage of Refund</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before first day of classes</td>
<td>100</td>
</tr>
<tr>
<td>During first week of classes</td>
<td>75</td>
</tr>
<tr>
<td>During second week of classes</td>
<td>50</td>
</tr>
<tr>
<td>During third week of classes</td>
<td>25</td>
</tr>
<tr>
<td>After third week of classes</td>
<td>0</td>
</tr>
</tbody>
</table>

Refunds for summer session courses will be granted according to the schedule published in the Summer Session Schedule of Classes.

PROCEDURES
- Full refunds are available only if the student officially withdraws before the first scheduled day of class.
- Students may automatically apply for a refund through the Change of Program Form or the Application to Drop a Course Form.

SPECIAL SITUATIONS
Students who register for classes are liable for the tuition associated with the courses selected. Students who do not plan to attend classes should drop their classes prior to the first day of classes for the semester.

Students whose registrations are canceled for bad checks must file for re-entry in the Registrar’s Office before the semester for which they wish to return. If the cancellation takes place in the student’s first semester, the student must reapply for admission to a graduate program through the appropriate office of graduate admissions.

Students who register for a course and are informed by the instructor that they do not need the course should withdraw; they are entitled to a full or partial refund. If the College is satisfied that the student was improperly advised originally, the tuition may be refunded in full. Otherwise, the student is entitled to a tuition refund based on the established refund schedule.

FINANCIAL AID AND AWARDS
Clearly, the most significant type of financial aid at Baruch College is the considerable tuition subsidy provided for all students by New York City and the New York State legislature. Tuition and fees—even for non-New York State residents—are as little as one third the levels at other major universities, yet the quality of the education offered at Baruch is clearly competitive.

Nevertheless, students may need to supplement their own resources to meet College costs. Assistance is available in the form of grants, scholarships, loans, and student employment from federal, state, and Baruch College programs. Most student aid is awarded on the basis of need.

The following financial programs are offered to matriculated graduate students at Baruch. Descriptions of these programs appear on the succeeding pages:

New York State/City Programs
- Tuition Assistance Program (TAP)

Federal Programs (General)
- Federal College Work-Study Program
- Federal Aid to Native Americans
- Federal Perkins Loan Program
- Federal Ford Direct Student Loan Program

Veterans Administration Programs
- Tutorial Assistance Program
- Contributory Education Assistance Program
- Veterans Administration Benefits for Dependents of Veterans
- Veterans Educational Assistance Act of 1984 Eligibility/Benefit
- Vocational Rehabilitation
- Work-Study

Baruch College Programs
- Baruch Endowment Fund Programs (Baruch Graduate Assistantships, Baruch Student Employment Program, Mitsui USA Foundation Scholarships, Nash Scholarships)
- Baruch College Financial Aid Programs (International Student Emergency Loan Fund)

APPLICATION PROCEDURES
All students and prospective students are encouraged to apply for assistance. Each applicant should complete the Free Application for Federal Student Aid (FAFSA). This application may be obtained from the Financial Aid Office, located at 151 East 25th Street, Room 725. Entering business students who wish to apply for graduate assistantships may obtain an application from the Zicklin Graduate Admissions Office, located at 151 East 25th Street, Room 820. Continuing business students may obtain an applica-
tion from the Zicklin Office of Graduate Academic Services, located in Room 13-221 of the Vertical Campus. Students in the Weissman School of Arts and Sciences and the School of Public Affairs should inquire about graduate assistantships from the Dean’s Office in each school. Doctoral students must secure an application from the Graduate School and University Center/CUNY, located at 33 West 42nd Street, New York, NY 10036.

Once the application is processed, a Student Aid Report (SAR) will be mailed to the student. Please review the SAR to determine if it must be submitted to the Financial Aid Office.

Students who apply before May 1 will be considered for federal, state, and institutional aid. Students who apply after that date will be eligible for assistance from the Tuition Assistance Program (TAP) and Federal Family Student Loans. All other aid will be dependent upon the availability of funds.

A renewal form may be sent to students who applied for federal aid the prior academic year. This form may be used instead of the FAFSA. Students may also apply via the World Wide Web. The address is www.fafsa.gov.

The information reported on the Financial Aid Form is subject to verification by the Financial Aid Office. Applicants may also be required to document information reported on the SAR.

### ELIGIBILITY

In order to be eligible for federal and state aid, a student must be a U.S. citizen or an eligible noncitizen and must be making satisfactory pursuit and progress toward a degree. Students who have defaulted on a loan or owe a repayment of a grant at any postsecondary school must make repayment arrangements with that institution before they will be eligible for aid at Baruch.

U.S. citizens, eligible noncitizens, and international students possessing an F-1 and J-1 student visa who are making satisfactory pursuit and progress toward a degree, as per federal guidelines, are eligible to apply for all programs of the Baruch Endowment Fund unless otherwise noted.

### STATE PROGRAM ELIGIBILITY

To be eligible to receive assistance from TAP (explained below), students must complete a minimum number of credits the prior semester, complete the appropriate number of cumulative credits, and have the appropriate grade point average at the beginning of each semester of state-supported study.

### STATE WAIVER OF ACADEMIC STANDING REQUIREMENTS

Students who become academically ineligible to receive assistance from state programs because of a documentable unusual circumstance (e.g., illness) may apply for a one-time waiver of the pursuit and progress requirements. For further information, contact the TAP Academic Office in the Financial Aid Office.

### FEDERAL PROGRAM ELIGIBILITY

The federal pursuit and progress standard applies to students seeking assistance in the form of a Perkins Loan, a Federal Family Student Educational Loan, College Work-Study, and Baruch Student Employment. To be eligible to receive assistance from these programs, students, after their fourth semester of study, must complete a certain number of credits in relationship to the credits they attempted and have the appropriate grade point average at the beginning of the semester that they are seeking payment. Students are eligible to receive federal assistance for the equivalent of 150 percent of their course work.

### FEDERAL WAIVER OF ACADEMIC STANDING REQUIREMENTS

Students who become academically ineligible to receive assistance from federal or institutional programs due to a documentable unusual circumstance may apply for a waiver of the academic pursuit and progress requirements. Applications for the waiver are available in the Registrar’s Office.

### CONTINUED ELIGIBILITY: SATISFACTORY ACADEMIC PROGRESS

All recipients of financial assistance must be making satisfactory “pursuit and progress” toward a degree. There are two different formulas used to make this determination, one for state aid and another for federal and institutional aid. These formulas can be found in the Schedule of Classes.

### AID AND STUDY ABROAD

Students who enroll in an overseas program of study approved by Baruch College are eligible to receive federal financial aid and, in some cases, state and institutional financial aid. The course work for which they enroll must be applicable to their degree at Baruch. Contact the Financial Aid Office for further information.
DETERMINING NEED

Most student aid is awarded on the basis of need, defined as the difference between the cost of education and the amount the family can afford to pay, which is known as family contribution. The family contribution is determined by the federal needs analysis formula, which uses the information provided on the financial aid application. It considers family size, number in college, taxable income, and nontaxable income and may consider the value of assets of families with incomes greater than $50,000. Home equity is no longer considered in determining the eligibility for federal financial aid programs.

Generally, the student is required to provide the prior year’s income information. However, if there is a change in the family financial situation, the student may be eligible to file for “Special Condition” consideration. Please consult the Financial Aid Office.

Copies of the federal needs analysis formula are available by writing to Formula Book, Federal Student Aid Information Center, P.O. Box 84, Washington, DC 20044.

STUDENT BUDGET

A student budget is an estimate of the amount of money that it will cost a student to attend college or graduate school. It includes tuition, fees, books, transportation, housing, and food expenses. Additional allowances may be made for unusual expenses.

Student budgets are set each year by the University. They reflect the average expenses of all students who are living with their parents or living away from their parents. These budgets may only be adjusted if an individual can document an unusual expense not incurred by the average student.

The current Baruch College budgets for full-time, in-state graduate students are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Living With Parents</th>
<th>Living Away From Parents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>$4,350</td>
<td>$4,350</td>
</tr>
<tr>
<td>Fees</td>
<td>52</td>
<td>52</td>
</tr>
<tr>
<td>Books &amp; Supplies</td>
<td>670</td>
<td>670</td>
</tr>
<tr>
<td>Transportation</td>
<td>578</td>
<td>578</td>
</tr>
<tr>
<td>Room &amp; Board</td>
<td>1,500</td>
<td>4,161</td>
</tr>
<tr>
<td>Personal</td>
<td>2,718</td>
<td>4,323</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$9,868</strong></td>
<td><strong>$15,389</strong></td>
</tr>
</tbody>
</table>

Please note: Tuition charges are estimates for full-time New York State residents based on current tuition charges. Actual tuition charges for New York State residents, out-of-state residents, and international students for full-time and part-time study can be found in the Schedule of Classes.

FINANCIAL AID AND STUDENT INCOME TAXES

Moneys from College Work-Study, assistantships, and all financial aid received by a student (except loans) in excess of the cost of tuition, fees, books, and supplies are considered taxable income and must be reported as taxable income on the student’s income tax forms. For further information, contact the Internal Revenue Service in the area in which you live.

TUITION CREDIT, CHECK DISBURSEMENT, AND REFUND POLICY

Financial aid awards are applied to a student’s invoice in priority order at registration by the Baruch On-line Student System (BOSS). Students who do not want certain awards used for tuition or fees must put this request in writing to the Financial Aid Office.

Funds that are not used for institutional costs are distributed to students. The calendar that appears in the Schedule of Classes lists the disbursement dates for College Work-Study and Perkins Loan moneys. Direct loans are disbursed by the Controller’s Office. Students will receive a check when the funds are available. TAP awards are disbursed directly by the Bursar’s Office. Questions concerning disbursement dates or the amount of the check should be addressed to the bursar.

Students must be enrolled for the appropriate number of credits or equated hours to receive payment. Students who add or drop courses prior to receiving payment will have their awards adjusted accordingly. Financial aid eligibility is determined by the student’s enrollment status on the 21st day of classes or on the day he/she receives funds from the award (whichever day comes first), unless the student completely withdraws from classes.

Students who withdraw from all courses will have their award prorated based on their expense budget, tuition/fee charges, and the number of weeks they attended classes. The College financial aid policy considers individuals who unofficially withdraw from all classes as never attended, unless the student can prove attendance in those classes. They will be required to repay all the aid they received. The College will refund award amounts to their source in the following order: Perkins Loans, Stafford Loans, Baruch funds, and TAP awards. College Work-Study earned will never be recouped.

PRORATED REFUND

First-time freshmen, transfer students, and graduate students who are Federal Title IV financial aid recipients are entitled to a refund of part of their tuition and fees if
they withdraw during the first nine weeks of classes. The refund will be prorated based on the number of weeks the student attended divided into the length of the semester (fifteen weeks).

NEW YORK STATE/CITY FINANCIAL AID PROGRAMS

TUITION ASSISTANCE PROGRAM (TAP)

This grant is awarded to New York State residents who are enrolled full time in a degree-granting program and who meet the income criteria.

Awards are made for dependent students and independent students with dependents whose New York State taxable income is $50,000 or less and for independent students with no dependents if their taxable income is less than $10,000.

Students may receive awards for four semesters.

A student with a disability that prevents attendance on a full-time basis may be eligible to receive TAP while attending on a part-time basis. Please consult the Office of Services for Students with Disabilities.

Please note: TAP information is subject to change pending New York State budget approval.

FEDERAL PERKINS LOAN PROGRAM

Loans are available to U.S. citizens or eligible noncitizens who demonstrate financial need. Recipients must be making satisfactory pursuit and progress toward a degree and have a minimum 3.0 grade point average. Eligible students may borrow up to $5,000 for each of their graduate years of study. The actual amount of the loan is dependent on the student’s financial need and the availability of funds. The maximum aggregate amount for a graduate is $30,000, including the amount borrowed as an undergraduate.

The current interest rate is 5 percent. Borrowers are charged interest beginning on the first day of the ninth month in which they are no longer enrolled for at least 6 credits. Repayment for new loans begins on the first day of the tenth month in which the borrower is no longer enrolled for at least 6 credits. The minimum monthly repayment is $40.

FEDERAL FORD DIRECT STUDENT LOANS

Loans are available to U.S. citizens or eligible noncitizens from both subsidized and unsubsidized programs. Recipients must be making satisfactory pursuit and progress toward a degree and have a minimum 3.0 grade point average. Graduate students may borrow $18,500 a year from a combination of the subsidized and unsubsidized programs. The aggregate amount a graduate may borrow is $138,500, of which $65,500 may be subsidized. These amounts include funds borrowed as an undergraduate.

Interest for new borrowers, determined on June 1 for the twelve-month period, is a variable rate based on the 91-day Treasury Bill plus 3.10 percent, capped at 8.25 percent.

SUBSIDIZED LOANS

Students may borrow up to the difference between Financial Need and their estimated or actual financial assistance, including Veteran’s Educational Benefits, assistantships, and fellowships. The amount of the loan may not exceed the previously noted loan limits.

Interest on this loan is paid by the federal government for the period of time in which the student is registered for at least 6 credits and for the first six months after the student is no longer registered for at least 6 credits.

The student begins paying interest and repaying the loan on the day after the expiration of the six-month grace period that follows after he/she ceases to be enrolled for at least 6 credits.

UNSUBSIDIZED LOANS

Students may borrow up to the difference between the Student Budget and their estimated or actual financial
assistance, including Veteran's Educational Benefits, assist-
antships, fellowships, and subsidized loans. The amount of
the loan may not exceed the pre-noted loan limits.

Payments of interest are the responsibility of the borrower
during the in-school and grace periods but may be allowed
to accrue and be capitalized.

Repayment on the principal begins on the day after the
expiration of the six-month grace period that follows after
the borrower ceases to be enrolled for at least 6 credits.
The student may choose to make interest payments
immediately or defer them to the end of the grace period.

**VETERANS ADMINISTRATION EDUCATIONAL BENEFITS**

Veterans educational benefits are administered through the
Veterans Administration. To ask any general education
benefit question or to check current rates of payment for VA
programs, or to inquire concerning the status of an
education claim, veterans should contact the VA Education
Service through its Web site at www.va.gov or call 888-
GI-BILL-1 (888-442-4551) to speak with a veterans
benefits counselor.

Application forms are available at all VA offices, active-duty
stations, and American embassies. Forms are completed by
the college and submitted to the nearest VA office.

**TUTORIAL ASSISTANCE PROGRAM**

Veterans or service personnel enrolled at CUNY who need
tutorial assistance must meet the following criteria: (1) the
student must be enrolled at least half time; (2) the student
must be enrolled in the course in which he/she has the
deficiency; (3) the student needs to be in danger of failing,
as certified by the instructor in the course in which tutoring
is needed. The tutor must be certified by the Office of
Tutoring or the department in which expertise is claimed.

The tutorial payments are not to exceed $84 a month to a
maximum amount of $1,008, with no charge against basic
entitlement.

**CONTRIBUTORY EDUCATION ASSISTANCE PROGRAM**

Eligible veterans are those who served and who (1) first
entered active duty after December 31, 1976, (2) were
released under conditions other than dishonorable or
continue active duty but have completed their first obligated
period of service or six years of active duty, whichever
comes first, and (3) have satisfactorily contributed to the
program. Satisfactory contribution consists of the monthly
deduction of $25 to $100 from military pay to a maximum of
$2,700 for deposit in the special training fund.

Students voluntarily participate in a planned future
education or training in which savings would be adminis-
tered and supplemented by the government. Recipients
receive monthly payments for the number of months they
contributed, or for 36 months, whichever is less. A partici-
patant may leave the program at the end of any consecutive
twelve-month period of participation, and those who do
so have their contributions refunded. Recipients have ten
years from the date of last discharge or release from active
duty in which to use these benefits.

**VETERANS ADMINISTRATION BENEFITS FOR
DEPENDENTS OF VETERANS**

There are two types of benefits for dependents of veterans.
The first, under Chapter 35, pays a monthly allotment for the
dependent attending school while satisfactorily pursuing
a degree. Payments are the same as those for veterans with
no dependents. The second, compensation and pension,
is paid to the veteran, with an additional amount per month
for the dependent attending college. To be eligible for
Chapter 35 benefits, the student must be (1) the spouse or
child of a deceased or permanently and/or totally disabled
veteran, where the death or disability was the result of
service in the armed forces and (2) a child between the
ages of 18 and 26 (even married dependents are eligible

Widows and/or widowers who receive a death pension or
indemnity compensation can receive additional monthly
amounts if a dependent child is attending school. The
college veterans' office must certify the attendance of the
student to the VA.

**VETERANS EDUCATIONAL ASSISTANCE ACT OF
1984 ELIGIBILITY/BENEFIT**

The Veterans Educational Assistance Act of 1984 establishes
a program of education benefits for individuals who entered
military service from July 1, 1985, through June 30, 1988.
Service-persons entering active duty during that period
will have their basic pay reduced by $100 a month for the
first twelve months of their service, unless they specifically
elect not to participate in the program. Service-persons
eligible for post-Korean G.I. Bill benefits as of December
31, 1989, and who do not have a break in active-duty service
since December 31, 1976, are also eligible for the new
program but will not have their basic pay reduced. Service-
persons who, after December 31, 1976, received commis-
sions as officers from service academies or scholarship
senior ROTC programs are not eligible for this program.

Active duty for three years (two years if the initial obligated
period of active duty is less than three years) or two years'
active duty plus four years in the Selected Reserve or
National Guard will entitle an individual to $300 a month
basic benefits. The here is also a targeted discretionary kicker
of up to an additional $400 available. A supplemental
benefit of up to an additional $300 with a targeted discretionary kicker of up to $300 more is also available.

An educational entitlement program is also available for members of the Selected Reserve. Eligibility applies to individuals who from July 1, 1985, through June 30, 1988, enlist, reenlist, or extend an enlistment for a six-year period. Benefits may be paid to eligible members of the Selected Reserve who complete their initial period of active-duty training and complete 180 days of service in the Selected Reserve. Full-time payments will be $140 a month for 36 months.

**VOCATIONAL REHABILITATION**

Under this program for disabled veterans, the VA pays for tuition, fees, and books. In addition, the veteran also receives a monthly allowance depending on credit load and standard class sessions. Disabled veterans are also eligible to receive tutorial benefits at the discretion of a counselor.

To qualify, a veteran must have at least a 10 percent disability according to the VA’s evaluation. The disability must be a result of active service. The conditions of “other than dishonorable” discharge apply. Also, the VA must certify the veteran’s need for vocational rehabilitation (unemployable).

A disabled veteran is eligible to receive benefits for up to twelve years after discharge. In certain situations, this can be extended. The period of eligibility begins when the veteran is first rated.

**WORK-STUDY**

Vietnam-era veterans or those under Vocational Rehabilitation who are enrolled as full-time students may agree to perform VA-related services and receive an additional allowance. The veterans who are 30 percent or more disabled from service-connected disabilities will be given preference. A student who agrees to work 250 hours per semester receives $837.50. This is calculated at $3.35 per hour and is tax-free. A student may work up to 750 hours in an academic year. A student who agrees to work fewer hours gets a proportionately smaller amount. Veteran-students will be credited 40 percent of the amount of the work-study agreement in advance.

The hours may be worked during or between enrollment periods.

The services that may be performed are:
- VA outreach services under the supervision of a VA employee,
- preparation and processing of VA paperwork,
- VA domiciliary and medical treatment services, or
- any other activity of the VA approved by the Administrator.

Source: Veterans’ Benefit Fact Sheet
C UN Y, Office of Veterans Affairs
1114 Avenue of the Americas, 15th Floor
N ew York, NY 10036

**BARUCH ENDOWMENT FUND PROGRAMS**

**BARUCH GRADUATE ASSISTANTSHIPS**

Graduate assistantships are available in the Zicklin School of Business on a limited basis to academically qualified matriculated students who are attending full time (defined as at least four 9000-level courses each semester).

Receipt of a student loan may disqualify a student from an assistantship. Students should consult the Financial Aid Office if they have received a loan or are contemplating applying for one. Entering business students will find an assistantship application in the graduate school application for admission packet. Continuing business students may obtain an assistantship application from the Zicklin Office of Graduate Academic Services, located in Room 13-221 of the Vertical Campus, One Bernard Baruch Way, telephone: (646) 312-3140.

The School of Public Affairs and the Weissman School of Arts and Sciences will also offer a limited number of assistantships to applicants in their programs. Please inquire through the Dean’s Office in each school.

**BARUCH STUDENT EMPLOYMENT PROGRAM**

Funds are available annually to full-time matriculated undergraduate and graduate students who are selected strictly on their ability to perform a job function.

**MITSUI USA FOUNDATION SCHOLARSHIPS**

The Mitsui USA Foundation annually awards two scholarships of $5,000 each to newly admitted full-time students pursuing an MBA degree with a specialization in international business.

To be considered, candidates should be graduates of a nonbusiness undergraduate program with a minimum undergraduate grade point average (GPA) of 3.0. Applicants must also be U.S. citizens or permanent residents. Candidates are selected on the basis of academic distinction, volunteer or professional work with people of diverse cultural backgrounds, employment or study abroad, and a written essay.

Applications for the Mitsui USA Foundation scholarships are available from the Office of Graduate Admissions, Zicklin School of Business, Baruch College/CUNY, One Bernard Baruch Way, Box H - 0820, New York, NY 10010-5585, telephone: (646) 312-1300.
NASH SCHOLARSHIPS

Nash Scholarships are awarded annually to the most qualified and accomplished students who enroll in the Full-Time MBA Program. For the 2000–2001 academic year, 26 Nash Scholarships were held by students at an average of $2,700 each for two years. For 2001–2002, it is estimated that approximately 30 of these scholarships will be offered at an average of $3,000 per year for two years.

BARUCH COLLEGE FINANCIAL AID PROGRAMS

INTERNATIONAL STUDENT EMERGENCY LOAN FUND

Eligibility for this program is limited to international students who can demonstrate that unforeseen circumstances subsequent to their entry into the United States have caused economic need. Loans cannot exceed $500. Applications are available in the International Student Service Center.

ANNUAL AWARDS AND PRIZES

American Statistical Association Award: A certificate is awarded to the graduate student who has demonstrated proficiency in statistics.

Baruch College Alumni Association Graduate Award in Education: A $200 award to the recipient of an MSEd degree with the highest cumulative average.

Mary and Abraham D. Beame Scholarships: Up to ten 1-year renewable awards for a maximum of $2,000 each for outstanding new or returning graduate students in the School of Public Affairs in government or preparing for careers in public service.

Harry Beck Memorial Award: One prize of $200 is awarded to the MBA candidate in accountancy or taxation with the highest scholarship.

Becker Family Scholarship: A tuition scholarship of $600 is awarded annually to one graduate student for academic excellence.

Beta Gamma Sigma Alumni of New York City Medal: A medal is presented to a graduate student who has attained membership in the Bernard M. Baruch College Chapter of the National Honor Society, Beta Gamma Sigma (Epsilon Chapter), and who qualifies by reason of outstanding character, scholastic achievement, participation in College affairs, and potential for leadership.

Clark Scholarships: Up to five 1-year renewable awards of up to $2,000 to new or returning School of Public Affairs students preparing for careers in nonprofit management.

Coexistence Fellowships: Up to two 1-year awards of up to $1,200 to new or returning School of Public Affairs students preparing for careers in public service with an emphasis on community relations, public affairs, or intergroup relations.

Robert Demb Award for Graduate Study: One tuition scholarship of $1,000 to an MBA student who received his/her undergraduate degree from Yeshiva or Brandeis University or graduated from a yeshiva high school.

Vincent Di Lorenzo Prize in International Marketing and International Business: One $500 prize is given to a graduate student in international marketing and international business with the highest scholastic average for an MBA in these specializations and showing the greatest potential in these fields.

Donal E. Farley Award: A scholarship providing yearly in-state graduate tuition to the outstanding graduate student majoring in public administration in the School of Public Affairs, for academic excellence, service to Baruch College, and contributions to his or her community, borough, or the City at large. Established in honor of Senior Vice Chancellor Farley for his long and outstanding service to The City University of New York.

Financial Executive Institute Academic Honor Award: Membership privileges are awarded to a graduate student for outstanding scholarship in management, accounting, or financial management, plus excellence in all other courses.

Graduate Service Endowment Award: A $100 award to a graduating graduate student for outstanding leadership and service.

Irving Greger Student Leadership Awards of the Class of 1985: A maximum of two $100 awards to be given annually to undergraduate or graduate students who encourage by their own behavior the desire to learn and teach and who facilitate the development of leadership skills, interpersonal relationships, and human relations. Recipients shall demonstrate characteristics of caring and sensitivity for others and a commitment to the furtherance of the well-being of the College.

Hearst Fellowships in Nonprofit Management: Up to five $1,000 one-year fellowships for new or returning students in the School of Public Affairs preparing for careers in nonprofit management.

International Graduate Student Service Award: A $100 cash award to an international graduate student for outstanding service to the College.

Oscar Lasdon Award: An award of $500 presented for the best doctoral dissertation in the field of finance or investment or, if none, then in another field included within the Doctoral Program in Business.
Milton Mann Prize for Excellence in Accountancy: One $750 award to an MBA candidate who demonstrates excellence in accountancy and involvement in volunteer service on behalf of the College and community.

Mitsui Scholarships: Up to four awards of $5,000 each are conferred on outstanding candidates for an MBA in international business who majored in something other than business as undergraduates.

Jack Nash Distinguished Service Awards: Up to two awards of $1,000 each are given to graduating students in the Nash Honors MBA program and the Full-Time MBA program. The purpose of the award(s) is to recognize students who have made significant contributions to their fellow students or to the Zicklin School through their efforts to improve and/or foster development of any aspect of campus life. Students must be in good academic standing and must graduate in the spring semester during which they are nominated.

New York State Society of Certified Public Accountants Award: A medal is awarded for excellence in accountancy studies to a candidate for the MBA specializing in accountancy.

Daniel S. Roher Scholarship: A tuition scholarship of $500, or 5 percent of the fund, is awarded annually to an incoming student in the MA program in business journalism. The student should have demonstrated academic success on the undergraduate level and presented a writing portfolio and exam showing great promise.

Jerry M. Rosenkranz and Joseph A. Goldstein Award in Honor of Data Development Corporation for Excellence in Statistics: An annual award of $200 to the MS or MBA candidate who achieved academic excellence in the statistics specialization and has demonstrated a strong interest in the application of statistics to market research. Selection criteria include academic achievement in the specialization of statistics, MBA or MS thesis, and interest and promise in a career in marketing research. (Funds have been provided by Jerry Rosenkranz and Joseph Goldstein in honor of Data Development Corporation's 25th anniversary.)

Schering-Plough Fellowships: Fellowships in the amount of $2,000 are awarded for tuition and fees to outstanding graduate students who have completed internship programs in public affairs.

SCORE Scholar Award: One tuition award of $1,000, applied to the spring term, will be presented to a graduate student specializing in entrepreneurship and whose interest is in small business. The student will be chosen by the director of the Field Center for Entrepreneurship and Small Business, based on academic excellence and evidence of the student's interest. The award will be provided by the New York Chapter of the Service Corps of Retired Executives (SCORE) Association.

Carl Spielvogel ('56) Scholarships in International Marketing: Two tuition awards of $5,000 to graduate students who intend to study international marketing and pursue a career in that field. The scholarship is renewable in the second year of study if the students maintain good academic standing.

Stuart-James Award in Business Computing: One award of $500 to an outstanding graduate student in the field of business computing.

Tax Executive Institute Prize: One tuition award of $1,000 to a student enrolled in the graduate program in taxation, in honor of William E. Duffy.

Bert W. and Sandra Wasserman Scholarships: Two scholarships of $2,000 to graduate students who have demonstrated excellence in accountancy.

Irving Weinstein Trust Fund Scholarships: Eight scholarships of $600 to worthy undergraduate and/or graduate students majoring in accountancy, taxation, or business administration.

Samuel and Irving Weinstein Scholarship Fund: One scholarship of $600 is awarded to a needy and worthy undergraduate or graduate student in accountancy or taxation.
GENERAL ACADEMIC REGULATIONS

Students are held responsible for knowledge of the College’s academic policies. Each of the policies listed below is described in detail in this section:

- Matriculation and Class Status
- Academic Advisement
- Registration
- Measles, Mumps, Rubella Immunization
- ID Cards
- Program Load
- Program Changes
- Qualifying Examinations/Waivers
- Transfer of Credit for Graduate Work and Permit Status
- Leave of Absence
- Re-entry to the College
- Resignation or Withdrawal
- Extension of Time Limit for Degree
- Graduation Requirements
- Second-Degree Application
- Grading System
- Scholarship Requirements
- Graduate Committees on Academic Standing

MATRICULATION AND CLASS STATUS

Only students officially matriculated in Baruch’s graduate programs are allowed to register for courses. Once admitted to a graduate program (this includes the period between acceptance by and registration at Baruch), students cannot take undergraduate courses in order to waive 9000-level preliminary requirements. Concurrent acceptance to and enrollment in a second undergraduate degree program and a graduate-level program are not permitted. Withdrawal from one program is a condition for admission to or continued registration in another program.

MASTER’S DEGREE STUDENT CLASS STATUS

Grad 9  Matriculated student—no approved program
Grad 8  Student with approved program
N P  Students in the M BA program

There is a six-year time limit for completion of the master’s degree. This period begins at the commencement of the program.

ACADEMIC ADVISEMENT

ZICKLIN SCHOOL OF BUSINESS

The Office of Graduate Academic Services provides administrative and curricular services to students enrolled in programs in the Zicklin School of Business. These services are described in greater detail in Part 5 of this Bulletin.

WEISSMAN SCHOOL OF ARTS AND SCIENCES

Advisement for students in business journalism, corporate communication, and industrial/organizational psychology graduate programs is provided by members of the faculty. Appointments can be made through the Office of Research and Graduate Studies at (646) 312-4490.

SCHOOL OF PUBLIC AFFAIRS

The School of Public Affairs Office of Graduate Admissions and Student Services provides administrative and curricular services to graduate students enrolled in programs in the School of Public Affairs.

Students entering programs in the School of Public Affairs will receive an evaluation of preliminary course requirements to aid in their first registration at Baruch.

During the first semester of attendance, students will be assigned to work with a faculty advisor to prepare a program for the remaining course of study. The program is a plan of study devised by the student in consultation with the faculty advisor regarding the courses to be completed for the degree. Students must follow the program as approved, unless a program change has been filed with the Office of Graduate Admissions and Student Services.

For information regarding student services, contact the Office of Graduate Admissions and Student Services, School of Public Affairs, at (212) 802-5921.

REGISTRATION

Students accepted for graduate study will be mailed registration materials prior to the scheduled registration period. Any accepted student with a domestic address who has not received registration materials by July 1 for the fall semester or November 30 for the spring semester should contact the Registrar’s Office. International students with overseas addresses will obtain their registration materials from the appropriate graduate admissions office upon their arrival in New York.

Detailed registration information is contained in the Schedule of Classes issued each semester. Copies may be obtained in the Registrar’s Office or the appropriate
graduate academic services or student services office. The majority of required courses are normally repeated every semester so that a student may commence graduate work during the spring or fall semester. Elective courses may be offered once every second or third semester. Most graduate courses are taught in the evening.

MEASLES, MUMPS, RUBELLA IMMUNIZATION

New York State law requires all college students registered for credit-bearing courses and born on January 1, 1957, or after to submit records of immunization and/or documentation from their personal physician stating the date each communicable disease was diagnosed. Proof of immunization must be submitted to the Medical Records Office, which is located within the Registrar's Office, 151 East 25th Street, Room 850. All documentation must be submitted prior to a student's being permitted to register for classes. New students entering Baruch from out of state and international students will be permitted to register for their first semester provided they have documented at least one measles, mumps, and rubella shot and have an appointment for the second measles shot. Students who fail to provide documentation of the second measles shot within 30 days (45 for international students) will be dropped from their courses and assigned grades of WA (Administrative Withdrawal) for all courses registered.

For additional information, please contact the Medical Records Office or the Office of the Dean of Students.

ID CARDS

Upon first registering as a Baruch student, students will receive a photo-identification card. This card is kept until graduation unless a student is dismissed for academic or disciplinary reasons. The card is validated at each registration, after student fees have been paid. It can be used for a number of activities and privileges, including gaining access to buildings, checking out library materials, voting in student elections, and obtaining theatre and other discount tickets. Information about additional services is available through the ID Center. Students should carry their card at all times. The ID Center is located at 151 East 25th Street. A valid bursar's receipt is needed to obtain an ID card.

PROGRAM LOAD

A program of four 9000-level courses is considered the minimum full-time graduate course load; five 9000-level courses is the maximum, with the fifth course offered on a space-available basis. Six credits is the maximum full-time load each summer session. Registration for credits in excess of these limits will not be permitted without advance approval by the school dean. Generally, 6 to 8 credits is the recommended course load for students working 35 hours or more per week.

Students are expected to enroll in courses that are required to complete their degree. Enrollment in courses outside the required program is subject to availability of space.

PROGRAM CHANGES

HOW TO CHANGE DEGREE OBJECTIVE OR SPECIALIZATION

Students who have chosen a major field or a degree objective and wish to change it at a later date may do so, subject to the approval of the appropriate graduate office.

Students who change their degree objective or major field will be subject to the admission requirements of the new curriculum pertaining to the new major field, including core and preliminary requirements. Courses successfully completed under the student's original program may be transferred to the new program only if they are applicable. Academic deficiencies are carried over from one program to another (e.g., a student on probation under the original program remains on probation under the new program).

If a student's new major carries a different degree objective, the student must file an application for a change in degree objective in the appropriate graduate office and, if necessary, take the appropriate admission test. Once accepted for the new degree, the student should make an appointment with an advisor in the appropriate graduate office and request a new program.

HOW TO REVISE A PROGRAM

A required (approved) program may not be changed without written permission from the appropriate graduate office and school dean.

To change required (approved) courses, students complete an Application for Program Revision Form and file it with their graduate office. A copy of the revised program will be sent to the student after it has been approved.

Program changes should be made prior to registering for courses.

QUALIFYING EXAMINATIONS/WAIVERS

Students who feel that they have sufficient background in any of the preliminary requirements but have not had the courses waived may apply to take a written qualifying examination. The application may be obtained at the appropriate graduate studies office. Students pay the listed fee, return the completed form to the appropriate graduate office, and contact the department for the time and place of the examination.
A grade of C- or better is required to waive 8000-level preliminary requirement courses, with the exception of STA 8000, which requires a minimum grade of B-. A grade of B- or better is required to waive 9000-level preliminary requirement courses.

A qualifying examination may not be repeated. Students are not eligible to take a qualifying examination in a graduate course they have taken at Baruch and failed.

TRANSFER OF CREDIT FOR GRADUATE WORK AND PERMIT STATUS

Students may request to transfer up to 12 credits of course work. Of these credits, MBA students may not transfer more than two courses toward their specialization. Of these credits, MA students may not transfer courses toward their core requirements. Courses must have been completed within five years of a student's enrollment at Baruch. All students should consult their appropriate graduate office for advisement.

- In general, only graduate-level courses completed in institutions accredited by AACSB International (the Association to Advance Collegiate Schools of Business; formerly the International Association for Management Education and the American Assembly of Collegiate Schools of Business) will be considered for transfer credit toward the MBA and M.S degrees in the Zicklin School of Business. Entering MBA students who attended institutions not so accredited prior to their Baruch admission can apply for transfer credit for graduate-level work equivalent to core courses, provided courses were taken in a domestic, regionally accredited master's program in business and were approved by the appropriate academic department. Entering students applying for transfer credit for graduate core courses that do not meet these standards must take a qualifying examination in their first semester at Baruch to validate prior graduate course work. A minimum examination grade of B is required.
- Only graduate-level courses completed in NASPAA-accredited institutions will be considered for transfer credit toward an MPA degree.
- A grade of B or better is required in courses for which transfer credit is sought. (However, grades earned at other institutions are not included in computing the scholastic average at Baruch College.)
- Graduate courses completed as part of one graduate degree may not be used for credit toward another graduate degree.
- In general, course credit is transferable only if a course is equivalent to one given at Baruch College.
- Once a student is admitted to Baruch, permission to take a course at another institution must be obtained prior to registration at that institution. Students should allow sufficient time to have their request reviewed.
- Baruch College students who wish to take courses at other units of The City University of New York (“On Campus”) must apply to the registrar and the Baruch school dean for permission. Transfer credit will not be granted without the explicit permission of the school dean.
- In general, students in the Zicklin School of Business may not receive transfer credit for graduate courses completed in other CUNY units.
- Students matriculated at Baruch are not permitted to take courses at other institutions if the courses are being offered at Baruch in the same semester.
- Permission to take courses at other institutions does not extend the period within which requirements for a degree must be met.
- Only students in good academic standing (3.0 GPA and no unresolved INC/ABS grades) will be allowed to take courses at other institutions.
- Applications for transfer of credit can be obtained at the appropriate graduate offices. The application must be approved by a graduate advisor and the school dean.

LEAVE OF ABSENCE

When a student intends to interrupt studies at Baruch College and not do work at any other institution, he or she is on a leave of absence. During the period in which the leave of absence is in effect, the student may take no course work, may receive no credits for any course work, and may not graduate. However, work toward the completion of an Incomplete or Absent from Final grade (INC or ABS) may be done during a leave of absence.

RE-ENTRY TO THE COLLEGE

Students who interrupt their graduate studies for one or more semesters must file for re-entry at the Registrar's Office prior to the term in which they plan to return. The six-year time period for completion of the requirements for the master's degree will be extended no more than two semesters for such nonattendance.

If the original six-year period and two additional semesters have expired, the student must apply to the appropriate graduate committee on academic standing for a time extension. In some instances, an extension of time may require a review of the student's original program for currency of subject matter. Additional courses may be required to complete the degree.

RESIGNATION OR WITHDRAWAL

Students who enroll for courses and find it impossible to continue with one or more of the courses must submit a course resignation form to the Registrar's Office. Failure to properly resign from a course will result in an F grade.

Students who withdraw from all courses during the refund period (the first three weeks of the fall and spring semesters) must file a re-entry application at the Registrar's Office;
if the total withdrawal occurs during the student's first semester, the student will need to file a new application with the appropriate office of graduate admissions.

The completed resignation application must be submitted to the Registrar's Office prior to the deadline printed in the Baruch College Graduate Calendar. Students who have received Stafford Loans or Perkins Loans in the past should consult with a financial aid counselor before resigning from classes. International students should consult with the International Student Office.

**EXTENSION OF TIME LIMIT FOR DEGREE**

Currently enrolled students who find that they will not be able to complete the degree requirements within the specified time limit (six years) and who wish an extension must apply for an extension of the time limit with the appropriate graduate office; the reason for the extension and the length of time required must be indicated in the request. The request must be approved by the appropriate graduate committee on academic standing (see page 35).

**GRADUATION REQUIREMENTS**

**WRITTEN APPLICATION FOR THE DEGREE**

A graduate student must file a written application for the degree in the semester in which all the requirements for the degree will be completed. This application must be filed at the Registrar's Office (see Graduate Calendar for due dates). While applications submitted after the deadline for a semester will be processed, the names of degree candidates who submit late applications in the spring semester will not appear in the Commencement Program. A student cannot be recommended for the degree at the close of the semester without having submitted a written application.

A master's degree shall normally require a minimum of one academic year of full-time graduate-level study, or its equivalent in part-time study, with an accumulation of not less than 30 semester hours.

An application for a degree will not be carried forward from one semester to the next. A new application card must be filed for the term in which the degree is actually awarded.

**MAINTENANCE OF MATRICULATION**

Students must maintain matriculated status during the semester in which they obtain their degree if they are not registered for courses.

They must contact the Registrar's Office at the beginning of the semester in which they plan to take their degree. After a review of the student's record the student will be charged the maintenance of matriculation fee and a re-entry fee.

**SECOND-DEGREE APPLICATION**

Students who wish to take additional courses after meeting their original degree requirements must file a new application for admission to graduate school. Students who have completed an MBA degree and who wish to take additional courses should consider one of the MS programs, an MPA, or the Post-Master's Certificate Program. Students applying for a second degree must meet current admission requirements.

**GRADING SYSTEM**

Baruch uses a 4.0 grade point average (GPA) calculation to determine a student's academic standing. All grades for 9000-level courses are used in calculating the GPA.

Grades for graduate courses are indicated as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Quality Value Per Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.0 grade points</td>
</tr>
<tr>
<td>A-</td>
<td>3.7 grade points</td>
</tr>
<tr>
<td>B+</td>
<td>3.3 grade points</td>
</tr>
<tr>
<td>B</td>
<td>3.0 grade points</td>
</tr>
<tr>
<td>B-</td>
<td>2.7 grade points</td>
</tr>
<tr>
<td>C+</td>
<td>2.3 grade points</td>
</tr>
<tr>
<td>C</td>
<td>2.0 grade points</td>
</tr>
<tr>
<td>C-</td>
<td>1.7 grade points</td>
</tr>
<tr>
<td>F</td>
<td>0.0 grade points</td>
</tr>
</tbody>
</table>

*Grades of D and D+ are not assigned to graduate courses.

The grade of F is computed in the GPA. A failed course must be repeated if it is a required course in the student's program. Students who repeat a failed course and earn a grade of B- or better may petition to drop the grade of F from the computation of the grade point average; the grade of F will remain on the transcript. Only one F grade may be dropped from the calculation of the grade point average. Petitions may be submitted to the registrar.

W: Withdrawn without penalty. Student must apply for this grade at the Registrar's Office within a specified period (see Baruch College Graduate Calendar).

WA: Administrative withdrawal (no academic penalty). Given to new students who fail to comply with New York Public Health Law 2165 within the announced grace period.

AUD: No credit.

INC: Student must be doing passing work to obtain instructor's permission for this grade. The grade must be resolved by the end of the final examination period of the subsequent semester, or it becomes a grade of FIN, the equivalent of F.

NC: No credit. Used for courses taken under the pass/no credit option. Also used to indicate the student received a course grade below C-. The course must...
be repeated in order to receive credit. Not included in GPA.

P     Passing. Valid grade for courses taken under the pass/no credit option. Grades of P are not calculated in the GPA, but credits earned are counted toward the degree.

ABS  Given if the student is doing passing work but missed the final examination. The grade must be resolved by the end of the final examination period of the subsequent semester, or it becomes a grade of FAB, the equivalent of F.

Once filed, a grade can be changed only on the recommendation of the instructor. Such recommendation must have the approval of the department chairperson and the appropriate school dean. Once a grade has been submitted, students may not do extra work to improve that grade.

PASS/NO CREDIT OPTION (P/NC)

Students may elect to take one course for degree credit to be graded on a pass/no credit basis. The pass/no credit option cannot be used for courses in the student's specialization. This includes courses taken in the General MBA option.

• To exercise the P/NC option, the student must apply to the registrar no later than the third week of the semester.
• The grade of P or NC is not computed in the grade point average.
• If a grade of NC is received in a core or required course, the student must repeat the course. The course may be repeated only once and for a P/NC grade only.
• If a grade of NC is received in an elective course, the student may either repeat the course or select another course; in both cases, a conventional grade will be assigned.
• The P/NC option is applied by the registrar; the instructor is not informed of the student's decision.
• The P/NC option does not apply to courses in accounting and taxation, with the exception of ACC 9100. All other courses offered by the Stan Ross Department of Accountancy will result in a letter grade or a grade of incomplete.
• The P/NC option does not apply to BUS 9200.

COMPUTING THE GRADE POINT AVERAGE (GPA)

The following illustration shows how a student who has attempted 27 credits should compute his/her grade point average on a 4.0 basis.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Value</th>
<th>Indexible Credits</th>
<th>Grade Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.0</td>
<td>x 12</td>
<td>48.0</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
<td>x 6</td>
<td>19.8</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
<td>x 6</td>
<td>18.0</td>
</tr>
<tr>
<td>F*</td>
<td>0.0</td>
<td>x 3</td>
<td>0.0</td>
</tr>
</tbody>
</table>

27  85.8

*Includes unresolved INC/ABS grades.

Divide the total grade points by the total indexible credits to obtain the grade point average: 85.8/27 = 3.17 on 27 indexible credits.

AUDITOR STATUS

A registered student in good academic standing may attend classes as an auditor.

The student must request this status from the registrar when registering for the course. The student will receive the grade AUD: no credit is granted, the course cannot be repeated for credit at a later date, nor can it be converted to a letter grade at a later date. Full tuition is applicable. Instructors are advised that auditors are not required to complete any of the assignments in their courses.

Students may apply to audit a course during Late Registration only. This ensures that students who need the course for their degree programs are given priority.

INC/ABS GRADES

Students must be doing passing work to obtain an instructor's permission to receive either a grade of incomplete (INC) or a grade of absent from final (ABS).

Grades of incomplete (INC) or absent from final (ABS) received in the fall semester must be resolved by the end of the following spring semester. Grades of INC or ABS received in the spring semester or summer term must be resolved by the end of the following fall semester.

Students who receive these grades may not register for or attend (“sit in”) any classes of the course in the following semester.

To resolve incomplete (INC) grades issued for missing course work, the student should meet with the instructor and arrange to complete the requirements for a letter grade before the expiration of the following semester.

To resolve absent from final grades (ABS), the student must file an application with the appropriate graduate studies office and submit proof of payment of the re-examination fee.

Make-up exams will be given during the midterm and final exam periods. Refer to the Graduate Calendar for application deadlines.
An unresolved INC/ABS grade will be converted to FIN/FAB and calculated as an F in the computation of the cumulative GPA after the grace period.

**SCHOLARSHIP REQUIREMENTS**

A student who is accepted for graduate work at Baruch College is required to maintain an average of B (3.0 GPA) in all graduate courses taken.

While every effort is made to keep the students informed of their academic standing, it is the students' responsibility to adhere to these regulations.

Students who have completed the credits required for the degree with an average below 3.0 must have written permission from their dean to take any additional course work. Additional course work beyond 6 credits will not be permitted.

Grades in preliminary courses that have been waived may never be used to improve the GPA.

Grades received in required 8000-level courses are not included in the grade point average. These courses may not be used as elective credits. All 9000-level courses taken outside of the official program will be calculated into the GPA, although credits may not be counted toward fulfilling degree requirements. Grades in courses that duplicate prior course work will not be counted in the GPA.

**PROBATION**

Students are considered to be on academic probation if their grade point average falls below the acceptable level indicated below:

<table>
<thead>
<tr>
<th>Credits Earned</th>
<th>Minimum GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 and above</td>
<td>3.0</td>
</tr>
</tbody>
</table>

Students on probation will be debarred (dismissed) if, after attempting a maximum of 12 additional credits, their cumulative grade point average remains below the required 3.0. In addition, a grade point average greater than or equal to 3.0 per semester must be maintained during the 12 credits of probation. Students on academic probation whose grade point average falls below 3.0 will be debarred whether or not 12 credits have been completed. ABS and INC grades are not permitted.

Students in Executive MBA, MPA, and MS programs are expected to adhere to the general policies governing academic probation, with the following exceptions.

**Executive MBA**

Students are considered to be on probation if their grade point average falls below the acceptable level indicated:

<table>
<thead>
<tr>
<th>Credits Earned</th>
<th>Minimum GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 (one trimester) and above</td>
<td>3.0</td>
</tr>
</tbody>
</table>

Students will be debarred (dismissed) if, after a maximum of two trimesters (18 credits) on probation, their academic performance remains below the acceptable level.

**Executive MPA, Executive MS in Finance, and Executive MSILR**

Students are considered to be on probation if their grade point average falls below the acceptable level indicated:

<table>
<thead>
<tr>
<th>Credits Earned</th>
<th>Minimum GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 and above</td>
<td>3.0</td>
</tr>
</tbody>
</table>

Students will be debarred (dismissed) if, after a maximum of 12 credits on probation, their academic performance remains below the acceptable level.

**GRADUATE COMMITTEES ON ACADEMIC STANDING**

Graduate students who wish to appeal decisions relating to the academic standing and scholastic requirements of their programs may do so by written communication to the chair of the appropriate graduate committee on academic standing. Requests for time extensions must also be addressed to the committee (see page 33).

Appeals must be typewritten and should not exceed 300 words. The committees on academic standing meet at stated intervals. Call or visit the appropriate office of graduate academic services or student services to determine the deadline for appeals to be submitted at the next scheduled meeting of the committee:

- Zicklin School of Business, Office of Graduate Academic Services, Room 13-221, Vertical Campus, One Bernard Baruch Way, telephone: (646) 312-3140
- Weissman School of Arts and Sciences, Office of Research and Graduate Studies, Room 04-295, Vertical Campus, One Bernard Baruch Way, telephone: (646) 312-4490
- School of Public Affairs, Office of Graduate Admissions and Student Services, Room 306, 137 East 22nd Street, telephone: (212) 802-5921
## GRADUATE PROGRAMS AND CODES

Baruch College offers the following programs in its graduate schools. They are listed with their Higher Education General Information Survey (HEGIS) codes assigned by the U.S. Department of Education.

### MBA
- **Accountancy (CPA Program)** 050200
- **Computer Information Systems** 070100
- **Economics** 051700
- **Finance and Investments** 050500
- **General MBA Option** 050600
- **Health Care Administration** 120200
  (jointly sponsored by Baruch College and the Mount Sinai School of Medicine)
- **Industrial/Organizational Psychology** 200800
- **International Business** 051300
- **Management** (with concentrations in entrepreneurship and small business management, organizational behavior/human resource management, and operations management) 050600
- **Marketing** (with concentrations in advertising, e-commerce, international marketing, and marketing research) 050900
- **Operations Research** 050700
- **Statistics** 050300
- **Taxation** 050210

### MPA
- **(with concentrations in nonprofit administration, public management, policy analysis and evaluation, and health care policy)**
- **Health Policy and Administration* 120200**
  (jointly sponsored by Baruch College and the Mount Sinai School of Medicine)

*This program is being phased out. No new students are being accepted.

### MS
- **Accountancy (CPA Program)** 050200
- **Business Computer Information Systems** 070100
- **Industrial/Organizational Psychology** 200800
- **Internal Audit and Risk Assessment** 050200

### Marketing
- (with subspecializations in e-commerce, international marketing, and marketing research) 050900

### Mathematics for Finance
- (HEGIS code pending) (effective Fall 2002)

### Operations Research
- 050700

### Statistics
- 050300

### Taxation
- 050210

### MSED
- **Educational Administration and Supervision** 082800
- **Advanced Certificate Program/New York State Certification as a School Administrator and Supervisor** 082800
- **Higher Education Administration** 082700

### MA
- **Business Journalism** 069900
- **Corporate Communication** 069900

### JD/MBA
- 050600

### JD/MPA
- 210200
  (offered jointly with The New York Law School and Brooklyn Law School)**

**The JD/MBA program with New York Law School is being offered pending approval of the Board of Trustees and State Education Department. JD/MPA programs are under review. Interested students should contact their respective Baruch admissions offices.

### Executive MBA
- 050600

### Executive MPA
- 210200

### Executive MS in Finance
- 050400

### Executive MSILR
- 051600

### PhD in Business, PhD Subprogram in Industrial/Organizational Psychology
- (no HEGIS code)

**The PhD program in business and the subprogram in industrial/organizational psychology are based at Baruch College; the degrees are granted by The Graduate School and University Center, CUNY**
The primary objective of the graduate programs of the Zicklin School of Business is to offer high-quality professional education in the business disciplines. More specifically, the educational effort seeks:

- to ensure a knowledge of basic business and organizational functions and provide the opportunity for intensive study in major fields;
- to develop the ability to identify problems, obtain relevant information, devise and evaluate alternative approaches, and choose and implement decisions;
- to increase the capacity for quick, flexible adjustment to the rapidly changing conditions in the global economic environment;
- to improve understanding of the political, social, and economic order and the manager’s responsibility to society;
- to provide the foundation for continuing self-education and development; and
- to expand awareness of the impact of ethics, internationalization, and globalization of business on all business activities and decision making.

The Zicklin School offers an array of programs leading to the MBA and MS degree, many of which are offered on both a full-time and part-time basis. A wide range of specializations is available.

MBA programs are offered in accountancy, computer information systems, economics, finance and investments, health care administration, industrial/organizational psychology, international business, management, marketing, operations research, statistics, and taxation. Students who want a general business degree may pursue the General MBA option.

MS programs in accountancy, business computer information systems, marketing, quantitative methods and modeling*, statistics, and taxation are available to students who seek concentrated, in-depth study in a subject area.

A particular goal of the School is to provide programs of intensive executive education for individuals with managerial experience who wish to upgrade their skills and prepare themselves for greater responsibilities and achievements. Zicklin currently offers the following executive programs: the Executive MBA; the Executive MS in Business Computer Information Systems; the Executive MS in Finance; the Executive MS in Industrial and Labor Relations; the Executive MS in Internal Auditing; Risk Assessment and Assurance; the Executive MS in Taxation; and the MBA degree in health care administration.

GRADUATE ADMISSION

Application to graduate programs at the Zicklin School of Business is open to anyone who has completed a regionally accredited U.S. bachelor’s degree or an equivalent bachelor’s degree from another country. Application materials, detailed program information, and the answers to any questions you might have about the application process are available from the sources listed below:

For the MBA and other programs offered by the Zicklin School of Business, contact:

Zicklin Graduate Admissions
Baruch College/CUNY
(mailing address)
One Bernard Baruch Way, Box H-0820
New York, NY 10010-5585

(location)
151 East 25th Street, Room 820
(between Lexington and Third Avenues)
Phone: (646) 312-1300
Fax: (646) 312-1301
E-mail: ZicklinGradAdmissions@baruch.cuny.edu

Considerable admission and program information is available on the Zicklin Web site, www.zicklin.baruch.cuny.edu; application materials can be downloaded from this site.

Applications are also available, and can be completed interactively and submitted electronically, at the Embark.com Web site.

Executive Programs: There are separate offices for Executive MBA and MS degree programs. For further information about admission to these programs, see pages 67–71.

*Subject to approval of the State Education Department.
**Doctoral Programs:** Individuals interested in pursuing academic careers may wish to investigate acquiring a doctorate. The doctoral program in business and the doctoral subprogram in industrial/organizational psychology are based at Baruch College; the degrees are granted by the Graduate School, The City University of New York; and the admissions process takes place through the Office of Admissions of the Graduate School, 33 West 42nd Street, New York, NY 10036, telephone: (212) 642-2812. The application deadline for the doctoral program in business is March 1. The application deadline for the doctoral subprogram in industrial/organizational psychology is February 1. Individuals should refer to the Bulletin of The Graduate School/The City University of New York for information concerning academic policies, tuition, and fees.

Additional information about the doctoral program in business is available at Baruch College in Room 13-253, Vertical Campus building, One Bernard Baruch Way, telephone: (646) 312-3090. Interested individuals need not have earned a master's degree to gain acceptance into this program. Applicants must specify one of the program's five specializations: accounting, finance, management planning and information systems, marketing, or organizational behavior and human resources. The program's admission decisions consider GMAT scores, transcripts of previous academic work, application essays, and letters of recommendation.

The goal of the subprogram in industrial/organizational psychology is to educate students in the general discipline of psychology, with an emphasis on training competent researchers and practitioners in the area of human behavior at work and in organizations. Additional information about this subprogram is available at Baruch College through Professor Joel Lefkowitz, Department of Psychology, One Bernard Baruch Way, Box B-08-222, New York, NY 10010.

**GRADUATE ACADEMIC SERVICES**

The Office of Graduate Academic Services provides a wide range of administrative and curricular services to students enrolled in MBA and MS programs in the Zicklin School of Business. The office evaluates preliminary course requirements for entering students, reviews requests for transfer credit and core course substitutions, assists students who wish to change their specialization or degree objective, and provides advice on program planning, degree requirements, and scholastic standing. During registration, the office helps students find the appropriate courses to complete their programs.

Students ultimately are responsible for understanding and meeting the requirements for the degree program in which they are enrolled, but they are encouraged to seek advice in the Office of Graduate Academic Services as appropriate. Advising is largely an informal process. Professional staff and student advisors in the Office of Graduate Academic Services are available throughout the calendar year to meet with students by appointment or on a walk-in basis. (During registration advising is on a walk-in basis only.) Although students are not formally assigned a faculty advisor, designated faculty members from each major are available to see students on an individual basis throughout the academic year. A list of advisors appears in the Schedule of Classes each semester.

Students who have unresolved issues relating to the academic and scholastic requirements of their programs may need to appeal to the Graduate Committee on Academic Standing. The Office of Graduate Academic Standing oversees the appeals process and advises students in this regard.

The Office of Graduate Academic Services is located in Room 13-221, Vertical Campus building, One Bernard Baruch Way, telephone: (646) 312-3140, fax: (646) 312-3141, e-mail: Zicklin_Graduate_Advisement@baruch.cuny.edu.

**GRADUATE CAREER SERVICES**

Graduate Career Services (GCS) provides career development and recruiting services to graduate students in the Zicklin School of Business. With the primary focus of preparing students to meet the demands of the MBA job market, a staff of career management professionals offers workshops and other programs designed to equip students with the knowledge, skills, and resources necessary to define and achieve their career goals. Workshops are offered in a variety of areas, including self- and market-assessment, resume writing, job search strategies, networking, interviewing, and compensation negotiation. Individual assistance is provided to students who participate in mandatory workshops and includes resume reviews, videotaped mock interviews, and strategy consultation.

GCS also coordinates programs and services designed to expose students to potential employers, corporate representatives, and alumni from a broad range of industries, professions, and companies. These include career fairs, information sessions, corporate presentations, and an on-campus recruiting program that provides students the opportunity to interview with firms that come to campus specifically to recruit Zicklin students. Additionally, GCS posts announcements of full-time and internship opportunities for students to review and coordinates the publication and distribution of resume books for students in the Full-Time MBA Program.
In cooperation with faculty supervisors, Graduate Career Services administers a credit-bearing internship program called the BUS 9800 series. This program allows students with departmental approval to earn 3 credits toward a general elective while gaining work experience in their field of study.

Graduate Career Services is located at 151 East 25th Street, Room 820, telephone: (646) 312-1330, fax: (646) 312-1331, e-mail: Graduate-Career_Services@baruch.cuny.edu. For additional information, please visit our Web site at zicklin.baruch.cuny.edu/gcs.

**MBA PROGRAMS: GENERAL INFORMATION**

The Zicklin School of Business offers four major avenues for pursuing the MBA degree: a full-time day program, a flex-time program, an accelerated part-time program, and executive programs.

For those who would like to participate in a dedicated, full-time program, the School offers the **Full-Time MBA.** Developed from the Jack Nash Honors MBA Program, the Full-Time MBA is a small, selective program that requires a two-year commitment to study full time. Featuring a number of very important benefits (see page 48), the program is limited in size, and admission is very competitive. Classes begin in the fall semester.

The Zicklin School also offers a range of MBA program options under the **Flex-Time Program** umbrella. Flex-Time students can study toward the MBA degree at either a full- or part-time pace, switching back and forth as their work and study needs dictate or, for international students, as their visa requirements allow. With courses offered primarily in the evening, this program is particularly well suited for those who wish to remain employed while they earn their degree. Students in the Flex-Time Program may begin at the start of any session (fall, spring, or summer).

Beginning in Fall 2000, the Zicklin School offered for the first time the **Accelerated Part-Time MBA Program.** This rigorous program is designed to meet the special needs of accomplished professionals who want to complete an established, well-regarded MBA as quickly as possible. The program allows students to complete the degree requirements for the MBA within a 28-month time frame. Each fall and spring semester, students in the Accelerated Program cohort take two evening courses and a third course on Saturdays, which differs from the typical two-course part-time student schedule. Courses during the summer terms and January intersessions complete the specialized scheduling of the program. An added special feature of the program is the final course, which consists of an executive speaker series.

The **Executive MBA Program** provides mid- to upper-level managers with the knowledge, understanding, and skills to successfully operate in today's intensely competitive markets while coping with highly complex and fast-changing technologies. This program is fully cohort in nature, with a 54-credit, lock-step curriculum.

**SPECIALIZATIONS, CONCENTRATIONS, AND THE GENERAL MBA OPTION**

Students choose from a wide array of established MBA specializations or can choose to tailor a program to their specific needs through the General MBA option. A specialization consists of six courses (18 credits) as determined by the appropriate department or program. Accountancy students complete 24 credits to satisfy current requirements for New York State CPA certification.

Students in the Accelerated Part-Time MBA Program may specialize in accountancy, computer information systems, finance, international business, management/entrepreneurship, marketing research, and the General MBA option, specializations selected by over 80 percent of MBA students.

The MBA specializations are described briefly below. Management and marketing offer several subspecializations. The full requirements for each specialization and subspecialization are outlined in detail, beginning on page 53.

**Accountancy.** The accounting specialization provides the comprehensive package of courses in financial and managerial accounting, auditing, tax, and law needed to meet the requirements to be a CPA.

**Computer Information Systems.** The CIS specialization presents concepts underlying the use of information and information-based technologies and the practical application of these concepts in a business context. Students develop an understanding of how information technology can be applied in the most effective ways.

**Economics.** The economics specialization prepares the student for a broad range of careers in business, industry, and government.

**Finance and Investments.** The finance and investments curriculum provides a strong grounding in both theory and practice with course work in corporate finance, investments, financial institutions, derivative securities, and international finance. Traditional lectures are supplemented by market simulations, regular “site” visits (typically to various exchanges and trading floors of major brokerage firms), and interaction with industry leaders.
Health Care Administration. Sponsored jointly with the Mount Sinai School of Medicine, this program prepares individuals for leadership positions in a wide variety of health care organizations. It is only available through Zicklin’s Executive Programs.

Industrial/Organizational Psychology. Industrial/organizational psychology is the science of psychology as it applies to business. Understanding psychology and how it can be used within an organizational framework helps managers to motivate people to do better work, to distinguish between effective and ineffective leaders, and to make the right hiring decisions more often.

International Business. This interdepartmental specialization meets the demand for MBAs with both a broad-based and an internationally focused education. All courses in this specialization have an international emphasis and are distributed over several functional areas. Knowledge of foreign languages is encouraged but not required.

Management. The Department of Management offers three subspecializations that develop the analytical, creative, and quantitative skills required to become a successful entrepreneur and business manager. The entrepreneurship and small business management subspecialization covers all aspects of entrepreneurship, from concept to business reality, including financing high-growth ventures, creating a realistic business plan, and managing the entrepreneurial organization. Students are encouraged to work with a faculty member to tailor a program to fit their individual interests. The organizational behavior/human resource management subspecialization focuses on the systems and programs overseen by human resource managers and personnel departments. The operations management subspecialization focuses on the improvement of business operations through analysis of the dynamic activities that compose the larger operation.

### SAMPLE CONCENTRATIONS FOR THE GENERAL MBA OPTION*

<table>
<thead>
<tr>
<th>Concentration</th>
<th>Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Electronic Commerce</strong></td>
<td>Electronic Commerce</td>
</tr>
<tr>
<td></td>
<td>Internet Marketing and Global Business</td>
</tr>
<tr>
<td></td>
<td>Interactive Internet Marketing</td>
</tr>
<tr>
<td><strong>Entrepreneurship</strong></td>
<td>Entrepreneurial Strategy and Cases</td>
</tr>
<tr>
<td></td>
<td>Managing the Entrepreneurial Enterprise</td>
</tr>
<tr>
<td></td>
<td>Entrepreneurial Ventures</td>
</tr>
<tr>
<td><strong>Global Business Environment</strong></td>
<td>The Global Competitiveness of the U.S. Economy</td>
</tr>
<tr>
<td></td>
<td>Foreign Markets, Cultures, and Regimes</td>
</tr>
<tr>
<td></td>
<td>International Comparative Management</td>
</tr>
<tr>
<td><strong>Law</strong></td>
<td>Survey of Business Contracts and Law of Corporations</td>
</tr>
<tr>
<td></td>
<td>International Trade and Investment Law</td>
</tr>
<tr>
<td></td>
<td>Law of Real Estate Transactions and Land Use Regulation</td>
</tr>
<tr>
<td><strong>Marketing</strong></td>
<td>Consumer Behavior</td>
</tr>
<tr>
<td></td>
<td>Marketing Research</td>
</tr>
<tr>
<td></td>
<td>Marketing Strategy</td>
</tr>
<tr>
<td><strong>Quantitative Modeling</strong></td>
<td>Introduction to Operations Research</td>
</tr>
<tr>
<td></td>
<td>Regression and Forecasting Models for Business Applications</td>
</tr>
<tr>
<td></td>
<td>Basic Software Tools for Data Analysis</td>
</tr>
<tr>
<td><strong>Systems and Networks</strong></td>
<td>Networks and Telecommunications</td>
</tr>
<tr>
<td></td>
<td>Systems Analysis and Design</td>
</tr>
<tr>
<td></td>
<td>Principles of Database Management Systems</td>
</tr>
</tbody>
</table>

*Students are not limited to the examples cited and are encouraged to explore other options.
**Marketing.** Marketing has broad applicability, a comprehensive curriculum, and a diverse faculty. Students may tailor a program to fit their individual interests by selecting courses across the marketing spectrum. Those who seek a greater degree of focus in a marketing area may pursue one of the four subspecializations offered by the marketing department. One subspecialization is advertising, the art of persuasion through communications. The E-commerce subspecialization prepares students to deal with the marketing aspects of the expanding Internet technology. The international marketing subspecialization examines the commercial exchange of raw materials, goods, and services among countries and prepares students for positions in trading firms and with multinational enterprises. The marketing research subspecialization provides students with the necessary analytical and conceptual skills for work in any of the varied environments where marketing research is conducted.

**Operations Research.** An MBA in operations research delivers practical, quantitative knowledge and a broad range of research skills. These can be applied to an independent study project directed at an operations research problem. This program provides an excellent foundation for students interested in pursuing a PhD.

**Statistics.** The statistics specialization trains students in applied statistical methods for business and finance. The program gives managers the concepts and skills needed to fully exploit the power of statistical methods.

**Taxation.** Limited to those with a CPA license or JD degree or who are CPA-eligible, this specialization is designed for students who are interested in mastering the complexities of taxation.

**General MBA Option.** The General MBA option enables students to complete their specialization in varied ways by selecting two concentrations of three courses each or a combination of six courses (18 credits) from different disciplines. Students may also choose one concentration and add three courses from other disciplines (see table on previous page).

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**FLEX-TIME MBA PROGRAM**

The Flex-Time MBA program consists of 54 credits, allowing students some flexibility in scheduling. Normally, students follow a prescribed sequence of courses and are together in cohort modules for their first four core courses. Flex-Time students attending part time may complete the program in four years by taking two 9000-level courses during the fall and spring semesters along with a core course during each of their first two January intersessions or during summer session. Flex-Time students attending school full time may complete the program in two years by taking four 9000-level courses each semester and a core course during each of two January intersessions or during summer session. The length of the Flex-Time Program can be reduced by taking additional courses in summers or during the fall or spring semesters, as space is available. Most courses are taught in the evening.

Students in the Accelerated Part-Time MBA Program follow the same curriculum requirements as students in the regular Flex-Time MBA Program, with the exception of the electives that are prescribed by the program. Students take their eighteen courses, or 54 credits, within two and one-half years, including summer sessions and January intersessions. Students attend all of their core and elective courses as a cohort, and course selections are developed specifically for this program. In the fall and spring semesters, three courses are taken, two of which meet twice a week in the evenings, with the third meeting on Saturday mornings. Program participants must enroll in all of the special sections offered and must complete the program according to this schedule. Admission takes place in the fall only. Students unable to maintain the program schedule of courses may complete the MBA as a Flex-Time part-time student.

**FLEX-TIME MBA CURRICULUM**

<table>
<thead>
<tr>
<th>Course and breadth courses</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core and breadth courses</td>
<td>27</td>
</tr>
<tr>
<td>Advanced course work through either a specialization or general focus</td>
<td>18</td>
</tr>
<tr>
<td>Elective courses, which provide additional breadth in a student’s program</td>
<td>9</td>
</tr>
</tbody>
</table>

**Preliminary Courses**

Certain preliminary courses are required for those Flex-Time students who have not had equivalent preparation prior to entering the Zicklin School. Those with adequate preparation in these preliminary course areas are waived from these requirements.
Four preliminatory courses apply to all Flex-Time MBA students: CIS 8000, ECO 8000, MTH 8005, and STA 8000. Two additional courses apply to international students: ENG 8192 and COM 8191. Other preliminatory courses may apply depending on a student's specialization. Please refer to the chart on page 52 for more information concerning specific preliminatory requirements and waiver conditions.

Grades in 8000-level preliminatory courses are not calculated in the grade point average, and credits in preliminatory courses are not applied toward the MBA degree.

Core and Breadth Courses

As shown in the chart above, the core and breadth requirements provide all students with a common body of knowledge and a comprehensive introduction to the academic disciplines underlying graduate business education (finance, behavioral science, and quantitative analysis). Conceptual approaches to business are integrated into a broad overview of the functional areas of business management. No waivers are granted for required core and breadth courses. However, students who have completed 15 semester hours in a core/breadth area within the seven years prior to enrolling in the MBA program can petition the Zicklin Office of Graduate Academic Services to substitute an advanced-level course in the same area for the core requirement.

Specialization/General MBA Options

Students can either choose one of the established specializations or customize their own through the General MBA option. Students in the Accelerated Part-Time MBA Program may choose from among the following specializations: accountancy, computer information systems, finance, international business, management/entrepreneurship, marketing, and the General MBA option.

Specialization Option: A specialization consists of six courses as determined by the appropriate department or program. Specializations were briefly described on pages 41–43; requirements for each are described in detail beginning on page 53.

General MBA Option: Students can custom-build their own specialization by selecting six electives (18 credits) chosen from 9000-level courses offered by departments with courses in the MBA program (or interdisciplinary courses). The combined total of elective and required program courses, excluding the core, may not exceed three in any one area of specialization. For students who specialize in marketing or management, the combined total of elective and required courses may not exceed three in any one subspecialization area. Further discussion of the General MBA option and examples of custom-tailored course groupings appear on pages 42–43.

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Prerequisites</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 9100</td>
<td>Financial and Management Accounting</td>
<td>none</td>
</tr>
<tr>
<td>BUS 9100</td>
<td>The Societal and Governmental Environment of Business</td>
<td>none</td>
</tr>
<tr>
<td>CIS 9000</td>
<td>Information Systems for Managers</td>
<td>CIS 8000 and ACC 9100 or ECO 9705 (pre- or corequisites)</td>
</tr>
<tr>
<td>ECO 9705</td>
<td>Managerial Economics</td>
<td>none</td>
</tr>
<tr>
<td>FIN 9770</td>
<td>Financial Decision Making</td>
<td>ACC 9100 and STA 8000</td>
</tr>
<tr>
<td>MGT9300</td>
<td>Management: A Behavioral Approach</td>
<td>ACC 9100 and STA 8000</td>
</tr>
<tr>
<td>MGT9700</td>
<td>Introduction to Operations Management</td>
<td>STA 8000</td>
</tr>
<tr>
<td>MKT9703</td>
<td>Marketing Management</td>
<td>none</td>
</tr>
<tr>
<td>BUS 9200</td>
<td>Business Policy</td>
<td>Completion of 39 credits, including all other core/breadth requirements</td>
</tr>
</tbody>
</table>
ELECTIVES

• One elective course must be chosen from each of the following categories: quantitative methods, international, and general. The table below indicates the courses available in the quantitative methods and international categories.
• All electives must be outside the student’s area of specialization if the specialization option has been chosen (e.g., students specializing in finance may not take FIN 9786 as their international elective).
• If the General MBA option has been chosen, an elective cannot be a fourth course in the same specialization area.
• In general, a course will be considered outside the specialization area if it is not listed as a required or elective course within that specialization or is not a prerequisite for such a course. Students choosing one of the subspecializations in marketing or management may select electives that are outside their subspecialization areas (e.g., students concentrating in advertising may select a course in international marketing as their general elective).
• In order to meet CPA requirements, accountancy majors have specific electives that they need to choose; see page 53 for these elective requirements.
• Certain courses are quantitative or international elective choices as well as courses within a specialization (or subspecialization), e.g., FIN 9786. Students who take a quantitative or international elective as part of the specialization (or subspecialization) area have the option of replacing the quantitative and international electives with additional general electives. Students potentially can take up to 9 general elective credits in one specialization (or subspecialization) area, provided the rules governing electives have been followed.
• The general elective can be any 9000-level course given by departments offering courses in the MBA program (or interdisciplinary courses), including courses listed under the quantitative methods grouping or the international course grouping (see below). The same course, however, cannot be used to satisfy more than one elective requirement. Students may also select one 9000-level course designated “PAF” in the School of Public Affairs, or “COM” and “ENG” in the Weissman School of Arts and Sciences, provided the prerequisite or equivalent has been satisfied, and with appropriate permission.

QUANTITATIVE ELECTIVES

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Prerequisites</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECO 9707</td>
<td>Economic Fluctuations and Forecasting</td>
<td>ECO 9705 and STA 8000</td>
</tr>
<tr>
<td>ECO 9723</td>
<td>Econometrics—Theory and Applications I</td>
<td>ECO 9705 and STA 8000</td>
</tr>
<tr>
<td>MGT 9500</td>
<td>Management Science</td>
<td>STA 8000</td>
</tr>
<tr>
<td>MGT 9710</td>
<td>Quantitative Analysis for Service Management</td>
<td>MGT 9700</td>
</tr>
<tr>
<td>OPR 9721</td>
<td>Introduction to Operations Research</td>
<td>STA 8000</td>
</tr>
<tr>
<td>STA 9000</td>
<td>Regression and Forecasting Models for Business Applications</td>
<td>STA 8000 and CIS 8000</td>
</tr>
<tr>
<td>STA 9708</td>
<td>Applied Statistical Analysis for Business Decisions</td>
<td>CIS 8000</td>
</tr>
<tr>
<td>STA 9710</td>
<td>Statistical Methods in Sampling and Auditing</td>
<td>STA 8000</td>
</tr>
</tbody>
</table>

INTERNATIONAL ELECTIVES

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Prerequisites</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECO 9741</td>
<td>International Economics</td>
<td>ECO 9705</td>
</tr>
<tr>
<td>FIN 9786</td>
<td>International Financial Markets</td>
<td>ECO 9705 and FIN 9770</td>
</tr>
<tr>
<td>IBS 9760</td>
<td>International Business Analysis</td>
<td>MKT 9703, MGT 9300 or PSY 9788, ECO 9705, and ACC 9100 (all pre- or corequisites)</td>
</tr>
<tr>
<td>IBS 9762</td>
<td>The Global Competitiveness of the U.S. Economy</td>
<td>ECO 9705, MKT 9703, and MGT 9300 or PSY 9788</td>
</tr>
<tr>
<td>IBS 9767</td>
<td>Foreign Markets, Cultures, and Regimes</td>
<td>ECO 9705, MKT 9703, and BUS 9100</td>
</tr>
<tr>
<td>LAW 9740</td>
<td>International Trade and Investment Law</td>
<td>none</td>
</tr>
<tr>
<td>MGT 9780</td>
<td>International Comparative Management</td>
<td>none</td>
</tr>
<tr>
<td>MKT 9764</td>
<td>Internet Marketing and Global Business</td>
<td>MGT 9703, CIS 9000</td>
</tr>
</tbody>
</table>
Eligible students may seek a graduate internship to satisfy the general elective. The internship courses provide students with the opportunity to gain work experience in the discipline of their choice while completing a research paper under the supervision of a faculty member from the appropriate department. For a full description of internship options, see page 100.

Students in the Accelerated Part-Time MBA Program will take STA 9708, Applied Statistical Analysis for Business Decisions, as their quantitative elective. The international elective is determined at the time of the cohort course offering and will be from the list of international electives prescribed for regular Flex-Time students. The general elective is BUS 9600, Current Topics in Business, which is the executive speakers series.

PROGRAM PLANNING

Students entering in fall or spring follow the same sequence. The charts on the following page show typical student schedules for those attending part time and full time. Students should also refer to the Schedule of Classes issued by the Registrar’s Office each semester and in summer.

Preliminary (8000-level) courses should be taken as soon as possible. In general, preliminary courses are offered in summer; however, certain courses are also available during the academic year. Students studying full time may take preliminary courses during the academic year along with, but not in place of, 9000-level courses. Full-time students who require ENG 8192 and COM 8191 will complete both courses in their first semester; part-time students will complete both courses no later than their second semester. In planning for registration, note that CIS 8000 is a prerequisite or corequisite for CIS 9000; STA 8000 is a prerequisite for FIN 9770, MGT 9700, and the quantitative elective.

Students can reduce the length of their program by taking summer courses. In general, core/breadth and a limited number of elective/specialization courses are available in summer. At this time, core courses ACC 9100 and BUS 9100 are offered only during summer and January intersession. Note that ACC 9100 is a prerequisite for FIN 9770 and BUS 9100 is a prerequisite for BUS 9200.

Students admitted to the Accelerated Part-Time MBA Program follow a rigorous program, which begins with the fall semester and follows a prescribed sequence of courses for 28 months. The typical sequence consists of MKT 9703, MGT 9300, and ECO 9705 in the first fall term. ACC 9100 is taken in January intersession. FIN 9770, CIS 9000, and STA 9708 (the quantitative elective) are taken in the subsequent spring term. The first specialization course is taken in the summer, followed by the second and third specialization courses and MGT 9700 in the fall term. In the second January intersession, Accelerated Part-Time MBA students take BUS 9100, followed by the fourth and fifth specialization courses and the international elective in the spring semester of their second year. BUS 9200 is taken in the summer, and in the last term students take their sixth specialization course and BUS 9600 (the general elective).
## TYPICAL SCHEDULE FOR A FLEX-TIME STUDENT ENROLLED PART TIME

<table>
<thead>
<tr>
<th>Year</th>
<th>First Semester</th>
<th>Second Semester</th>
<th>January or Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1*</td>
<td>CIS 9000</td>
<td>MGT 9300 or PSY 9788</td>
<td>ACC 9100</td>
</tr>
<tr>
<td></td>
<td>ECO 9705</td>
<td>MKT 9703</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>FIN 9770</td>
<td>Quantitative Elective (nonfinance majors) or Specialization #1 (finance majors)**</td>
<td>BUS 9100</td>
</tr>
<tr>
<td></td>
<td>Specialization #1 (nonfinance majors) or Quantitative Elective (finance majors)</td>
<td>Specialization #2**</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>International Elective Specialization #3</td>
<td>MGT 9700 Specialization #4</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>BUS 9200</td>
<td>General Elective Specialization #5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Specialization #5</td>
<td>Specialization #6</td>
<td></td>
</tr>
</tbody>
</table>

*First-year part-time students may take core courses in the reverse order, with MKT 9703 and MGT 9300 or PSY 9788 in the first semester and CIS 9000 and ECO 9705 in the second semester.

**Finance majors take FIN 9781 and FIN 9783 as the first two specialization courses.

## TYPICAL SCHEDULE FOR A FLEX-TIME STUDENT ENROLLED FULL TIME

<table>
<thead>
<tr>
<th>Year</th>
<th>First Semester</th>
<th>Second Semester</th>
<th>January or Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CIS 9000</td>
<td>FIN 9770</td>
<td>ACC 9100</td>
</tr>
<tr>
<td></td>
<td>ECO 9705</td>
<td>MGT 9700</td>
<td></td>
</tr>
<tr>
<td></td>
<td>MGT 9300 or PSY 9788</td>
<td>Quantitative Elective Specialization #1 (nonfinance majors) or International Elective (finance majors)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>MKT 9703</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>International Elective (nonfinance majors) or Specialization #1 (finance majors)**</td>
<td>BUS 9200 Specialization #4</td>
<td>BUS 9100</td>
</tr>
<tr>
<td></td>
<td>Specialization #2**</td>
<td>Specialization #5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Specialization #3</td>
<td>Specialization #6</td>
<td></td>
</tr>
<tr>
<td></td>
<td>General Elective</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

† Finance majors take FIN 9781 and FIN 9783 as the first two specialization courses.
FULL-TIME MBA PROGRAM

Each fall, the best qualified among the entering MBA class begin a special full-time, two-year program: the Full-Time MBA Program. They join a small group of Zicklin’s most gifted and accomplished students. Admitted only during the fall session, students beginning this 56-credit, 20-course program are grouped in cohorts of about 50. They take the expanded core courses taught by leading faculty in each area, with special sections of the MBA core set aside specifically for them. Students select six courses in a specialization and one additional elective to complete their MBA. (For policies and options regarding specializations, please refer to pages 41–43.) Depending on a Full-Time MBA student’s intended specialization, the preliminary requirements for the Flex-Time MBA student may not apply. Program requirements and the course sequence are outlined in the chart below and on the next page.

PROGRAM HIGHLIGHTS

• Students benefit from access to a Full-Time MBA director, a full-time faculty person administering the program.
• Students receive enhanced services in such areas as orientation, advisement, registration, career planning, and placement.
• As part of the curriculum, students interact regularly with notable business leaders.

In the summer after the first year (or, for some, in the second year), students may work in a paid business internship for which credit can be earned to satisfy the general elective. For policies regarding the general elective, see pages 45–46.

A select group of first-year Full-Time MBA students receive merit-based Nash Scholarships, while some have the opportunity to work closely with faculty members as graduate assistants, for which they receive a stipend of $5,000–$10,000 (potentially renewable in the second year).

Additional Fee

Full-Time MBA students pay an additional student services surcharge of $1,500 per academic year.

CURRICULUM

The Zicklin Full-Time MBA Program features a comprehensive curriculum that establishes the solid foundation needed for a successful business career. Central to this curriculum is an integrated set of core courses. Comprising most of the student’s first year, the core threads through the third and fourth semesters as well.

Following the completion of their first year, students have the opportunity to choose a credit-bearing internship in the discipline of their choice. At the beginning of the second

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Requirement Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 9110</td>
<td>Financial Accounting</td>
<td>Core and Breadth Courses</td>
</tr>
<tr>
<td>ACC 9115</td>
<td>Managerial Accounting</td>
<td></td>
</tr>
<tr>
<td>BUS 9110</td>
<td>Business and Society</td>
<td></td>
</tr>
<tr>
<td>CIS 9000</td>
<td>Information Systems for Managers</td>
<td></td>
</tr>
<tr>
<td>ECO 9708</td>
<td>Microeconomics for Managers</td>
<td></td>
</tr>
<tr>
<td>ECO 9709</td>
<td>Macroeconomics for Managers</td>
<td></td>
</tr>
<tr>
<td>FIN 9770</td>
<td>Financial Decision Making</td>
<td></td>
</tr>
<tr>
<td>MGT 9300</td>
<td>Management: A Behavioral Approach</td>
<td></td>
</tr>
<tr>
<td>MGT 9700</td>
<td>Introduction to Operations Management</td>
<td></td>
</tr>
<tr>
<td>MKT 9703</td>
<td>Marketing Management</td>
<td></td>
</tr>
<tr>
<td>BUS 9200</td>
<td>Business Policy</td>
<td>Core Capstone</td>
</tr>
<tr>
<td>STA 9708</td>
<td>Applied Statistical Analysis for Business Decisions</td>
<td>Quantitative Methods Elective</td>
</tr>
<tr>
<td>ECO 9741</td>
<td>International Economics</td>
<td>International Elective</td>
</tr>
<tr>
<td>or IBS 9760</td>
<td>International Business Analysis</td>
<td></td>
</tr>
<tr>
<td>BUS 9800</td>
<td>Graduate Internship or Another 9000-level business course</td>
<td>General Elective</td>
</tr>
<tr>
<td>or 9801–9803</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Six courses</td>
<td>Specialization or General MBA option</td>
<td>Functional Specialization</td>
</tr>
</tbody>
</table>
year, students may shift their focus to an established specialization or to a custom-tailored interdisciplinary set of courses.

PROGRAM PLANNING

Certain preliminary courses are required for those students admitted to the Full-Time MBA Program who have not had equivalent preparation. Those with adequate preparation are waived from these preliminary requirements.

Two preliminary courses apply to all Full-Time MBA students: CIS 8000 and MTH 8005. Two additional courses apply to international students: ENG 8192 and COM 8191. These four preliminary courses are available during summer and/or the academic year. ENG 8192 must be taken in the first semester, and COM 8191 no later than the second semester.

Additional preliminary courses may apply depending on a student’s specialization and prior background. Please refer to the chart on page 52 for a listing of other preliminary courses and guidelines on waivers.

The above chart shows a typical course schedule for the Full-Time MBA Program.

JD/MBA JOINT DEGREE PROGRAM

The Zicklin School of Business offers a joint degree program leading to the JD/MBA degree in conjunction with both Brooklyn Law School and The New York Law School. The joint program is structured for full- or part-time study.

Students admitted to the joint program must meet the current admission requirements of each institution separately as well as the separate academic and financial requirements for each institution’s degree. At the conclusion of appropriate work, the MBA degree and the JD degree will be conferred jointly by Baruch College and The New York Law School or Brooklyn Law School. Students will receive neither the MBA nor the JD until the requirements for both degrees have been satisfied. The required course work for the MBA degree is completed at Baruch College, and the requirements for the JD degree are completed at either Brooklyn Law School or The New York Law School.

Students who are currently enrolled in the MBA or JD degree programs may apply for admission to the joint degree program provided they have not completed more than the equivalent of one academic year in the single degree program. Students should apply for admission to the appropriate school in time to receive a decision prior to the beginning of their second academic year or the equivalent.

The joint program, an integration of parallel course content, permits students to complete a certain number of courses that are acceptable for joint credit/advanced standing in each institution. For example, qualified full-time students are able to complete the requirements for both degrees in 3½ to 4 years rather than the minimum 4½ to 5 years that independent pursuit of each degree would require. JD/MBA students may begin their course work at either institution. In general, students spend one year at one institution and the next year at the other institution.
with the remainder of the program to be worked out on an individual basis.

Each institution has assigned a coordinator to handle interinstitutional arrangements and communications concerning the joint programs. Coordinators will be responsible for counseling students and prospective applicants with respect to academic progress and curriculum requirements.

Interested students must apply separately for admission to the JD and MBA programs. Further information about the programs and admission is available at the Zicklin Web site (www.zicklin.baruch.cuny.edu), the Brooklyn Law School Web site (www.brooklaw.edu), and The New York Law School Web site (www.nyls.edu).

**JD/MBA—Baruch College and Brooklyn Law School**

Students interested in obtaining these degrees will be required to submit a score not more than five years old on the Graduate Management Admission Test (GMAT) as well as one on the Law School Admission Test (LSAT). Brooklyn Law School will accept up to 9 credits of approved course work taken at Baruch College toward the 86 credits of law courses required for the JD degree. The 54-credit General MBA option, a broad-based program offered by Baruch, allows the Baruch student to take 9 credits of approved course work at Brooklyn Law School for transfer credit toward the MBA. Students may consult the Office of Graduate Academic Services for other program options.

**JD/MBA—Baruch College and The New York Law School**

Students interested in obtaining these degrees will be required to submit a score not more than five years old on the GMAT as well as one on the LSAT. The New York Law School will accept up to 9 credits of approved course work taken at Baruch College toward the 86 credits of law courses required for the JD degree. The 54-credit General MBA option, a broad-based program offered by Baruch, allows the Baruch student to take 9 credits of approved course work at The New York Law School for transfer credit toward the MBA. Students may consult the Office of Graduate Academic Services for other program options.

**MS PROGRAMS: GENERAL INFORMATION**

MS programs are designed for students who seek a concentrated focus on a particular subject area. Degree requirements vary depending upon the specialization chosen. Currently, the Zicklin School of Business offers MS degrees in accountancy, business computer information systems, marketing, quantitative methods and modeling, statistics, and taxation. For a full discussion of MS program requirements, see pages 62–66. In addition, the School offers Executive MS programs in internal auditing; risk assessment and assurance; business computer information systems; finance; taxation; and industrial and labor relations. These are described separately on pages 68–71.

Students interested in pursuing an MS degree in the same area of specialization as their undergraduate major are advised to speak with the appropriate department representative prior to applying.

The following table provides summary information on the various MS programs offered by the Zicklin School of Business.

**PRELIMINARY COURSES**

Preliminary requirements vary depending upon the program chosen. In general, 8000-level and 9000-level preliminary courses may be waived based on equivalent undergraduate or graduate courses completed prior to graduate enrollment at Zicklin. For waiver guidelines, please see the chart on page 52.

The credits for waived preliminary courses do not need to be replaced. Grades in 8000-level preliminary courses are not calculated in the grade point average.

**COM 8191:** Students required to take the English immersion program must complete COM 8191 in addition to ENG 8192. Otherwise, students who scored 50 or higher on the Test of Spoken English (TSE) or who are waived from ENG 8192 are not required to take COM 8191.

*Subject to approval of the State Education Department.
## MS Program Summary

<table>
<thead>
<tr>
<th>MS Program</th>
<th>Program Objectives</th>
<th>Program Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountancy</td>
<td>Meet the educational requirements for the CPA exam</td>
<td>Preliminary courses: 30.5 credits*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Required courses: 18–24 credits</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Electives: 9–13 credits</td>
</tr>
<tr>
<td>Business Computer Information Systems</td>
<td>Provide training in current and emerging technologies to develop systems that enable business strategy and fulfill information needs</td>
<td>Preliminary courses: 17.5 credits*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Required courses: 21 credits</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Electives: 15 credits</td>
</tr>
<tr>
<td>Marketing</td>
<td>In-depth training in marketing</td>
<td>Required courses: 12 credits</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Electives: 18 credits</td>
</tr>
<tr>
<td>Quantitative Methods and Modeling**</td>
<td>Provide a concentrated, in-depth study of the field for those who wish to be employed as quantitative analysts in business, industry, and government or who wish to pursue a PhD in operations research or a related field</td>
<td>Preliminary courses: 14.5 credits*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Required courses: 18 credits</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Electives: 12 credits</td>
</tr>
<tr>
<td>Statistics</td>
<td>Training in the application of statistical models and decision making in business, industry, and government</td>
<td>Preliminary courses: 19.5 credits*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Required courses: 33 credits</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Electives: 3 credits</td>
</tr>
<tr>
<td>Taxation</td>
<td>Intensive taxation training for those with a JD or CPA credential or who are CPA-eligible</td>
<td>Required courses: 18 credits</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tax electives: 12 credits</td>
</tr>
</tbody>
</table>

*Note that preliminary courses are waivable for those with the appropriate background. See individual program descriptions and the chart on page 52 for specific preliminary course information.

**Subject to approval of the State Education Department.
## Preliminary Course Requirements and Waiver Guidelines

In addition to the normal degree requirements for the MBA and MS programs, certain preliminary courses are required for all students who have not had sufficient preparation prior to entering the Zicklin School. Those with adequate preparation in these preliminary course areas are waived from such requirements. Grades in 8000-level preliminary courses are not calculated in the grade point average, and the credits for waived preliminary courses do not need to be replaced. Credits in 8000-level preliminary courses are not applied toward the MBA or MS degrees. Preliminary courses are available during summer session; selected preliminary courses are also available during the academic year. Preliminary courses that are prerequisites to other courses must be taken in the appropriate sequence and as early as possible in the program.

<table>
<thead>
<tr>
<th>Course</th>
<th>Applies To</th>
<th>Waiver Based On</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIS 8000</td>
<td>All MBA specializations MS in accountancy, business computer information systems, and quantitative methods and modeling</td>
<td>Computer course covering spreadsheet software (grade of C- or better) or documented work experience involving spreadsheets or qualifying exam</td>
</tr>
<tr>
<td>ECO 8000</td>
<td>All Flex-Time MBA specializations MS in accountancy</td>
<td>Macroeconomics course (C- or better) or qualifying exam</td>
</tr>
<tr>
<td>*ENG 8192</td>
<td>All international MBA students and international MS students in accountancy, business computer information systems, quantitative methods and modeling, and statistics</td>
<td>Score of 5 or higher on Test of Written English (TWE) and waiver of English immersion program requirement Note: Unless waived, ENG 8192 is required for international students who did not take the TWE.</td>
</tr>
<tr>
<td>MTH 8001</td>
<td>MBA in economics, finance and investments, operations research, and statistics MS in quantitative methods and modeling and statistics</td>
<td>Calculus course (C- or better) or qualifying exam</td>
</tr>
<tr>
<td>MTH 8005</td>
<td>All MBA specializations MS in accountancy</td>
<td>GMAT quantitative subscore in the 50th percentile or higher or college-level mathematics (C- or better) or qualifying exam</td>
</tr>
<tr>
<td>MTH 8007</td>
<td>MBA in accountancy MS in accountancy</td>
<td>Two advanced mathematics courses (C- or better) or qualifying exam</td>
</tr>
<tr>
<td>MTH 8010</td>
<td>MBA in operations research MS in quantitative methods and modeling and statistics</td>
<td>Advanced calculus course (C- or better) or qualifying exam</td>
</tr>
<tr>
<td>MTH 9703</td>
<td>MBA in operations research and statistics MS in statistics</td>
<td>Matrix methods course (C- or better) or qualifying exam</td>
</tr>
<tr>
<td>*COM 8191</td>
<td>All international MBA students and MS students required to take the English immersion program or ENG 8192</td>
<td>Score of 5.0 or higher on Test of Spoken English (TSE) or 5 or higher on TWE and waiver of English immersion program requirement</td>
</tr>
<tr>
<td>STA 8000</td>
<td>All Flex-Time MBA specializations MS in accountancy and business computer information systems</td>
<td>Equivalent statistics course (B- or better) taken at a four-year institution or qualifying exam</td>
</tr>
<tr>
<td>ACC 9100, CIS 9000, FIN 9770, and MGT 9300 or PSY 9788</td>
<td>MS in accountancy MS in business computer information systems</td>
<td>Equivalent undergraduate or graduate course(s) (B- or better) or qualifying exam</td>
</tr>
<tr>
<td>ACC 9100 or ECO 9705</td>
<td>MS in quantitative methods and modeling</td>
<td></td>
</tr>
<tr>
<td>MG T9700 and MKT9703</td>
<td>MS in accountancy</td>
<td></td>
</tr>
<tr>
<td>OPR 9721 and STA 9750</td>
<td>MS in statistics</td>
<td></td>
</tr>
<tr>
<td>STA 9708</td>
<td>MS in quantitative methods and modeling and statistics</td>
<td></td>
</tr>
</tbody>
</table>

*Students studying full time must take these courses in their first semester. Part-time students must take them no later than their second semester.
# MBA DEGREE PROGRAM DESCRIPTIONS

## MBA IN ACCOUNTANCY (CPA PROGRAM)

This program is designed for students with baccalaureate degrees in fields other than accounting. Students acquire knowledge and develop competence in overall management at the same time that they gain a foundation in accounting theory and concepts. The program prepares students to enter the accounting profession and is structured to meet the educational requirements for the New York State CPA examination. It also equips students with the necessary tools to effectively interpret and use accounting and financial information.

The MBA program in accountancy meets the standards adopted by AACSB International—The Association to Advance Collegiate Schools of Business for accreditation of accounting programs. For a discussion of the MS in accountancy, see page 62.

Regulations are changing for licensing as a CPA. Students wishing to satisfy the new requirements for licensing and receive a one-year reduction in the CPA experience requirement will take 33 credit hours in accountancy as approved by the department. The 33 hours will include ACC 9100 or the equivalent, the six required courses listed below, and 6 additional credits in graduate-level accounting. Students must meet with a faculty advisor to review requirements and write an official program.

### Preliminary Courses

In addition to the preliminary requirements discussed on pages 50 and 52, the following preliminary course is required. Grades in 8000-level courses are not calculated in the grade point average.

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MTH 8007 Mathematics for Business</td>
<td>3</td>
</tr>
</tbody>
</table>

### Core and Breadth Courses (27 credits)

See pages 44, 48, and 49.

### Courses in Specialization (24 credits)

#### Required

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 9804 Financial Accounting I and II</td>
<td>4</td>
</tr>
<tr>
<td>ACC 9805 Financial Accounting III</td>
<td>4</td>
</tr>
<tr>
<td>ACC 9807 Contemporary Topics in Accounting</td>
<td>4</td>
</tr>
<tr>
<td>ACC 9811 Cost Accounting 1 Theory and Practice</td>
<td>4</td>
</tr>
<tr>
<td>ACC 9821 Auditing</td>
<td>4</td>
</tr>
<tr>
<td>TAX 9862 Federal Income Taxation</td>
<td>4</td>
</tr>
</tbody>
</table>

#### Electives (9–10 credits)

One elective must be chosen from each of the following areas, in consultation with a faculty advisor. Students with advanced undergraduate course background may substitute other advanced business courses. These courses must comply with MBA requirements for selecting courses outside the specialization and cannot be accountancy or tax courses.

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quantitative Methods</td>
<td></td>
</tr>
<tr>
<td>ECO 9707 Economic Fluctuations and Forecasting</td>
<td>3</td>
</tr>
<tr>
<td>ECO 9723 Econometrics—Theory and Applications</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9500 Management Science</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9710 Quantitative Analysis for Service Management</td>
<td>3</td>
</tr>
<tr>
<td>OR 9721 Introduction to Operations Research</td>
<td>3</td>
</tr>
<tr>
<td>STA 9000 Regression and Forecasting Models for Business Applications</td>
<td>3</td>
</tr>
<tr>
<td>STA 9708 Applied Statistical Analysis for Business Decisions</td>
<td>3</td>
</tr>
<tr>
<td>STA 9710 Statistical Methods in Sampling and Auditing</td>
<td>3</td>
</tr>
</tbody>
</table>

### International

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECO 9741 International Economics</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9786 International Financial Markets</td>
<td>3</td>
</tr>
</tbody>
</table>

### Other

*If 6 credits in law have been completed on the undergraduate level, then choose a 3-credit elective.

* LAW 9800 Intensive Survey of Business Contracts and Law of Corporations | 4       |

## MBA IN COMPUTER INFORMATION SYSTEMS

The computer information systems specializations are designed to train students to use current and emerging technologies to develop systems that enable business strategy and fulfill business information needs. Two degree programs are offered: the Master of Business Administration in computer information systems and the Master of Science in business computer information systems (see pages 62–63 and 68–69 for descriptions of MS degrees). The MBA is a broad-based business program, offering the student a spectrum of general business courses. The 18-credit specialization in computer information systems provides students with the concepts and techniques that form the fundamental base of knowledge essential to computer information systems professionals in today’s competitive environment. Descriptions of computer information systems courses are found under the Department of Statistics and Computer Information Systems on pages 143–46.

### Preliminary Courses

See pages 50 and 52.

### Core and Breadth Courses (27 credits)

See pages 44, 48, and 49.
**Courses in Specialization (18 credits)**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIS 9340 Principles of Database Management Systems</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9350 Networks and Telecommunications</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9490 Systems Analysis and Design</td>
<td>3</td>
</tr>
</tbody>
</table>

(Electives can be substituted for the above three courses given equivalent previous academic course background.)

CIS 9590 Information Systems Development Project                        | 3       |

**Choose two courses from:**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIS 9310 Object-Oriented Programming I</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9365 Operating System Principles</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9420 Mainframe Computer Applications in Business</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9440 Database Management Systems II</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9444 Electronic Commerce</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9467 Microcomputers: Contemporary and Emerging Applications</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9550 Emerging Trends in Information Technologies</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9555 Information Technology in Financial Markets</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9610 Business Applications of Expert Systems Technology</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9700 Integrating Information Technology and Business Processes</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9760 Computer Simulation for Business Problem Solving</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9771 Special Topics in Information Technologies</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9776 Comparative Programming Languages</td>
<td>3</td>
</tr>
</tbody>
</table>

**Electives Outside of Specialization (9 credits)**

See pages 45–46.

---

**MBA IN ECONOMICS**

The MBA with specialization in economics (ECO) prepares the student for a broad range of careers in business, industry, and government. Majors in economics may choose specialization courses from any of the following areas: economic analysis and policy, quantitative economics and forecasting, public sector and urban economics, international economics and development, and industrial organization and labor economics. Students interested in this program should contact the Department of Economics and Finance.

**Preliminary Courses**

In addition to the preliminary requirements discuss on pages 50 and 52, the following preliminary course is required. Grades in 8000-level courses are not calculated in the grade point average.

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MTH 8001 Calculus for Applications I</td>
<td>3</td>
</tr>
</tbody>
</table>

**Core and Breadth Courses (27 credits)**

See pages 44, 48, and 49.

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**Courses in Specialization (18 credits)**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECO 9700 Economic Analysis</td>
<td>3</td>
</tr>
<tr>
<td>ECO 9712 National Income Analysis and Fluctuations</td>
<td>3</td>
</tr>
<tr>
<td>ECO 9723 Econometrics—Theory and Applications I</td>
<td>3</td>
</tr>
</tbody>
</table>

**Choose three courses from:**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECO 9707 Economic Fluctuations and Forecasting</td>
<td>3</td>
</tr>
<tr>
<td>ECO 9710 Income Determination</td>
<td>3</td>
</tr>
<tr>
<td>ECO 9714 Public Finance I</td>
<td>3</td>
</tr>
<tr>
<td>ECO 9715 Public Finance II</td>
<td>3</td>
</tr>
<tr>
<td>ECO 9724 Econometrics—Theory and Applications II</td>
<td>3</td>
</tr>
<tr>
<td>ECO 9731 Economic Development</td>
<td>3</td>
</tr>
<tr>
<td>ECO 9741 International Economics I</td>
<td>3</td>
</tr>
<tr>
<td>ECO 9750 Industrial Organization and Control I</td>
<td>3</td>
</tr>
<tr>
<td>ECO 9760 Labor Economics</td>
<td>3</td>
</tr>
<tr>
<td>ECO 9774 Economics of Urban Areas</td>
<td>3</td>
</tr>
<tr>
<td>ECO 99001 Research Methodology in Economics</td>
<td>3</td>
</tr>
<tr>
<td>ECO 99002 Research Seminar in Economics</td>
<td>3</td>
</tr>
</tbody>
</table>

**Electives Outside of Specialization (9 credits)**

See pages 45–46.

---

**MBA IN FINANCE AND INVESTMENTS**

The MBA with specialization in finance (FIN) prepares the student for a broad range of careers in financial management and analysis. (For a discussion of the Executive M S in Finance, see pages 69–70.)

**Preliminary Courses**

In addition to the preliminary requirements discussed on pages 50 and 52, the following preliminary course is required. Grades in 8000-level courses are not calculated in the grade point average.

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MTH 8001 Calculus for Applications I</td>
<td>3</td>
</tr>
</tbody>
</table>

**Core and Breadth Courses (27 credits)**

See pages 44, 48, and 49.

**Courses in Specialization (18 credits)**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIN 9781 Managerial Finance</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9783 Investment Analysis</td>
<td>3</td>
</tr>
</tbody>
</table>

**Choose four courses from:**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIN 9753 Financial Institutions: Structure, Competition, and Public Policy</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9759 Mergers and Acquisitions</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9775 E-Finance</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9782 Futures and Forward Markets</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9784 Management of Financial Institutions</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9785 Financial Markets and Intermediaries</td>
<td>3</td>
</tr>
</tbody>
</table>
GENERAL MBA OPTION

The general MBA option permits a student to custom design an interdisciplinary program that combines courses from several departments. The student will select a program in consultation with faculty advisors in the appropriate departments.

Electives Outside of Specialization (9 credits)
See pages 45–46.

*FIN 9786 may not be selected to satisfy the international elective requirement.

BARUCH/MT SINAI GRADUATE PROGRAM IN HEALTH CARE ADMINISTRATION

The program in Health Care Administration (HCA) is sponsored jointly by Baruch College and the Mount Sinai School of Medicine and leads to the degree of Master of Business Administration in health care administration. Its purpose is to prepare individuals for leadership positions in a wide variety of health care organizations. It achieves this by (1) developing the management student's analytic and decision-making capabilities, (2) providing the student with a strong foundation in business, and (3) providing the student with a thorough background in the health care delivery system.

This is an accelerated program designed to be completed in three years. It is also designed to meet the educational requirements of the Accrediting Commission on Education for Health Services Administration. Since this program is only offered on a part-time basis, it may not be taken by international students whose visas require full-time study.

Students are registered for a total of 54 semester hour credits. This includes MBA core requirements (27 credits) and required courses outside the core (27 credits).

The health care administration program is offered in conjunction with the Zicklin School of Business Executive Programs. A detailed description of the program can be found on page 68.
MBA IN INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY

The MBA in industrial/organizational psychology is designed to give students a comprehensive background in the field and to permit them to take specialized courses more closely related to employment. Required courses are designed to establish a firm base in personnel, organizational, and research psychology. The elective courses are in areas directly applicable to industrial/organizational psychology as well as in wider areas of psychology. His program aims to develop a strong foundation in assessing personnel and organization problems, researching them, and finding possible solutions.

Students completing the MBA have found employment or advancement in personnel departments, consulting, marketing, and management. Students have also gone on to PhD programs in industrial/organizational psychology and organizational behavior and to other psychology programs. (For discussion of the MS in industrial/organizational psychology, see page 84.)

Preliminary Courses
See pages 50 and 52.

Core and Breadth Courses (27 credits)
See pages 44, 48, and 49.

Courses in Specialization (18 credits)

Required credits
PSY 9703 Design of Psychological Research 3
PSY 9789 Seminar in Industrial/Organizational Psychology 3
PSY 9796 Problems in Industrial Psychology I—Personnel Psychology 3
PSY 9797 Problems in Industrial Psychology II—Organizational Psychology 3
Two electives to be chosen in consultation with a graduate supervisor 6

Electives Outside of Specialization (9 credits)
See pages 45–46.

MBA IN INTERNATIONAL BUSINESS

The interdepartmental International Business Program (IBS) offers a graduate curriculum leading to the degree of MBA in international business.

His program prepares students for entry and managerial positions in a variety of firms, such as export and import companies, international-trade intermediaries, financial institutions, and multinational enterprises, both in the United States and abroad.

For students with an undergraduate degree in business administration, the program provides the opportunity to internationalize their knowledge of business functions for students with other undergraduate degrees, it complements their core business courses in a similar manner.

Preliminary Courses
See pages 50 and 52.

Core and Breadth Courses (27 credits)
See pages 44, 48, and 49.

Courses in Specialization (18 credits)

Required
*IBS 9760 International Business Analysis
or
*ECO 9741 International Economics I
or
another international course if both these courses have already been taken at the undergraduate or graduate level
FIN 9788 International Corporate Finance 3
IBS 9769 International Business Strategy 3
MKT 9766 International Marketing Management 3

*Students will take either IBS 9760 or ECO 9741 as the required course within the specialization and may take the other as their international elective.

Choose two courses from:
FIN 9786 International Financial Markets 3
IBS 9767 Foreign Markets, Cultures, and Regimes 3
IBS 9768 Advanced Topics in International Business 3
LAW 9740 International Trade and Investment Law 3
MGT 9490 International Human Resource Management 3
MGT 9870 International Comparative Management 3
MKT 9761 International Commodity Trading 3
MKT 9763 International Trade Operations 3
MKT 9764 Internet Marketing and Global Business 3
MKT 9765 Comparative Marketing Systems 3
MKT 9774 International Logistics 3

Electives Outside of Specialization (9 credits)
See pages 45–46.**

**Students may select their “international” elective from among any of the courses on the list of international elective choices, including those designated IBS. Or students may select a second general elective in place of the international elective.
MBA IN MANAGEMENT/ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

The subspecialization in entrepreneurship and small business management is designed to meet the needs of students who have backgrounds in entrepreneurial ventures, are part of family businesses, or are interested in starting their own businesses when they graduate. The program is interdisciplinary and includes courses in management, accountancy, economics/finance, marketing, and statistics/computer information systems.

Preliminary Courses
See pages 50 and 52.

Core and Breadth Courses (27 credits)
See pages 44, 48, and 49.

Courses in Specialization (18 credits)

Required credits
MGT 9860 Entrepreneurial Strategy and Cases 3
MGT 9861 Managing the Entrepreneurial Enterprise 3
MGT 9865 Entrepreneurial Ventures 3

Choose three courses from:
(In the event that a course is unavailable, contact a faculty advisor to secure approval for a substitution.)
ACC 9801 Management Accounting and Control for Entrepreneurs and Business Managers 3
CIS 9333 Information Technologies and the Small Business Enterprise 3
MGT 9862 Entrepreneurial and Small Business Experiences 3
MKT 9758 Services Marketing 3
MKT 9781 Internet and Small Business Entrepreneurship 3
Economics/Finance course selected in consultation with a graduate supervisor 3

Electives Outside of Specialization (9 credits)
See pages 45–46.

MBA IN MANAGEMENT/OPERATIONS MANAGEMENT

The production of both tangible goods and intangible services requires pragmatic management of a wide spectrum of operations. The courses in this subspecialization provide training in the rational, systematic approach to management planning, decision making, and control. Quantitative models and methods are integrated with case studies in courses on management information systems, production planning, capacity planning, inventory control, facility and materials management, quality control, and productivity management.

Preliminary Courses
See pages 50 and 52.

Core and Breadth Courses (27 credits)
See pages 44, 48, and 49.

Courses in Specialization (18 credits)

Required credits
MGT 9302 Developing Managerial Skills 3
MGT 9400 Human Resource Management 3

Choose four courses from:
MGT 9320 Organization Design and Behavior 3
MGT 9330 Leadership and Managerial Effectiveness 3
MGT 9340 Organizational Development 3
MGT 9370 Research Methodology in Organization 3
MGT 9390 Seminar in Human Resource Management and Labor Relations 3

MBA IN MANAGEMENT/ORGANIZATIONAL BEHAVIOR—HUMAN RESOURCE MANAGEMENT

This management area deals with (1) individual, group, and organizational phenomena to describe and explain the behavior of organizations and the people in them and (2) the practical aspects of human resource management. The objective is to understand leadership, motivation, morale, organization performance, and the management of human resources. Courses cover the methodology of behavioral research, the application of behavioral science theory to real-life problems, and all facets of human resource management.

The subspecialization offers students the option of two initial career paths, human resource management or labor relations, depending on the choice of electives.

Preliminary Courses
See pages 50 and 52.

Core and Breadth Courses (27 credits)
See pages 44, 48, and 49.

Courses in Specialization (18 credits)

Required credits
MGT 9302 Developing Managerial Skills 3
MGT 9400 Human Resource Management 3

Choose four courses from:
MGT 9320 Organization Design and Behavior 3
MGT 9330 Leadership and Managerial Effectiveness 3
MGT 9340 Organizational Development 3
MGT 9370 Research Methodology in Organization 3
MGT 9390 Seminar in Human Resource Management and Labor Relations 3
### MBA IN MARKETING

The MBA in marketing allows students to select courses from a broad range of marketing areas and is designed to prepare students for careers in all aspects of the marketing process. All students are required to take two courses: MKT 9702 (Marketing Research) and MKT 9716 (Consumer Behavior). The four remaining courses to complete the specialization can be chosen in two ways: (1) a student can select any four elective courses offered by the department such that the selection is based on the individual student's needs and goals, or (2) one specific subspecialization can be chosen from advertising, e-commerce, international marketing, or marketing research. The requirements for each subspecialization are outlined below. A subspecialization involves three courses; a fourth course to complete the major can be either another course in the subspecialization or any course offered by the marketing department, including IBS 9760.

For students who wish an even greater degree of specialization in marketing, an M S degree is also offered by the department. This is a 30-credit program such that all courses are taken in the Department of Marketing. (For a discussion of the M S, see pages 63–64.)

#### Preliminary Courses
See pages 50 and 52.

#### Core and Breadth Courses (27 credits)
See pages 44, 48, and 49.

#### Courses in Specialization (18 credits)

**Required**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MKT 9702 Marketing Research</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9716 Consumer Behavior</td>
<td>3</td>
</tr>
</tbody>
</table>

**Electives**

Choose four additional courses from any offered by the Department of Marketing (MKT), including IBS 9760, or follow one of the subspecializations in advertising, e-commerce, international marketing, or marketing research. 12

**Electives Outside of Specialization (9 credits)**
See pages 45–46.

### MBA IN MARKETING/ADVERTISING

The subspecialization in advertising is intended to prepare students for a number of different positions in the advertising and marketing communication fields within the context of advertising agencies or with advertisers and the media. By the selection of appropriate elective courses, the student may concentrate on managerial and strategic aspects of the business or in creative aspects of interactive marketing, media, or research.

#### Preliminary Courses
See pages 50 and 52.

#### Core and Breadth Courses (27 credits)
See pages 44, 48, and 49.

**Courses in Specialization (18 credits)**

**Required**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MKT 9702 Marketing Research</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9716 Consumer Behavior</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9701 Advertising and Marketing Communications</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9725 Advertising Copy Techniques</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9726 Direct Marketing</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9728 Media Planning and Analysis</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9780 Interactive Internet Marketing</td>
<td>3</td>
</tr>
</tbody>
</table>

Choose four additional advertising-specific courses; a minimum of three courses must be from the following:

Any other advertising-specific course offered by the Department of Marketing (MKT) in the future

### MBA IN MARKETING/E-COMMERCE

The explosive use of the Internet is rapidly changing the way business is being conducted, and this, in turn, is fundamentally altering the business-customer interface. Since marketing will necessarily be a critical element in the evolution and functioning of the Internet, the subspecialization in e-commerce prepares students to deal with the marketing aspects of this expanding technology.

#### Preliminary Courses
See pages 50 and 52.
Core and Breadth Courses
See pages 44, 48, and 49.

Courses in Specialization (18 credits)

Required  
MKT 9702 Marketing Research 3 
MKT 9716 Consumer Behavior 3 
CIS 9444 Electronic Commerce 3

Choose three additional marketing department courses, including a minimum of two courses from:
MKT 9764 Internet Marketing and Global Business 3 
MKT 9780 Interactive Internet Marketing 3 
MKT 9781 Internet and Small Business Entrepreneurship 3 
Any other e-commerce-specific course offered by the Department of Marketing (MKT) in the future 3

Electives Outside of Specialization (9 credits)
See pages 45–46.

MBA IN MARKETING/INTERNATIONAL MARKETING

The subspecialization in international marketing involves the commercial exchange of materials, goods, and services among countries. Its study requires analyzing the global environment of international trade as well as the performances of such functions as importing, exporting, transportation, financing, foreign-exchange management, market research, and the management of the marketing function in multinational enterprises. Terminologies, documentation, regulations, and techniques must also be mastered. The subspecialization prepares students for positions in trading firms and within multinational enterprises.

Preliminary Courses
See pages 50 and 52.

Core and Breadth Courses (27 credits)
See pages 44, 48, and 49.

Courses in Specialization (18 credits)

Required  
MKT 9702 Marketing Research 3 
MKT 9716 Consumer Behavior 3 
MKT 9766 International Marketing Management 3 
IBS 9760 International Business Analysis 3

Choose two additional marketing department courses; a minimum of one course must be from the following:
MKT 9752 Qualitative Problems in Marketing Research 3 
MKT 9751 Practicum—New Product Planning and Development 3 
MKT 9753 Analytical Models for Marketing Managers 3 
MKT 9754 Computer Applications for Marketing Managers 3 
Any other marketing research-specific course offered by the Department of Marketing (MKT) in the future 3

Electives Outside of Specialization (9 credits)
See pages 45–46.

MBA IN OPERATIONS RESEARCH

The operations research and quantitative methods and modeling specializations are designed to train students in the application of mathematical models and decision making in business, industry, and government. An MBA program in operations research and an MS program in quantitative methods and modeling are offered. Both provide students...
with the concepts and skills that form the fundamental base of knowledge essential to quantitative-decision-making professionals in today's business environment. The MBA program in operations research is designed primarily for those applying operations research methods in an applied discipline or who are responsible for managing or interfacing with an operations research department. The MS program in quantitative methods and modeling (see pages 64–65) is designed to provide a broad spectrum of basic quantitative skills. The MBA and MS programs are given within the Department of Statistics and Computer Information Systems.

### Preliminary Courses

In addition to the preliminary requirements discussed on pages 50 and 52, the following preliminary courses are required. Grades in 8000-level courses are not calculated in the grade point average.

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MTH 8001 Calculus for Applications I</td>
<td>3</td>
</tr>
<tr>
<td>MTH 8010 Calculus for Applications II</td>
<td>3</td>
</tr>
<tr>
<td>MTH 9703 Matrix Methods for Applications</td>
<td>3</td>
</tr>
</tbody>
</table>

### Core and Breadth Courses (27 credits)

See pages 44, 48, and 49.

### Courses in Specialization (18 credits)

#### Required

* OPR 9704 Quantitative Analysis for Business Decisions 3
  STA 9715 Applied Probability 3

Select three of the following four courses:

- OPR 9723 Probabilistic Models 3
- OPR 9724 Mathematical Programming 3
- OPR 9730 Simulation Modeling and Analysis 3
- OPR 9950 Master's Project 3

#### Choose one course from:

- OPR 9720 Decision Making Under Uncertainty 3
- OPR 9722 Linear Programming 3
- **OPR 9723 Probabilistic Models** 3
- **OPR 9724 Mathematical Programming** 3
- OPR 9725 Dynamic Programming 3
- OPR 9726 Queuing Theory and Markov Processes 3
- OPR 9729 Mathematical Programming Modeling Techniques 3
- **OPR 9730 Simulation Modeling and Analysis** 3
- OPR 9737 Computer Problem Solving and Research in Operations Research 3
- OPR 9773 Special Topics in Operations Research 3

*OPR 9721 may be substituted for OPR 9704 with departmental permission.

**If not selected under specialization.

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### MBA IN STATISTICS

The statistics specializations are designed to train students in the application of mathematical models and decision making in business, industry, and government. An MBA program and an MS program are offered. Both provide students with the concepts and skills that form the fundamental base of knowledge essential to statistics professionals in today's business environment. The MBA program is designed primarily for those applying statistical methods in an applied discipline, such as economics or marketing, or who are responsible for managing or interfacing with a statistical department. The MS program (see page 65) is designed to train technical specialists in the field. The MBA and MS in statistics are given within the Department of Statistics and Computer Information Systems.

### Preliminary Courses

In addition to the preliminary requirements discussed on pages 50 and 52, the following preliminary courses are required. Grades in 8000-level courses are not calculated in the grade point average.

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MTH 8001 Calculus for Applications I</td>
<td>3</td>
</tr>
<tr>
<td>MTH 9703 Matrix Methods for Applications</td>
<td>3</td>
</tr>
</tbody>
</table>

### Core and Breadth Courses (27 credits)

See pages 44, 48, and 49.

### Courses in Specialization (18 credits)

#### Required

- STA 9100 Intermediate Statistical Methods with SAS 3
- STA 9700 Modern Regression Analysis 3
- STA 9705 Multivariate Statistical Methods 3
- STA 9712 Advanced Linear Models 3
- STA 9800 Problem Solving, Computer Applications, and Research in Statistics 3

#### Choose one course from:

- STA 9701 Time Series Forecasting and Statistical Modeling 3
- STA 9710 Statistical Methods in Sampling and Auditing 3
Credits

STA 9780 Statistical Methods for Quality Improvement  3
OPR 9720 Decision Making Under Uncertainty  3

Electives Outside of Specialization (9 credits)
See pages 45–46.

It is strongly recommended that all students select BUS 9400 Total Quality Management to fulfill the free-elective requirement. STA 9710 and STA 9000 may not be selected to satisfy the quantitative elective.

MBA IN TAXATION

The MBA program in taxation is designed for students who are certified public accountants (CPAs) or who are CPA-eligible and for students who have earned JD degrees. It provides the broad-based managerial background and additional tax knowledge necessary for those who plan to specialize in tax planning and tax counseling. Students are provided with the research tools necessary for a professional career in taxation. Students who wish an intensive specialization in taxation should consider the MS in taxation program described on page 66.

Candidates with an undergraduate degree in accounting and an MBA or MS in taxation may, with certain additional courses, be eligible for a reduction in the professional experience requirement satisfactory to the State Board of CPA Examiners. Faculty advisors can provide students with the necessary information. Students must meet with a faculty advisor to write an official program.

Preliminary Courses
See pages 50 and 52.

Core and Breadth Courses (27 credits)
See pages 44, 48, and 49.

Courses in Specialization (18 credits)

TAX 9863 Principles of Federal Income Taxation  3
TAX 9900 Tax Procedure and Professional Responsibility in Tax Practice  3
12 additional credits of taxation courses to be determined in consultation with a faculty advisor 12

Electives Outside of Specialization (9 credits)
See pages 45–46.
**MS DEGREE PROGRAM DESCRIPTIONS**

### MS IN ACCOUNTANCY (CPA PROGRAM)

The M.S. program in accountancy is designed to meet the educational requirements for the New York State CPA examination. The program is intended for students with baccalaureate degrees in business areas other than accounting. It equips students with the necessary tools to effectively interpret and use accounting and financial information.

The M.S. program in accountancy meets the standards adopted by AACSB International—The Association to Advance Collegiate Schools of Business for accreditation of accounting programs. For a discussion of the Executive MS in Internal Auditing: Risk Assessment and Assurance, see page 71.

**Preliminary Courses** (30.5 credits)

Students with the appropriate background will be able to reduce the number of required credits in preliminary courses. Grades in 8000-level courses are not calculated in the grade point average.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIS 8000</td>
<td>Introduction to Microcomputers and Applications</td>
<td>1</td>
</tr>
<tr>
<td>ECO 8000</td>
<td>Macroeconomics</td>
<td>3</td>
</tr>
<tr>
<td>ENG 8192</td>
<td>Written English for International Students</td>
<td>1.5</td>
</tr>
<tr>
<td>MTH 8005</td>
<td>Algebra Refresher</td>
<td>1</td>
</tr>
<tr>
<td>MTH 8007</td>
<td>Mathematics for Business</td>
<td>3</td>
</tr>
<tr>
<td>STA 8000</td>
<td>Introductory Business Statistics</td>
<td>3</td>
</tr>
<tr>
<td>ACC 9100</td>
<td>Financial and Management Accounting</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9000</td>
<td>Information Systems for Managers</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9770</td>
<td>Financial Decision Making</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9300</td>
<td>Management: A Behavioral Approach</td>
<td>3</td>
</tr>
<tr>
<td>PSY 9788</td>
<td>Psychological Processes in Organizations</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9700</td>
<td>Introduction to Operations Management</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9703</td>
<td>Marketing Management</td>
<td>3</td>
</tr>
</tbody>
</table>

*Courses in Specialization* (18–24 credits)

Regulations are changing for licensing as a CPA. Students wishing to satisfy the new requirements for licensing and receive a one-year reduction in the CPA experience requirement will take 33 credit hours in accountancy. The 33 hours will include ACC 9100, or the equivalent, and the first four required courses listed right, plus TAX 9862 and ACC 9821. Students must meet with a faculty advisor to review requirements and write an official program.

*Students with the equivalent background can substitute other appropriate accountancy and/or taxation courses with department approval. However, at least 12 credits must be taken from the list of required and elective courses. Consult the Zicklin Office of Graduate Academic Services for specialization sequence.

### Required courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 9804</td>
<td>Financial Accounting I and II</td>
<td>4</td>
</tr>
<tr>
<td>ACC 9805</td>
<td>Financial Accounting III</td>
<td>4</td>
</tr>
<tr>
<td>ACC 9807</td>
<td>Contemporary Topics in Accounting</td>
<td>4</td>
</tr>
<tr>
<td>ACC 9811</td>
<td>Cost Accounting Theory and Practice</td>
<td>4</td>
</tr>
</tbody>
</table>

### Electives

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 9806</td>
<td>Financial Statement Analysis and Reporting</td>
<td>3</td>
</tr>
<tr>
<td>ACC 9815</td>
<td>Managerial Accounting Controls</td>
<td>3</td>
</tr>
<tr>
<td>ACC 9816</td>
<td>Accounting and Auditing Aspects of Computer-Based Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>ACC 9821</td>
<td>Auditing</td>
<td>4</td>
</tr>
<tr>
<td>TAX 9862</td>
<td>Federal Income Tax</td>
<td>4</td>
</tr>
</tbody>
</table>

**Courses Outside of Specialization** (9–13 credits)

The specific courses outside the specialization will be selected in consultation with the department.

Students wishing to sit for the CPA examination must take one 3-credit course from each of the advanced quantitative, advanced finance, and advanced economics areas and the 4-credit LAW 9800 Intensive Survey of Business Contracts and Law of Corporations. LAW 9800 is not required if 6 credits of law were completed on the undergraduate level.

**Courses Outside of Specialization** (9–13 credits)

The specific courses outside the specialization will be selected in consultation with the department.

### MS IN BUSINESS COMPUTER INFORMATION SYSTEMS

The computer information systems specializations are designed to train students to use current and emerging technologies to develop systems that enable business strategy and fulfill business information needs. Two degree programs are offered: the Master of Science in business computer information systems and the Master of Business Administration in computer information systems (see pages 53–54 for description of MBA degree). The M.S. program is a concentration of 36 credits in specialization-related courses. It provides students with the concepts and techniques that form the fundamental base of knowledge essential to computer information systems professionals in today's competitive environment. Though it is a more in-depth treatment of computer information systems material than the MBA, the M.S. features an abbreviated business core curriculum of 17 credits, waivable for students with prior background. Descriptions of computer information systems courses are found under the Department of Statistics and Computer Information Systems on pages 143–46.
**Preliminary Courses** (17.5 credits)

Students with appropriate background will be able to reduce the number of credits in preliminary requirements. Grades in 8000-level courses are not calculated in the grade point average.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIS 8000</td>
<td>Introduction to Microcomputers and Applications</td>
<td>1</td>
</tr>
<tr>
<td>ENG 8192</td>
<td>Written English for International Students</td>
<td>1.5</td>
</tr>
<tr>
<td>STA 8000</td>
<td>Introductory Business Statistics</td>
<td>3</td>
</tr>
<tr>
<td>ACC 9100</td>
<td>Financial and Management Accounting</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9000</td>
<td>Information Systems for Managers</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9770</td>
<td>Financial Decision Making</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9300</td>
<td>Management: A Behavioral Approach</td>
<td>3</td>
</tr>
<tr>
<td>PSY 9788</td>
<td>Psychological Processes in Organizations</td>
<td>3</td>
</tr>
</tbody>
</table>

**Courses in Specialization** (36 credits)

**Required**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIS 9310</td>
<td>Object-Oriented Programming I</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9410</td>
<td>Object-Oriented Programming II</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9340</td>
<td>Principles of Database Management Systems</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9350</td>
<td>Networks and Telecommunications</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9365</td>
<td>Operating System Principles</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9490</td>
<td>Systems Analysis and Design</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9590</td>
<td>Information Systems Development Project</td>
<td>3</td>
</tr>
</tbody>
</table>

**Choose five courses from:**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 9400</td>
<td>Total Quality Management</td>
<td>3</td>
</tr>
<tr>
<td>BUS 9800</td>
<td>Graduate Internship</td>
<td>3</td>
</tr>
<tr>
<td>BUS 9801-9803</td>
<td>Graduate Internships I, II, and III</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9420</td>
<td>Mainframe Computer Applications in Business</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9440</td>
<td>Database Management Systems II</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9444</td>
<td>Electronic Commerce</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9467</td>
<td>Microcomputers: Contemporary and Emerging Applications</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9550</td>
<td>Emerging Trends in Information Technologies</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9555</td>
<td>Information Technology in Financial Markets</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9610</td>
<td>Business Applications of Expert Systems Technology</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9700</td>
<td>Integrating Information Technology and Business Processes</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9760</td>
<td>Computer Simulation for Business Problem Solving</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9771</td>
<td>Special Topics in Information Technologies</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9776</td>
<td>Comparative Programming Languages</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9610</td>
<td>Strategic Dynamics of Competition, Industry Structure, and Corporate Strategy</td>
<td>3</td>
</tr>
</tbody>
</table>

**MS in MARKETING**

The M S program in marketing allows students to specialize in one business area. Students in the program are required to take a minimum of 30 credits. In contrast with the MBA program in marketing, the M S program provides more in-depth training in marketing. M S students specialize more intently on marketing topics, while MBA students are given a more generalist degree. All M S students take the four required courses (12 credits) listed below. Beyond that, students design their own program by (1) taking six additional courses (18 credits) from any offered by the Department of Marketing (MKT), including IBS 9760, or (2) following one of the subspecializations described below in e-commerce, international marketing, or marketing research.

**Courses in Specialization**

**Required** (12 credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MKT 9702</td>
<td>Marketing Research</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9703</td>
<td>Marketing Management</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9716</td>
<td>Consumer Behavior</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9750</td>
<td>Marketing Strategy</td>
<td>3</td>
</tr>
</tbody>
</table>

Students who completed any of the above four courses on the undergraduate level with grades of B- or better may substitute other marketing electives for these required courses.

**Electives** (18 credits)

Choose any six courses in the Department of Marketing, including IBS 9760

Subspecialization in E-Commerce (18 credits)

The subspecialization in e-commerce provides students with the necessary tools to be able to actively participate in the emerging digital world. The main focus of this subspecialization is on customer relationship management. As well, it will consider the retailing and supply chain management side of electronic business, including aspects of enterprise resource planning.

*Students who took an undergraduate major in marketing should consult either the Zicklin Office of Graduate Academic Services or the Department of Marketing prior to their initial registration.*
Required Courses

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIS 9444 Electronic Commerce</td>
<td>3</td>
</tr>
<tr>
<td>Choose a minimum of two of the following three courses:</td>
<td></td>
</tr>
<tr>
<td>MKT 9764 Internet Marketing and Global Business</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9780 Interactive Internet Marketing</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9781 Internet and Small Business</td>
<td>3</td>
</tr>
<tr>
<td>Entrepreneurship</td>
<td></td>
</tr>
<tr>
<td>Choose up to three additional courses from any offered by the Department of Marketing (MKT), including IBS 9760, for a total of 18 credits in the subspecialization.</td>
<td></td>
</tr>
</tbody>
</table>

Subspecialization in International Marketing (18 credits)

International marketing involves the commercial exchange of materials, goods, and services among countries. Its study requires analyzing the global environment of international trade as well as the performance of such functions as importing, exporting, transportation, financing, foreign-exchange management, market research, and the management of the marketing function in multinational enterprises. Terminologies, documentation, regulations, and techniques must also be mastered. The subspecialization prepares students for professional and managerial international-marketing positions in trading firms and within multinational enterprises. Should any of the required or elective courses in the subspecialization in international marketing have noninternational pre- or corequisites, the latter must be taken in addition to the 30 credits required for the MS in marketing degree, unless these pre- or corequisites were completed on the undergraduate level with grades of B- or better.

Required Courses

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MKT 9763 International Trade Operations</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9766 International Marketing Management</td>
<td>3</td>
</tr>
<tr>
<td>IBS 9760 International Business Analysis</td>
<td>3</td>
</tr>
<tr>
<td>Students who completed any of the above courses on the undergraduate level with grades of B- or better may substitute other international courses from the courses listed below.</td>
<td></td>
</tr>
</tbody>
</table>

Choose three courses from:

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIN 9788 International Corporate Finance</td>
<td>3</td>
</tr>
<tr>
<td>IBS 9767 Foreign Markets, Cultures, and Regimes</td>
<td>3</td>
</tr>
<tr>
<td>IBS 9768 Advanced Topics in International Business</td>
<td>3</td>
</tr>
<tr>
<td>IBS 9769 International Business Strategy</td>
<td>3</td>
</tr>
<tr>
<td>LAW 9740 International Trade and Investment Law</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9761 International Commodity Trading</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9764 Internet Marketing and Global Business</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9765 Comparative Marketing Systems</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9774 International Logistics</td>
<td>3</td>
</tr>
</tbody>
</table>

Subspecialization in Marketing Research (18 credits)

The subspecialization in marketing research provides students with such necessary analytical and conceptual skills as problem identification, questionnaire construction, and development of various qualitative and quantitative research methodologies. Consideration will be given to the increasing use of the Internet in conducting marketing research, in order to prepare students to work in any of the varied environments where marketing research is conducted.

Required Courses

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MKT 9711 Market Forecasting</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9712 Qualitative Problems in Marketing Research</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9753 Analytical Models for Marketing Managers</td>
<td>3</td>
</tr>
<tr>
<td>MKT 9754 Computer Applications for Marketing Managers</td>
<td>3</td>
</tr>
<tr>
<td>STA 9708 Applied Statistical Analysis for Business Decisions</td>
<td>3</td>
</tr>
<tr>
<td>STA 9750/OPR 9750 Basic Software Tools for Data Analysis</td>
<td>3</td>
</tr>
</tbody>
</table>

MS in Quantitative Methods and Modeling*

The quantitative methods and modeling program is designed to train students in the application of mathematical models and decision making in business, industry, and government. This is also the aim of the MBA program in operations research, which is also offered by the Department of Statistics and Computer Information Systems. Both programs provide students with the concepts and skills that form the fundamental base of knowledge essential to qualitative-decision-making professionals in today’s business environment. The MS program in quantitative methods and modeling is intended for individuals who wish to be employed as quantitative analysts or for those students who may wish to subsequently pursue a PhD in operations research or a related field. This program is designed to provide a broad spectrum of basic quantitative skills; thus, the required specialization courses span the areas of operations research, statistics, and computer information systems. The flexible elective requirements permit the creation of a four-course quantitative sequence tailored to the student’s professional and/or educational objectives. Although this MS program has a business orientation, it does not include the many general business courses found in the MBA in operations research program (see pages 59–60).

Preliminary Courses (14.5 credits)

Students with an appropriate background will be able to reduce the number of credits in preliminary requirements. Grades in 8000-level courses are not calculated in the grade point average.

*Subject to approval of the State Education Department.
**Preliminary Courses (19.5 credits)**

Students with an appropriate background will be able to reduce the number of credits in preliminary requirements. Grades in 8000-level courses are not calculated in the grade point average.

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENG 8192 Written English for International Students</td>
<td>1.5</td>
</tr>
<tr>
<td>MTH 8001 Calculus for Applications I</td>
<td>3</td>
</tr>
<tr>
<td>MTH 8010 Calculus for Applications II</td>
<td>3</td>
</tr>
<tr>
<td>ACC 9100 Financial and Management Accounting</td>
<td>3</td>
</tr>
<tr>
<td>STA 9705 Managerial Economics</td>
<td>3</td>
</tr>
<tr>
<td>STA 9708 Applied Statistical Analysis for Business Decisions</td>
<td>3</td>
</tr>
</tbody>
</table>

**Courses in Specialization (18 credits)**

**Required**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIS 9000 Information Systems for Managers</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9340 Principles of Database Management Systems</td>
<td>3</td>
</tr>
<tr>
<td>OPR 9721 Introduction to Operations Research</td>
<td>3</td>
</tr>
<tr>
<td>OPR 9730 Simulation Modeling and Analysis</td>
<td>3</td>
</tr>
<tr>
<td>STA 9000 Regression and Forecasting Models for Business Applications</td>
<td>3</td>
</tr>
<tr>
<td>STA 9750/OPR 9750 Basic Software Tools for Data Analysis</td>
<td>3</td>
</tr>
</tbody>
</table>

**Electives (12 credits)**

Four courses to be selected with approval of the faculty advisor. It is recommended that students select at least one course in each of the three areas: CIS, OPR, STA. A maximum of three courses may be selected from any one area. Students may select BUS 9800 or an approved quantitatively oriented course offered outside the department.

**MS IN STATISTICS**

The statistics specializations are designed to train students in the application of mathematical models and decision making in business, industry, and government. An MS program and an MBA program are offered through the Department of Statistics and Computer Information Systems. Both provide students with the concepts and skills that form the fundamental base of knowledge essential to statistics professionals in today's business environment. The MS program is designed to provide a concentrated, in-depth study of the field for those who wish to be technical specialists in statistics. The program structure is designed for this purpose in that it consists primarily of statistics and related courses as opposed to the general business courses also included in the MBA program (see pages 60–61). The MS in statistics is a part-time program with fall admission only. This program may not be taken by international students whose visas require full-time study.

**Non-Thesis MS students will take the following:**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>STA 9900 Problem Solving, Computer Applications, and Research in Statistics</td>
<td>3</td>
</tr>
<tr>
<td>STA 99001 Research Methodology in Statistics (departmental permission required)</td>
<td>3</td>
</tr>
</tbody>
</table>

**Thesis MS students will take the following:**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>STA 99301 Research Methodology (Thesis I)</td>
<td>3</td>
</tr>
<tr>
<td>STA 99302 Thesis (Thesis II) (departmental permission required)</td>
<td>3</td>
</tr>
</tbody>
</table>

**Choose one course from:**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>STA 9716 Nonparametric and Semiparametric Methods of Data Analysis</td>
<td>3</td>
</tr>
<tr>
<td>STA 9780 Statistical Methods for Quality Improvement</td>
<td>3</td>
</tr>
<tr>
<td>BUS 9400 Total Quality Management</td>
<td>3</td>
</tr>
<tr>
<td>OPR 9720 Decision Making Under Uncertainty</td>
<td>3</td>
</tr>
<tr>
<td>OPR 9723 Probabilistic Models</td>
<td>3</td>
</tr>
</tbody>
</table>
**MS IN TAXATION**

The MS program in taxation is designed for students who are certified public accountants (CPAs) or who are CPA-eligible and for students who have earned JD degrees. The program is intended for students who wish an intensive specialization in taxation. Students are provided with the research tools necessary for a professional career in taxation. The MS in taxation is a part-time program with fall admission only. This program may not be taken by international students whose visas require full-time study.

Candidates with an undergraduate degree in accounting and an MBA or MS in taxation may, with certain additional courses, be eligible for a reduction in the professional experience requirement satisfactory to the State Board of CPA Examiners. The departmental advisors can provide students with the necessary information.

Students must meet with a faculty advisor to write an official program.

**Courses in Specialization** (30 credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>TAX 9863</td>
<td>Principles of Federal Income Taxation</td>
<td>3</td>
</tr>
<tr>
<td>TAX 9866</td>
<td>Corporate Taxation I</td>
<td>3</td>
</tr>
<tr>
<td>TAX 9867</td>
<td>Corporate Taxation II</td>
<td>3</td>
</tr>
<tr>
<td>TAX 9868</td>
<td>Partnership Taxation</td>
<td>3</td>
</tr>
<tr>
<td>TAX 9870</td>
<td>Estate, Trusts, and Planning</td>
<td>3</td>
</tr>
<tr>
<td>TAX 9900</td>
<td>Tax Procedure and Professional Responsibility in Tax Practice</td>
<td>3</td>
</tr>
</tbody>
</table>

Choose 12 credit hours from:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>TAX 9869</td>
<td>International Taxation</td>
<td>3</td>
</tr>
<tr>
<td>TAX 9871</td>
<td>Real Estate Taxation</td>
<td>2</td>
</tr>
<tr>
<td>TAX 9873</td>
<td>Deferred Compensation</td>
<td>3</td>
</tr>
<tr>
<td>TAX 9874</td>
<td>Consolidated Tax Returns</td>
<td>3</td>
</tr>
<tr>
<td>TAX 9875</td>
<td>S Corporations</td>
<td>2</td>
</tr>
<tr>
<td>TAX 9876</td>
<td>Estate Planning</td>
<td>2</td>
</tr>
<tr>
<td>TAX 9877</td>
<td>State and Local Taxes</td>
<td>2</td>
</tr>
<tr>
<td>TAX 9889</td>
<td>Current Problems in Taxation</td>
<td>3</td>
</tr>
<tr>
<td>ACC 9872</td>
<td>Personal Financial Planning</td>
<td>3</td>
</tr>
</tbody>
</table>
EXECUTIVE DEGREE PROGRAM DESCRIPTIONS

THE EXECUTIVE MBA

The Executive MBA program, offered by the Zicklin School of Business, is designed to provide mid- to upper-level managers with knowledge and understanding of cutting-edge theories and the necessary analytical skills to apply them to successfully operate in today's intensely competitive markets while coping with highly complex and fast-changing technologies. The program is also suitable for entrepreneurs seeking to manage the expansion and growth of their enterprises.

The most distinctive characteristic of the program is its integrated focus on strategy. It prepares students to develop and implement appropriate strategies that:

- assess the intensity of competition in their chosen markets, identify specific markets or consumer needs that the company is uniquely suited to serve, and mobilize the company's resources—physical and intangible—to meet its strategic objectives. The operational goal is the creation of "strategic fit" between external competitive environment, a firm's chosen strategy, and the resources available to the firm in implementing that strategy;
- build competitive intensity in students through emphasis on entrepreneurship and calculated risk-taking in the marketplace;
- develop a solid understanding and applied knowledge of functional aspects of business (e.g., finance, accounting, operations management, marketing, and human resource management) to enable the student to utilize these resources efficiently and intelligently and to direct their use toward implementation of a firm's competitive strategy;
- develop leadership skills that equip managers to guide and motivate workers and professional staff and build successful team efforts that are at the core of a smooth and efficiently running organization; and
- sensitize managers to the need for creating a nurturing and supportive corporate culture—one that fosters a high level of ethical business conduct with regard to its internal and external constituencies.

The full-time program is designed for cohort groups of working executives. Classes are held once a week on alternating Fridays and Saturdays over six trimesters, each of thirteen weeks, during a period of two academic years. Three courses (of 3 credits each) are offered in each trimester for a total of eighteen courses, or 54 credits. Provisions are made for refresher workshops and tutorials preparatory to the start of the program.

The Executive MBA is offered in a modular format that focuses on different types of decisions and the context in which these decisions are made. The themes of these modules are:

- The Entrepreneurial Enterprise
- Managing the Growth and Professionalization of an Entrepreneurial Enterprise
- Competing and Managing in Cyberspace
- Managing a Large Corporation
- Competing and Managing in Global Markets
- Sociopolitical Context of Business Operations

An integral part of the program is a one-week international study tour that students are required to participate in during the second year of their program. Accommodations, international transportation, and most meals during the study tour are included in the cost of the program.

CURRICULUM

First Year
(Course sequence is subject to change without prior notice)

<table>
<thead>
<tr>
<th>ACC 9100</th>
<th>Financial and Management Accounting</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIS 9000</td>
<td>Information Systems for Managers</td>
</tr>
<tr>
<td>ECO 9705</td>
<td>Managerial Economics</td>
</tr>
<tr>
<td>STA 9000</td>
<td>Regression and Forecasting Models for Business Applications</td>
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<tr>
<td>MGT 9700</td>
<td>Introduction to Operations Management</td>
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<tr>
<td>MGT 9300</td>
<td>Management: A Behavioral Approach</td>
</tr>
<tr>
<td>MKT 9703</td>
<td>Marketing Management</td>
</tr>
<tr>
<td>FIN 9770</td>
<td>Financial Decision Making</td>
</tr>
<tr>
<td>MGT 9320</td>
<td>Organization Design and Behavior</td>
</tr>
</tbody>
</table>

Second Year
(Course sequence and advanced courses are subject to change without prior notice)

| BUS 9100 | The Societal and Governmental Environment of Business |
| FIN 9786 | International Financial Markets |
| ACC 9806 | Financial Statement Analysis and Reporting |
| MKT 9750 | Marketing Strategy |
| FIN 9781 | Managerial Finance |
| MGT 9610 | Dynamics of Competition, Industry Structure, and Corporate Strategy |
| MGT 9860 | Entrepreneurial Strategy and Cases |
| MGT 9870 | International Comparative Management |
| BUS 9200 | Business Policy |

ADMISSION

Applicants should address inquiries to Director, Executive MBA Program, Zicklin School of Business, Baruch College/CUNY, One Bernard Baruch Way, Box B-13-282, New York, NY 10010-5585, or call (646) 312-3100, fax (646) 312-3101, or e-mail exprog_bus@baruch.cuny.edu.
THE BARUCH/MOUNT SINAI MBA IN HEALTH CARE ADMINISTRATION

The health care industry is experiencing far-reaching changes. With the rapid development of managed care, providers are merging to form large, integrated delivery systems. The systems that thrive will be led by managers prepared to operate under new sets of rules. Providers will be responsible for the health of the population they serve and for controlling the cost of services. Management of these organizations will require special skills on the part of the health care professionals. A unique partnership with the Mount Sinai School of Medicine enables Baruch College's Zicklin School of Business to educate this next generation of leaders.

The MBA in Health Care Administration Program is dedicated to excellence in health industry management. We educate high-quality managers, people with the requisite flexibility to cope with a rapidly changing health care environment and function effectively in a wide range of settings and organizational forms. To achieve its goals, the program takes a generalist approach to its curriculum. Students obtain a firm grounding in all management disciplines and then consider the application of these disciplines to the problems of health care delivery.

The Baruch/Mount Sinai MBA in Health Care Administration, an accelerated, three-year, part-time program, has fall admission only. The program is "cohort" in style. Students enter and move through the program together with no course exemptions irrespective of undergraduate and graduate background. Students attend class two nights per week in each of three trimesters, completing six courses (18 credits) per academic year. The program is designed so that the student will complete it in three years. Students will register in health care sections of core courses; readings, applications, and examples in these designated sections will be relevant to the health care setting. This program is only offered on a part-time basis and may not be taken by international students whose visas require full-time status.

The program is a member of the Association of University Programs in Health Administration and is accredited by the Accrediting Commission on Education for Health Services Administration.

CURRICULUM
(Course sequence is subject to change without prior notice)

First Year
BUS 9100 The Societal and Governmental Environment of Business
CIS 9000 Information Systems for Managers
ECO 9766 Health Care Economics
MGT 9300 Management: A Behavioral Approach

Second Year
ACC 9100 Financial and Management Accounting
ACC 9312 Health Care Accounting and Finance
ECO 9766 Health Care Economics
FIN 9770 Financial Decision Making
MKT 9700 Marketing Management
STA 9000 Regression and Forecasting Models for Business Applications

Third Year
BUS 9200 Business Policy
FIN 9790 Seminar in Finance
LAW 9213 Legal Aspects of Health Care Administration
MGT 9350 Organizational Analysis in Health Care
MGT 9700 Introduction to Operations Management
MGT 9721 Strategic Planning

ADMISSION

Applicants should address inquiries to the Office of Graduate Admissions, Zicklin School of Business, Baruch College/ CUNY, One Bernard Baruch Way, Box H-0820, New York, NY 10010-5585, or call (646) 312-1300, fax (646) 312-1301, or e-mail ZicklinGradAdmissions@baruch.cuny.edu.

Considerable admission and program information is available on the Zicklin Web site: www.zicklin.baruch.cuny.edu; application materials can be downloaded from this site.

Applications are also available, and can be completed interactively and submitted electronically, at the Embark.com Web site.

THE EXECUTIVE MS IN BUSINESS COMPUTER INFORMATION SYSTEMS*

The Executive M S in Business Computer Information Systems, offered by the Zicklin School of Business, provides students with a strong foundation in the business and managerial activities as they relate to information technologies. Special attention is given to the use of information technologies for strategic management and operational decisions. The program is designed to produce highly effective managers who are introduced to the building blocks of the technology as well as to its organizational context.

*This program is currently under review, and applications for 2001–2002 are not being accepted. Students interested in an MS program in business computer information systems should refer to pages 62–63.
The curriculum incorporates state-of-the-art technologies, such as object-oriented programming languages, networks, telecommunications, the Web, electronic commerce, and multimedia applications. Enhancing the real-time applicability of classroom instruction and materials are special presentations given by executives drawn from diverse corporations and industry sectors.

The Executive MS in Business Computer Information Systems Program is designed for:

- those with limited exposure to computer technologies who will benefit from the program's immersion into object-oriented programming and database management systems, as well as from broad courses focusing on emerging trends and project management, and
- those who have worked as programmers in organizations and have not completed training in current technologies of object-oriented languages or database management systems.

A distinctive feature of the program is the optional internship, designed to provide students with the opportunity to benefit from practical BCIS experience and to complete a research paper.

The full-time program is designed for cohort groups of working professionals. Classes are held on Saturdays and one evening per week. The fall and spring semesters are sixteen weeks long, with two 6-week summer sessions. Four courses are taken in each of the fall and spring semesters and two courses in each summer session, for a total of twelve courses (of 3 credits each), or 36 credits.

It is anticipated that students admitted to the program have the appropriate background to waive preliminary courses and CIS 9365 (see page 63). Provisions are made for refresher workshops and tutorials preparatory to the start of the program, for those without that background.

**Typical Curriculum**

- CIS 9310 Object-Oriented Programming I
- CIS 9340 Principles of Database Management Systems
- CIS 9350 Networks and Telecommunications
- CIS 9410 Object-Oriented Programming II
- CIS 9444 Electronic Commerce
- CIS 9490 Systems Analysis and Design
- CIS 9550 Emerging Trends in Information Technologies
- CIS 9555 Information Technology in Financial Markets
- CIS 9590 Information Systems Development Project
- CIS 9771 Special Topics in Information Technologies (Seminar in Strategic Information Systems Management)
- MGT 9610 Dynamics of Competition, Industry Structure, and Corporate Strategy
- MGT 9730 Project Management: Strategic Design and Implementation

**Admission**

Applicants should address inquiries to Director, Executive MS in Business Computer Information Systems Program, Baruch College/CUNY, One Bernard Baruch Way, Box B13-282, New York, NY 10010-5585, or call (646) 312-3100, fax (646) 312-3101, or e-mail exprog_bus@baruch.cuny.edu.

**The Executive MS in Finance**

Managing financial aspects of business is becoming increasingly complex. Financial executives must constantly cope with new products and services, sources and uses of funds, interconnected global financial markets, and highly sophisticated tools of risk management. The Executive MS in Finance, offered by the Zicklin School of Business, is a highly focused program designed to produce professionals who are capable of understanding and utilizing the sophisticated skills and analytical tools essential for success in today's complicated world of finance.

This innovative program blends advanced financial theory with a wide range of complex financial management problems. His combination of theory with real-world business applications provides professionals with a critical strategic advantage needed for success in the 21st century.

The Executive MS in Finance is designed for those pursuing a career in the field of finance. It provides financial executives with:

- cutting-edge financial theories and concepts,
- state-of-the-art analytical tools, and
- the judgment to apply and innovatively adapt these concepts and tools effectively.

Program learning is enhanced by small class size, with emphasis on group work. Students work closely with faculty and peers rich in professional experience. Taking required courses together as a cohort further intensifies the learning experience.

The one-year, ten-course, 30-credit full-time program is designed for cohort groups of working professionals. Classes are scheduled on Saturdays and one evening a week. The program of study is divided into three 13-week trimesters. An integral part of the program is a required one-week international study tour between the second and third trimesters of the program. Accommodations, international transportation, and most needs during the study tour are included in the cost of the program.

**Curriculum**

The program emphasizes real-life decision situations. Foundation courses in investments provide fundamental knowledge of such areas as security valuation, portfolio theory, financial engineering, and the analysis of financial statements. Foundation courses in corporate finance focus
on capital budgeting, sources of financing, risk management, and mergers and acquisitions. Courses in options and international financial markets provide executives with the ability to analyze derivative securities and to use them in a variety of contexts, such as foreign exchange markets. A course exploring quantitative tools familiarizes executives with techniques of statistical analysis and financial databases.

Advanced courses are delivered in a modular structure. These modules provide executives with a series of “virtual apprenticeships.” Enhancing real-time applicability of classroom instruction and materials are presentations by executives drawn from diverse corporations and industry sectors.

Preliminary Courses

Students with appropriate background will be able to waive preliminary requirements.

ACC 9100 Financial and Management Accounting
ECO 9705 Managerial Economics

Core Courses (Required)

FIN 9771 Corporate Financial Theory and Applications
FIN 9772 Quantitative Tools for Finance
FIN 9773 Investment Theory and Applications
FIN 9798 Analysis of Industrial Securities

Advanced Courses

Six advanced courses will be selected by the Department of Economics and Finance from the following list:

FIN 9759 Mergers and Acquisitions
FIN 9782 Futures and Forward Markets
FIN 9786 International Financial Markets
FIN 9788 International Corporate Finance
FIN 9790 Seminar in Finance
FIN 9792 Advanced Managerial Finance
FIN 9793 Advanced Investment Analysis
FIN 9797 Options Markets
FIN 9799 Analysis of Municipal and State Securities
FIN 9983 Selected Topics in Investments
CIS 9555 Information Technology in Financial Markets
ECO 9714 Public Finance I
ECO 9715 Public Finance II
INS 9720 Risk Management and Control

ADMISSION

Applicants should address inquiries to Director, Executive MS in Finance Program, Zicklin School of Business, Baruch College/CUNY, One Bernard Baruch Way, Box B-13-282, New York, NY 10010-5585, or call (646) 312-3146, fax (646) 312-3147, or e-mail exprog_bus@baruch.cuny.edu.
THE EXECUTIVE MS IN INTERNAL AUDITING: RISK ASSESSMENT AND ASSURANCE

Internal auditing is an expanding specialty of accounting. The last 20 years have seen a sharp increase in the magnitude and complexity of business risks. The reasons include the increasing complexity of businesses generally, the change in businesses from product to service producing, and the influences of globalization. At the same time, the downsizing of management has led to the flattening of command chains. This has resulted in the elimination of layers of middle management and less supervision of management employees. While this has contributed to organizational effectiveness, it has also led to greater potential for mistakes and fraud.

To address these issues, the Stan Ross Department of Accountancy offers a program leading to an Executive MS in Internal Auditing: Risk Assessment and Assurance (EMIA). The purpose of the EMIA is to train advanced practitioners for business risk management and internal audit functions. The EMIA follows a multidisciplinary approach: courses come from a variety of business fields. The successful organizational risk manager naturally needs to use the techniques of traditional accounting. He or she also needs to use methods derived from computer and IT operations, finance, human relations, commercial law, and analysis of business systems and processes.

The program is designed for cohort groups of working professionals. Students enter and move through the program with no course exemptions allowed. The program has a close connection between classroom and actual practice. The program is part-time only; all students are expected to be employed by one of the sponsoring companies. Students who are not current employees of a sponsoring company will be interviewed and, if admitted, placed with a sponsoring firm. The student and company will negotiate salary and benefit levels.

EMIA classes take place all day Friday and one other night per week. The program lasts one calendar year. Students receive full salary and benefits from the sponsoring company while they are in the program. International students must obtain the appropriate visa to participate in the program.

CURRICULUM

Entering students should have a basic knowledge of economics, statistics, finance, information systems, and financial/managerial accounting through prior course work and/or professional experience. Deficiencies can be remedied by taking appropriate classes on the graduate level.

All students will take the following courses:

Courses in Specialization

ACC 9807 Contemporary Topics in Accounting (Advanced Internal Auditing)
ACC 9815 Managerial Accounting Controls
ACC 9816 Accounting and Auditing Aspects of Computer-Based Information Systems
ACC 9826 Contemporary Topics in Risk Assessment and Assurance
Two additional electives chosen in consultation with the faculty advisor

Courses Outside of Specialization

Four courses to be designated by the department.

ADMISSION

For information on admission, e-mail Fastemia@baruch.cuny.edu or call the Stan Ross Department of Accountancy at (646) 312-3160.

THE EXECUTIVE MST

The Executive Master of Science in Taxation, offered by the Zicklin School of Business, is a unique graduate degree program for practicing accountants, offering them the opportunity to broaden experience and sharpen skills in the field of taxation without interrupting their careers.

A carefully structured sequence of advanced courses covers a comprehensive range of specializations in the areas of taxation. Courses are taught by members of the distinguished faculty of the Zicklin School of Business and experienced practitioners in the field of taxation.

For further information about the Executive Master of Science in Taxation, contact the Stan Ross Department of Accountancy at (646) 312-3160.
DOCTORAL PROGRAM IN BUSINESS

Executive Officer, Doctoral Program:
Gloria Penn Thomas

PROGRAM GOALS
The Doctoral Program in Business is designed to educate researchers and teachers who will contribute to the development of new management concepts and new solutions to the complex problems facing industrial and public organizations. Graduates of the program are employed as college or university faculty members in business disciplines.

PROGRAM STRUCTURE
The Doctoral Program in Business comprises five specializations: accountancy, finance, management planning and information systems, marketing, and organizational behavior and human resources. A minimum of 60 credit hours is required for each specialization.

AREAS OF SPECIALIZATION

ACCOUNTANCY
The specialization in accountancy is designed to educate the future accounting researcher and teacher in conceptual and empirical development and applications. The program encompasses in-depth study of the entire field of accounting.

FINANCE
The doctoral specialization in finance is designed to prepare qualified candidates for academic careers in teaching and research and for advanced-level research positions in industrial and financial organizations. The program is intensive and analytical in nature, relying heavily on the economics and quantitative disciplines for its foundations.

MANAGEMENT PLANNING AND INFORMATION SYSTEMS
The management planning and information systems specialization prepares the candidate for teaching and research in the areas of operations management, management science, production management, and management information systems. The theoretical foundations of the specialization are drawn from planning theory, systems theory, and decision theory. The program is quite quantitative.

MARKETING
Marketing involves the development and distribution of goods and services throughout an economy. Course work and seminars in this specialization concentrate on consumer behavior theory, international marketing, attitude and communications research, cross-cultural consumer research problems, marketing strategy, theory development, and research design.

The marketing specialization is designed for students with prior training in the humanities, natural sciences, social sciences, or business disciplines. Graduates of the program find employment teaching consumer behavior, marketing, and marketing management.

ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCES
The specialization of organizational behavior and human resources focuses on individual and organizational processes. Among the concerns of the program are performance effectiveness, those factors that influence policy and planning decisions, and the conditions under which organizations may be designed to maximize their positive effects on those who are employed and affected by them. The program incorporates behavioral and policy perspectives. Graduates of the program are currently employed by universities and other organizations in both the public and private sectors.

COURSE REQUIREMENTS
All students must take the required foundation courses as well as those additional foundation courses indicated by the specialization coordinator.

Required Foundation Courses
- BUS U 800 Philosophy of Science
- BUS U 802 Higher Education Teaching Seminar
- ECO U 703 Microeconomic Theory
- A minimum of three courses in statistics

Specialization Core Course Requirements
Every student must choose a major area of study. Each area of specialization has a specific series of required courses as outlined in detail below.

Accountancy Specialization
- ACC U 706 Financial Statement Analysis and Reporting
- ACC U 802 Empirical Research in Accounting
- ACC U 803 Current Issues in Managerial Accounting
- ACC U 804 Current Issues in Auditing
- ACC U 812 Empirical Research Methods
- ACC U 822 Advanced Empirical Research
- ECO U 820 Econometric Theory
- FIN U 810 Corporate Finance Theory
- or
- FIN U 830 Capital Markets and Portfolio Theory
- OPR U 704 Quantitative Analysis for Business Decisions
- or
- STA U 706 Applied Discrete Multivariate Analysis
- or
- STA U 783 Stochastic Processes for Application I
**Finance Specialization**

Required Core Courses
- FIN U810 Corporate Finance Theory
- FIN U830 Capital Markets and Portfolio Theory
- ECO U820 Econometric Theory
- ECO U823 Applied Microeconometrics

Electives
- FIN U770 International Financial Markets and Institutions
- FIN U811 Advanced Topics in Corporate Finance Theory
- FIN U831 Advanced Topics in Capital Markets and Portfolio Theory
- FIN U832 Seminar in Capital Markets and Portfolio Theory
- FIN U857 Seminar in Financial Institutions
- FIN U890 Options Markets
- FIN U891 Futures Markets
- ECO U821 Applied Econometrics

**Management Planning and Information Systems Specialization**

Required Core Courses
- MGT U743 Strategic Management I
- MGT U745 Operational Planning Systems and Control
- MGT U747 Management Information Systems
- MGT U847 Seminar in Management Information Systems
- MGT U881-1 Seminar in Production Management I
- CIS U821 Research Methods I: Quantitative Research in Information Systems

Electives (choose from the appropriate subspecialization list below)
- Management Planning Courses
  - MGT U700 Managerial Control
  - MGT U881-2 Seminar in Production Management II
- STA U783 Stochastic Processes for Application I
- STA U820 Mathematical Programming in Business and Industry
- STA U851 Computer Techniques in Business Research

Information Systems Courses
- CIS U735 Networks and Telecommunications
- CIS U749 Systems Analysis and Design
- CIS U822 Research Methods II: Qualitative Research in Information Systems
- CIS U840 Selected Topics in Information Systems
- CIS U860 Seminar in Information Systems Research

**Marketing Specialization**

- MKT U701 Research Methods I: Design
- MKT U702 Research Methods II: Qualitative Research in Marketing
- MKT U703 Research Methods III: Quantitative Research in Marketing
- MKT U715 The History of Marketing Thought
- MKT U815 The Process and Diffusion of Innovation in Marketing
- MKT U880 Seminar in Current Marketing Problems
- MKT U881 Seminar in Marketing Theory
- MKT U882 Seminar in Marketing Strategy
- MKT U885 Seminar in Buyer Behavior
- MKT U888 Selected Topics in Marketing

**Organizational Behavior and Human Resources Specialization**

- BUS U872A Seminar in Organization Theory I
- BUS U872B Seminar in Organization Theory II
- BUS U874A Seminar in Organizational Behavior I
- BUS U874B Seminar in Organizational Behavior II
- BUS U885 Research Methods I
- BUS U886 Research Methods II
- MGT U870A Seminar in Policy and Strategy I
- MGT U870B Seminar in Policy and Strategy II
- Two psychology courses

A minimum of 60 credit hours is required for all doctoral specializations.

**GRADES AND EXAMINATIONS**

Students must maintain a B average while in the program. An incomplete grade (INC) must be resolved within two semesters. Students with two or more incompletes cannot be considered to be making satisfactory progress toward the degree and will not be eligible for financial aid.

The three major examinations of the Doctoral Program in Business are the first examination, second examination, and final examination (dissertation defense). The first examination consists of (1) a research paper or a written examination and (2) an oral examination conducted by three members of the faculty.

The second examination is in two parts: (1) a written examination or a research paper and (2) an oral examination. The choice of research paper versus written examination varies by specialization. In specializations where the first examination is a research paper, the second examination must include a written examination. In specializations where the first examination is a written examination, the second examination must include a research paper. Both the first examination and the second examination may be taken a maximum of two times.

**DISSERTATION**

Within one semester after successfully completing the second examination, the candidate should submit an acceptable dissertation proposal to his or her dissertation committee and defend it publicly. Registration must be maintained until the completion of the dissertation.
The final examination is a defense of the student's dissertation. A committee of three faculty members, two of whom must be members of the faculty in business, and an outside reader will determine its acceptability as a contribution to knowledge in the discipline.

ADMISSION QUALIFICATIONS

A graduate degree and practical experience in business are not prerequisites for admission to the program. The program is primarily full-time. Students are admitted for the fall semester. March 1 is the application deadline.

Applicants are required to submit the results of the Graduate Management Admission Test (GMAT). Applicants opting to specialize in organizational behavior and human resources or marketing may substitute the General Test (morning exam) of the Graduate Record Examinations (GRE). In addition, two letters of academic reference are required.

EN ROUTE MBA

A student in good academic standing is eligible for an MBA after completing 45 credits of course work, including at least one course in accounting, finance, marketing, and organizational behavior and human resources; passing the preliminary research paper; and writing an acceptable major paper in a doctoral seminar. The student may apply for the degree en route by writing to the executive officer and requesting it. The degree is conferred by Baruch College.

FINANCIAL ASSISTANCE

Financial aid for full-time doctoral matriculants is available in the form of fellowships, grants, part-time and full-time teaching positions, and research assistantships.

DOCTORAL COURSES

Course descriptions not given here may be found under the departmental listings in this publication or at the Doctoral Program office.

ACCOUNTANCY

Accounting U706 Financial Statement Analysis and Reporting
2 hours plus conference; 3 credits
An in-depth study of the analysis and interpretation of financial statements by external decision makers, including measures of liquidity, solvency, capital structure, return on investments, and operating performance. The impact of accounting conventions and alternative standards on analytical measures is also explored.
Prerequisite: Advanced accounting.

Accounting U707 Contemporary Topics in Accounting
4 hours; 4 credits
Students will be required to read articles, research studies, and official pronouncements on selected current issues and developments in four major areas of accounting (see outline) and participate actively in weekly seminar discussions. All weekly assigned reading must be completed in advance of each meeting. Additionally, the students will prepare a major paper on a current topic or issue to be presented in the seminar. Reviews of literature, discussions of methodology, and the practical implications of student papers will be presented in class. Each student will make at least one oral presentation during the term. Enrollments will be limited to ensure full student participation and faculty interaction. The term paper should be an in-depth analysis of a relevant topic, preferably in one of the areas covered during the term. Topics are to be approved in advance. Papers will be presented in the last four sessions of the seminar. A final examination will be given. The final grade is based on class participation, the term paper, oral presentation of the term paper, and a written examination. A grade of Incomplete will be given if the term paper has not been submitted but has been presented from notes and if all other requirements have been completed and passed, including the final examination.
Prerequisites: Advanced accounting and auditing and permission of the graduate advisor.

Accounting U802 Empirical Research in Accounting
2 hours plus conference; 3 credits
Students will be required to engage in the critique of empirical studies in financial and managerial accounting. Topics include the impact of accounting numbers on security prices, income smoothing, accounting risk measures, and transfer pricing and performance evaluation. Students will also be required to present their own research on selected topics.
Prerequisites: ACC U704 (9817), ACC U706, ACC U707.

Accounting U803 Current Issues in Managerial Accounting
2 hours plus conference; 3 credits
Here students investigate accounting control systems designed to ensure efficient use of organizational resources: the controllership function, management information systems, profit and expense centers, and budgeting in the context of managerial control.
Prerequisites: Intermediate accounting; cost accounting and practice.

Accounting U804 Current Issues in Auditing
3 hours; 3 credits
The course surveys the theory and practice of auditing, introducing students to generally accepted auditing standards, methods and procedures, preparation of auditors' reports, legal liability, and professional ethics.
<table>
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<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Prerequisites</th>
<th>Description</th>
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<tbody>
<tr>
<td>Accounting U812</td>
<td>Empirical Research Methods</td>
<td>3 hours; 3 credits</td>
<td>Pre requisite: U802 and U812</td>
<td>This course allows students to apply empirical methods from economics, statistics, and other fields to the accounting literature. It will focus on research on capital markets and the use of pertinent databases to analyze these markets. Econometric problems in evaluating market model residuals and criteria for assessing cross-sectional research will be examined.</td>
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<tr>
<td>Accounting U822</td>
<td>Advanced Empirical Research</td>
<td>3 hours; 3 credits</td>
<td>Pre requisite: U822</td>
<td>Intended for students who have completed Accounting U802 and U812, this course continues to expose students to current empirical research and emphasizes their production of papers. Students will be asked to undertake short, original research studies or replications using alternative methodological techniques.</td>
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<tr>
<td>Accounting U890</td>
<td>Dissertation Seminar</td>
<td>No credit</td>
<td></td>
<td>Individual research under supervision for the preparation of the doctoral dissertation. Required of all candidates for the doctorate in this area of specialization. Registration must be maintained until the completion of the dissertation.</td>
</tr>
<tr>
<td>Business U800</td>
<td>Philosophy of Science</td>
<td>2 hours plus conference; 3 credits</td>
<td>Pre requisite: None</td>
<td>T his course provides a philosophical introduction to the theoretical and empirical development of scientific knowledge. T he purpose of the course is to help doctoral students define a research context by addressing the purposes, assumptions, and primary components of scientific inquiry. Topics receiving attention include forms of knowledge, scientific laws, nature of theory, and ethics.</td>
</tr>
<tr>
<td>Business U802</td>
<td>Higher Education Teaching Seminar</td>
<td>2 hours plus conference; 3 credits</td>
<td>Pre requisite: None</td>
<td>Business U802 helps doctoral students learn about college teaching. Several faculty instructors conduct sessions treating teaching methods, preparation, evaluation, communication techniques, diversity, and common teaching problems. Students read articles, prepare case analyses, and acquire advice in response to problems they raise.</td>
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<tr>
<td>Business U850</td>
<td>Comparative International Management and Organizations</td>
<td>3 hours; 3 credits</td>
<td>Pre requisite: None</td>
<td>Emphasis in this course is on a comparative study of the impact of business organizations and management activities on the economy and society of a selected number of countries. T he aim is to sensitize students to the cultural, socioeconomic, political, and government regulatory factors that influence and determine relationships between social institutions and the management of business organizations.</td>
</tr>
<tr>
<td>Business U872A</td>
<td>Seminar in Organization Theory I</td>
<td>2 hours plus conference; 3 credits</td>
<td>Pre requisite: None</td>
<td>T his course emphasizes organizational analysis from a structuralist perspective. Typologies of organizations are developed and evaluated from various theoretical perspectives both in the United States and in other cultural settings.</td>
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<tr>
<td>Business U872B</td>
<td>Seminar in Organization Theory II</td>
<td>2 hours plus conference; 3 credits</td>
<td>Pre requisite: None</td>
<td>A detailed study of the nature, development analysis, and application of theory and models to the study of management and organization. A macro view of theory formulation, elements of theory and models, and notion of explanation and a detailed study of a series of modern theories and models in management, organization analysis, and organization behavior. T he student focuses on learning to read, diagram, and evaluate critically the theoretic and modeling approaches to the disciplines.</td>
</tr>
<tr>
<td>Business U874A</td>
<td>Seminar in Organizational Behavior I</td>
<td>2 hours plus conference; 3 credits</td>
<td>Pre requisite: None</td>
<td>T his course critically examines the metatheoretical characteristics of contemporary theory in organizational behavior and the empirical adequacy of the theoretical constructs proposed. Alternative expanded schemas are proposed in order to account for organizational processes in work settings in the United States and other cultures.</td>
</tr>
<tr>
<td>Business U874B</td>
<td>Seminar in Organizational Behavior II</td>
<td>2 hours plus conference; 3 credits</td>
<td>Pre requisite: None</td>
<td>T his course concerns itself with the effect of organizational policies, practices, and job characteristics on individuals and society. T heoretical frameworks relating to alienation, stress, and job and life satisfaction are examined, and an effort is made to develop an understanding of those conditions under which organizations may impact positively on the component elements of our society.</td>
</tr>
<tr>
<td>Business U877</td>
<td>Behavioral Science Foundations I</td>
<td>2 hours plus conference; 3 credits</td>
<td>Pre requisite: None</td>
<td>Deals with the individual and small-group behavior in organizations. Covers material dealing with attitude and performance of organizational participants and such issues as leadership style, personnel, attitude, and motivation. Emphasizes the psychological approach to behavior. Prerequisite: Preliminary requirements.</td>
</tr>
<tr>
<td>Business U878</td>
<td>Behavioral Science Foundations II</td>
<td>2 hours plus conference; 3 credits</td>
<td>Pre requisite: BUS U877</td>
<td>A continuation of Behavioral Science Foundations I (BUS U877). T he emphasis is on the organization as a unit of analysis as well as the organizational system at large. T he approach is sociopolitical in nature, emphasizing the ecological and environmental impacts on organizations. Prerequisite: BUS U877.</td>
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</tbody>
</table>
BUSINESS U885 RESEARCH METHODS I
2 hours plus conference; 3 credits
An intensive survey of behavioral science research methods as applied particularly to the study of organizations and consumer behavior. Students complete projects utilizing a number of methods, perform both primary and secondary data analysis utilizing major computer software packages, and prepare a complete research proposal, including literature review and sample and measurement selection in an area of relevance to organizations or consumer behavior. Prequisites: Preliminary requirements.

BUSINESS U886 RESEARCH METHODS II
2 hours plus conference; 3 credits
An intensive survey of major analytical techniques applicable to research in organizational and consumer behavior. Students apply concepts and skills developed in BUS U885 in performing a variety of analyses and data-handling techniques. Particular attention is given to the assumptions, limitations, and misapplications of the various techniques as well as to the proper interpretation of results. Students implement the research proposal developed in BUS U885 by collecting and/or analyzing appropriate data and preparing a final research paper. Prequisite: BUS U885.

BUSINESS U889 SEMINAR IN CONTEMPORARY BUSINESS RESEARCH
No credit
A seminar in which students and faculty discuss and analyze contemporary research and research methodology in the various business specializations. Particular attention is paid to ongoing or proposed research by faculty and students. All student dissertation proposals are formally presented in this seminar.

COMPUTER INFORMATION SYSTEMS

COMPUTER INFORMATION SYSTEMS U735 NETWORKS AND TELECOMMUNICATIONS
3 hours; 3 credits
Key technical and managerial issues in the development of the telecommunications resource by organizations. The course covers technology (the underlying technology of information communication facilities, networking systems, and communications software), architecture (the way in which hardware, software, and services can be organized to provide computer and terminal interconnection), and applications (how information communications and networking systems can meet the cost constraints and requirements of today’s business). The course provides a balanced approach to the study of this topic, emphasizing managerial issues as well as the supporting technical knowledge needed to plan and to manage today’s complex telecommunication systems. Pre- or corequisite: MGTU747 or equivalent.

COMPUTER INFORMATION SYSTEMS U749 SYSTEMS ANALYSIS AND DESIGN
3 hours; 3 credits
Examination of the various tools, techniques, processes, and issues related to the analysis and design of organizational information systems. This course follows the traditional Systems Development Life Cycle and covers such techniques as entity/relationship (E/R) data modeling, dataflow diagrams, normalized file design, and project management. Hand-on experience is provided using computer-assisted software engineering (CASE) technology. A group project develops an enterprise feasibility study, a working system prototype, and an overall systems development plan for a business or nonprofit organizational problem. Pre- or corequisite: MGTU747 or equivalent.

COMPUTER INFORMATION SYSTEMS U821 RESEARCH METHODS I: QUANTITATIVE RESEARCH IN INFORMATION SYSTEMS
2 hours plus conference; 3 credits
This course focuses on designing, evaluating, and understanding quantitative methods and methodologies for information systems research. Its major objective is to enable students to design information systems experiments and surveys to produce publishable papers. Students will work in teams on an original research project and will be expected to submit a research paper to an information systems journal or conference. Prequisite: At least one statistics course; pre- or corequisite: MGTU747 or equivalent.

COMPUTER INFORMATION SYSTEMS U822 RESEARCH METHODS II: QUALITATIVE RESEARCH IN INFORMATION SYSTEMS
2 hours plus conference; 3 credits
This course helps develop knowledge and skills in the application and use of qualitative research methods as they relate to information systems (IS). The course provides a survey of the methodological literature on qualitative research methods paired with appropriate article-length exemplars in the IS domain. Methodologies studied include case study, ethnography, content analysis, and protocol analysis. Students acquire skills in developing a research strategy, understanding and using a grounded theory approach, triangulating methods for strengthening research findings, and supporting methodological choices. The course enables students to identify qualitative research methods prevalent in IS research; formulate research design, data analysis, and evaluation techniques for research; and evaluate qualitative research of others in the IS area. Prequisite: MGTU747 or equivalent.

COMPUTER INFORMATION SYSTEMS U840 SELECTED TOPICS IN INFORMATION SYSTEMS
2 hours plus conference; 3 credits
This course will highlight and study in depth a specific area of information systems. Possible areas are advanced database systems research, artificial intelligence and expert systems, electronic markets, financial information systems,
ECONOMICS AND FINANCE

ECONOMICS U703 MICROECONOMIC THEORY I
3 hours; 3 credits
This course deals with the microeconomic foundations of demand, production, and cost. Price-output decisions are examined in the context of normative models of perfect competition and monopoly and descriptive models of imperfect competition and oligopoly. These models are developed primarily under static conditions and certainty. Empirical considerations are introduced where appropriate. The diagrammatic approach is frequently complemented and extended by derivations based on elementary calculus. Prerequisite: Basic economics.

ECONOMICS U708 MACROECONOMIC THEORY I
3 hours; 3 credits
This course deals with the determination of gross national product and of associated variables. The economic system is broken down into product, money, and labor markets. The components in each market and the interrelationship among different markets are studied. The general equilibrium of the macroeconomy is analyzed from both Keynesian and neoclassical viewpoints. Government monetary and fiscal policies are also discussed. Prerequisite: Basic economics.

ECONOMICS U803 MICROECONOMIC THEORY II
3 hours; 3 credits
Investments, the interest rate, and the accumulation of capital are examined as issues in intertemporal choice involving real and monetary factors. The optimal investment decision is developed under certainty and under uncertainty. Dynamic considerations, market imperfections, and macroeconomic influences are introduced where appropriate. Prerequisite: ECO U703.

ECONOMICS U808 MACROECONOMIC THEORY II
3 hours; 3 credits
This course deals with dynamic macroeconomics. Both long-run and short-run macroeconomic phenomena are analyzed. In long-run analysis, economic growth and capital accumulation are related to embodied and disembodied technical processes, income distribution, and monetary factors. The exploration also extends to optimal growth models. In short-run analysis, business cycle theories are studied. The discussion also includes an integration of cyclical and growth processes. Prerequisite: ECO U708.

ECONOMICS U820 ECONOMETRIC THEORY
3 hours; 3 credits
A survey of single-equation and simultaneous-equations econometric methods. The topics covered under the single-equation methods are the classical linear regression model and related topics, such as multicollinearity, model specification, heteroscedasticity, lagged variables, measurement bias, and measurement errors. Here is also a brief introduction to nonlinear (in parameters) regression models and Bayesian regression analysis. The topics in simultaneous-equations methods include the identification problem; the rank and order conditions of identification; and methods of solving just- and over-identified equations, such as the indirect least squares, two-stage least squares, least-variance ratio, k-class estimators, three-stage least squares, and the full-information maximum likelihood; and the use of these methods in econometric model building and forecasting. Prerequisites: STA U700, STA U702.

ECONOMICS U821 APPLIED ECONOMETRICS
3 hours; 3 credits
The focus is upon developing skill and experience in the art of data analysis. Methods for identifying and dealing with practical data analysis problems and the application of methods to problems faced in testing financial hypotheses are examined. Prerequisite: ECO U820.

FINANCE U700 INTRODUCTION TO THE THEORY OF FINANCE
3 hours; 3 credits
Survey and analysis of problems facing the financial manager, including a theoretical introduction to financial institutions, financial instruments, and the capital markets. Topics covered include functions and operations of the capital markets; analysis of the consumption and investment decision of investors; analysis of investments in common stocks, bonds, and other risky assets; portfolio construction and diversification; equilibrium pricing of assets; evaluation theory; efficient market theory; capital budgeting and investment decision making; estimation and determinants.
of the firm’s cost of capital; and the effects of capital structure decisions on investment and the cost of capital.  

**Prerequisite:** Basic economics.

**Finance U756 Management of Financial Intermediaries**  
2 hours plus conference; 3 credits  
Analysis of the problems facing financial intermediaries. The role and operations of financial intermediaries in the primary and secondary markets. Management of assets and liabilities under conditions of uncertainty. The evaluation of primary and secondary investments. A consideration of the specific problems facing banks, investment companies, pension funds, savings and loan associations, and insurance companies. Other areas covered include control of financial operations, analysis of the effects of the legal framework on intermediation, and an analysis of the markets in which financial intermediaries engage.  

**Prerequisite:** FIN U700.

**Finance U810 Corporate Finance Theory**  
3 hours; 3 credits  
Topics in finance theory with application to problems of corporations, government, and nonprofit organizations. Theory and applications of models in the general areas of cash management, capital budgeting, cost-benefit analysis, and short-term and long-term financial planning. Specific topics include financial applications of mathematical programming models, estimating the cost of capital, developing decision rules for decentralized investment decision making, risk analysis in capital budgeting, and empirical work relevant to financial administration.  

**Prerequisites:** FIN U700, STA U700, STA U702.

**Finance U812 Seminar in Corporate Finance Theory**  
3 hours; 3 credits  
Special topics in corporate finance.  

**Prerequisite:** FIN U810.

**Finance U830 Capital Markets and Portfolio Theory**  
3 hours; 3 credits  
Topics in investments with strong emphasis on theory and empirical testing of hypotheses. Continuation of portfolio theory, including treatment of state-preference models, growth models and their use in evaluation of the performance of investment trusts and mutual funds, and current empirical research on capital asset pricing, information and stock prices, and the efficiency of the capital markets. Other areas covered: the pricing of hybrid securities, such as options, warrants, and convertible bonds, and the relationship between corporate decision variables and the capital markets.  

**Prerequisites:** FIN U700, STA U700, STA U702.

**Finance U832 Seminar in Capital Markets and Portfolio Theory**  
3 hours; 3 credits  
Special topics in capital markets and portfolio theory.  

**Prerequisite:** FIN U830.

**Finance U890 Options Markets**  
3 hours; 3 credits  
This course examines facets of options markets. The microstructure of options markets receives attention, as well as position strategies for a variety of financial instruments. Students learn about arbitrage pricing and boundary conditions of options pricing. A number of pricing models are discussed, such as the Black and Scholes model and Cox-Ross-Rubinstein binomial models. The use of options pricing models in evaluation of financial assets and in portfolio theory is also included.

**Finance U891 Futures Markets**  
3 hours; 3 credits  
This course examines the economic and institutional aspects of the futures markets. It focuses on the theories of pricing, hedging, and speculation. The speculative risk-return characteristics as well as the hedge management potential of the available instruments are detailed.

**Finance U895 Dissertation Seminar**  
No credit  
Individual research under supervision for the preparation of the doctoral dissertation. Required of all candidates for the doctorate in this area of specialization. Registration must be maintained until the completion of the dissertation.

**Management**

**Management U700 Managerial Control**  
2 hours plus conference; 3 credits  
The course examines in detail the function of managerial control, with emphasis on complex socioeconomic systems. Widely used models and approaches are studied, and the principles of system dynamics and cybernetics are covered.

**Management U732 Management and Organization Theory**  
2 hours plus conference; 3 credits  
A detailed study of the nature, development analysis, and application of theory and models to the study of management and organization. A macro view of theory formulation, elements of theory and models, notion of explanation, and a detailed study of a series of modern theories and models in management, organization analysis, and organization behavior. The student focuses on learning to read diagrams and evaluate critically the theoretic and modeling approaches to the disciplines.

**Management U741 Management Science**  
2 hours plus conference; 3 credits  
Recent developments in the field of management science are examined. The topics are selected from the current literature on the basis of their significance and the interests of the students.  

**Prerequisite:** Quantitative foundations.
Management U743  Strategic Management I
2 hours plus conference; 3 credits
This course introduces the basic methodological approaches to strategic management systems. The problems of definition, design, and evaluation of strategic management systems are fully explored. The basis of the course is an integrator of the various disciplines of business.
Prerequisites: BUS U877, BUS U878.

Management U745  Operational Planning Systems and Control
2 hours plus conference; 3 credits
This course is concerned with planning and control methods for the fulfillment of operations objectives. Various models, including production smoothing, queuing models, inventory control, and simulation, as applied to the evaluation and management of subsystems of the firm, are examined.
Prerequisite: Quantitative foundations.

Management U747  Management Information Systems
2 hours plus conference; 3 credits
This course examines retrospective management information searches and their role in supporting the strategic decision-making function of top management. Systems are modeled and implemented with the assistance of the computer facilities. Problems of information labeling, storage, and retrieval are considered and related to the design and evaluation of management information systems.
Prerequisite: Quantitative foundations.

Management U800  Seminar in Managerial Control
2 hours plus conference; 3 credits
This course explores in considerable depth the implications and applications of theories of managerial control.
Prerequisite: MGTU700.

Management U843  Strategic Management II
2 hours plus conference; 3 credits
An in-depth analysis of the strategic management makeup of organizations as viewed from a structural, competitive, internal, and external environment.
Prerequisite: MGTU743.

Management U847  Seminar in Management Information Systems
2 hours plus conference; 3 credits
Significant management information systems topics of special interest are covered in this seminar. Topics reflect the frontiers of research and the current state of the art. Management information systems methodology will be used to model the formulation of selected management problems.
Prerequisite: MGTU747.

Management U870A  Seminar in Policy and Strategy I
2 hours plus conference; 3 credits
This course is concerned with the formulation and the systematic choice of business policy to guide actions for the attainment of corporate goals. It concerns itself with the study of functions and responsibilities of management and the problems that affect the character and success of the total enterprise.

Management U870B  Seminar in Policy and Strategy II
2 hours plus conference; 3 credits
This seminar, which is the second part of a one-year sequence, is concerned with how firms in different societies adapt to the needs, expectations, opportunities, and pressures created by their internal and external environments; how broad issues of government policy, economic planning, the structure of labor laws, and social activism exert a vital influence on the goals and strategies of both domestic and foreign business firms; and the effects of such issues as technology transfer, anti-trust and competition policies, and business-government relations.

Management U881-1  Seminar in Production Management I
2 hours plus conference; 3 credits
The student will conduct a research project in a selected area of production management under the supervision of a staff member. A report on the candidate's research is required.
Prerequisite: MGTU745.

Management U881-2  Seminar in Production Management II
2 hours plus conference; 3 credits
The student will continue the work begun in MGT U881-1, concentrating on more advanced research projects.
Prerequisite: MGTU881-1.

Management U890  Dissertation Seminar
No credit
Individual research under supervision for the preparation of the doctoral dissertation. Required of all candidates for the doctorate in this area of specialization. Registration must be maintained until the completion of the dissertation.

Marketing
Marketing U701  Research Methods I: Design
2 hours plus conference; 3 credits
This course introduces the basic methodological approaches to a scientific investigation: surveys, experiments, and observation. Empirical marketing investigations representative of each approach are discussed and evaluated. Students prepare formal research proposals in which alternative methodological approaches are specified in detail.

Marketing U702  Research Methods II: Qualitative Research in Marketing
2 hours plus conference; 3 credits
Field-oriented qualitative research techniques currently employed in marketing research are explored in this course, with particular emphasis on focus-group and individual
interviewing procedures. During fieldwork, students will acquire experience using these and other qualitative methods to formulate middle-range marketing theory.

**Marketing U703 Research Methods III: Quantitative Research in Marketing**  
2 hours plus conference; 3 credits  
Interdependence analysis techniques (e.g., factor analysis, cluster analysis, LISREL) will be studied. Students will create and use data sets and learn how to interpret output. Application of each technique for analysis of various types of problems and data will be studied.

**Marketing U715 The History of Marketing Thought**  
2 hours plus conference; 3 credits  
This course will analytically examine the paradigms that have influenced marketing through its development as an academic discipline. The roots of marketing in the functionalist and institutionalist schools and its relationship to economics will be discussed.

**Marketing U730 Channels of Distribution**  
2 hours plus conference; 3 credits  
This course examines the various channels of distribution through which goods flow from manufacturer to final user, including distributors, wholesalers, retailers, brokers, manufacturers' representatives, sales agents, etc. It examines the effects of channel decisions on other components of the marketing mix (e.g., pricing and product decisions, promotion, and target consumers).  
**Prerequisite:** MKT9703.

**Marketing U751 Practicum—New Product Planning and Development**  
2 hours plus conference; 3 credits  
This course is designed to provide students with a comprehensive exposure to the techniques of product planning and development, including a team approach to product idea generation, concept development, technical and economic screening, and product concept testing and commercialization, including the development of business and marketing plans.  
**Prerequisite:** Permission of instructor.

**Marketing U812 Studies in Marketing Research**  
2 hours plus conference; 3 credits  
Topics include planning research as an aid to marketing management, administration and reporting of professional marketing research projects, and criteria for evaluation. Students will examine and evaluate actual reports and undertake real or simulated projects.  
**Prerequisite:** Previous course work in marketing research or the equivalent.

**Marketing U815 The Process and Diffusion of Innovation in Marketing**  
2 hours plus conference; 3 credits  
The course concentrates on the conceptual and methodological issues associated with the creation and diffusion of innovations. Students will be exposed to literature on product/service concept development and evaluation and to research focusing on obstacles to the successful diffusion of innovations.

**Marketing U880 Seminar in Current Marketing Problems**  
2 hours plus conference; 3 credits  
Critical analysis of current problems, issues, and development; the relationship between marketing functions, processes, and institutions and changes in the general social and economic environment.  
**Prerequisite:** 9 credits of graduate work in marketing or special departmental permission.

**Marketing U881 Seminar in Marketing Theory**  
2 hours plus conference; 3 credits  
Examination of formulated marketing theory, problems confronted in developing a theoretical foundation for marketing, theories of interdisciplinary approaches to the marketing area, and the utility of marketing theory.  
**Prerequisite:** 9 credits of graduate work in marketing or special departmental permission.

**Marketing U882 Seminar in Marketing Strategy**  
2 hours plus conference; 3 credits  
Formulation of overall marketing plans and strategies, operation coordination of product planning, channel decisions, pricing, promotion, selling, marketing research and distribution cost control, and problems in developing marketing campaigns and programs.  
**Prerequisite:** 12 credits of graduate work in marketing or special departmental permission.

**Marketing U885 Seminar in Buyer Behavior**  
2 hours plus conference; 3 credits  
The two-fold objective of this course is to help students gain in-depth understanding in such areas of consumer behavior as memory, learning, attitude, and information processing and to offer a metatheoretical perspective on buyer behavior. The course will address the role of consumer research in marketing theory, the appropriateness of consumer behavior as a basic paradigm for marketing, philosophical trends in consumer behavior, and the use of behavioral approaches to the study of marketing relationships.

**Marketing U888 Selected Topics in Marketing**  
2 hours plus conference; 3 credits  
The course serves as the capstone course in the marketing PhD specialization. Organized around the comprehensive examination, this course will focus on primary theoretical and methodological issues in the subdisciplines of marketing, with particular attention to recent research.
<table>
<thead>
<tr>
<th><strong>Marketing U890  Dissertation Seminar</strong></th>
<th><strong>Operations Research U704 (OPR 9704)  Quantitative Analysis for Business Decisions</strong></th>
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<tr>
<td>No credit  Individual research under supervision for the preparation of the doctoral dissertation. Required of all candidates for the doctorate in this area of specialization. Registration must be maintained until the completion of the dissertation.</td>
<td><strong>3 hours; 3 credits</strong>  The quantitative techniques in operations research and their application to the decision-making and management planning areas. Emphasis is first placed on problem formulation; quantitative decision models, including deterministic, stochastic, uncertainty, control, and competitive models, are then developed. The components of Bayesian decision models are developed. Such characteristic operations research tools as linear programming, queuing theory, and inventory theory, as well as mathematical simulations and models of entire complex systems, are developed and applied to management areas of marketing, finance, production, and personnel and health administration.  <strong>Prerequisites:</strong> STA U700, MTH 9703.</td>
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<tr>
<td><strong>Statistics U700 (STA 9700)  Modern Regression Analysis</strong></td>
<td><strong>Statistics U705 (STA 9705)  Multivariate Statistical Methods</strong></td>
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<tr>
<td><strong>3 hours; 3 credits</strong>  This first course in linear models is designed to present the material related to classical regression as well as relevant modern techniques. The traditional material based on ordinary least squares is blended with the modern methods of diagnosis and combating of collinearity. In the area of selecting the optimal subset model, classical and contemporary methodologies are presented. Influence diagnostics to detect data points that exert a disproportionate influence on the regression model are also presented. In addition, procedures that are used when the assumptions of standard methodology are violated are discussed.  <strong>Prerequisite:</strong> STA 9708 or equivalent. Credit is given for STA U700 (STA 9700) or STA 9000, but not both.</td>
<td><strong>3 hours; 3 credits</strong>  A comprehensive survey of a large array of widely used multivariate statistical methods intended for the use of advanced statistical methodology. The multivariate normal distribution and related distributions, including Hotelling T2 and Wishart distribution, are introduced and their use illustrated in statistical estimation and hypothesis testing in multivariate normal models. Additional topics introduced and applied include multivariate analysis of variance and covariance, canonical correlation, principal component analysis, factor analysis, discriminant analysis, and cluster analysis. Students prepare their own database, apply these methods, and prepare both an oral and written report on their findings.  <strong>Prerequisites:</strong> MTH 9703; STA 9700 or equivalent.</td>
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<tr>
<td><strong>Statistics U702  Advanced Statistical Inference</strong></td>
<td><strong>Statistics U783 (STA 9783)  Stochastic Processes for Application I</strong></td>
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<tr>
<td><strong>3 hours; 3 credits</strong>  The theory and application of sampling methods as applied to human populations, industrial sampling, record sampling, and sampling of experimental data are discussed. A variety of plans, including unrestricted random sampling, stratified cluster, multistage, replicated, multiple and sequential, discovery and ratio, and regression estimate sampling plans, are discussed and compared for efficiency. (Registration for this course is ordinarily limited to students in the doctoral program. Master's degree students in the statistics specialization may register for this course only with departmental permission.)  <strong>Prerequisites:</strong> STA U700 and departmental permission.</td>
<td><strong>3 hours; 3 credits</strong>  The fundamental concepts of stochastic processes necessary for understanding the complex probabilistic models currently used in business applications are discussed. Stochastic processes covered include the random walk, Markov chains, Birth and Death, and the Markov and Poisson renewal processes. Examples are selected from various disciplines to illustrate the use of these processes.  <strong>Prerequisite:</strong> STA U702.</td>
</tr>
<tr>
<td><strong>Statistics U703  Applied Probability</strong></td>
<td><strong>Statistics U820  Mathematical Programming in Business and Industry</strong></td>
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</table>
| **3 hours; 3 credits**  This course covers the operation of sets, probability in finite sample space, random variables, finite Markov process and probability functions, and subjective or personalistic probability. Among the random processes and probability distributions developed are Bernoulli, Pascal, hypergeometric, Poisson, exponential, gammas, and normal distributions. Random sampling distributions and derived probability distributions are presented. Applications to selected business problems are also presented.  **Prerequisite:** Departmental permission. | **3 hours; 3 credits**  This course deals primarily with the special use of linear programming, with less emphasis on the extension to nonlinear programming. The general linear programming model, the transportation model, and the assignment program are introduced. Topics in linear programming, such as the simplex algorithm, duality, sensitivity analysis,
integer programming, trans-shipment, blending problems, the caterer problem, etc., are developed. Extensions to problems involving nonlinear functions include quadratic and convex programming and the Kuhn-Tucker theorems. Linear programming is discussed for both static (single time-period) and dynamic (multistage) cases; problems in which the coefficients are deterministic, parametric, and stochastic.

Prerequisites: STA U704, MTH 9703.

Statistics U851 Computer Techniques in Business Research
3 hours; 3 credits
The computer and problem solving in the areas of business decision-making statistical methods and accounting. Discussions of mathematical techniques for the computer, including approximation and simulation methods. Programming methods for various problems will be discussed.

Prerequisite: STA 9750.

Statistics U880 Research Seminar in Quantitative Methods
3 hours; 3 credits
Analysis of recent developments in statistical and decision-making methods. Research by students in theory and application of newly developed techniques.

Prerequisite: Departmental permission.

Statistics U890 Dissertation Seminar
No credit
Individual research under supervision for the preparation of the doctoral dissertation. Required of all candidates for the doctorate in this area of specialization. Registration must be maintained until the completion of the dissertation.

Library

Library U700 Data Sources and Guides for Research in Business
3 hours; 3 credits
A study of basic methods necessary in secondary analysis of business data. Library resources, data banks, government and private services, and computer-assisted information networks are stressed in terms of their usefulness for securing research materials.
WEISSMAN SCHOOL
GRADUATE PROGRAMS

The Weissman School of Arts and Sciences focuses on studies in the humanities and the natural and social sciences. At the graduate level, the Weissman School of Arts and Sciences offers an MA program in business journalism, an MA program in corporate communication, and an MS program in industrial/organizational psychology.

GRADUATE ADMISSION

Application to graduate programs at the Weissman School of Arts and Sciences is open to anyone who has completed a regionally accredited U.S. bachelor’s degree or an equivalent bachelor's degree from another country. Application materials, detailed program information, and the answers to any questions you might have about the application process are available from the sources listed below:

Office of Research and Graduate Studies
Weissman School of Arts and Sciences
(mailing address)
Baruch College/CUNY
One Bernard Baruch Way, Box B-04-295
New York, NY 10010-5585
(location)
Vertical Campus, 4th Floor, Room 295
(25th Street between Lexington and Third Avenues)
Phone: (646) 312-4490
Fax: (646) 312-4491
Email: wsas_graduate_studies@baruch.cuny.edu

Program information is also available on the Weissman Web site: www.baruch.cuny.edu/elas/. Applications can also be downloaded from this site.

MA IN BUSINESS JOURNALISM

The Master of Arts in business journalism is geared for recent college graduates as well as experienced journalists who want to expand their skills and expertise in the growing field of business journalism. By emphasizing critical perspectives, the program teaches students how to uncover economic trends and evaluate their impact on society. The program helps business journalists develop research skills, pursue the ideal of objectivity, and discover the best way to communicate news to different audiences.

Preliminary Course

Students must complete ECO 8000 Macroeconomics, or an equivalent, prior to beginning the program. Students required to take ECO 8000 do not receive program credit for its completion, and their grade in the course does not count toward their grade point average.

Courses in Specialization (36 credits)

<table>
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<tr>
<th>Required</th>
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<tbody>
<tr>
<td>ENG 9501 (COM 9501) Corporations and the Media</td>
<td>ENG 9505 (COM 9505) Media Analysis for Corporate Communication and Business Journalism</td>
<td>ENG 9510 (COM 9510) Legal and Ethical Issues in Business Journalism and Corporate Communication</td>
<td>ENG 9515 (COM 9515) Graphic Design for Media Professionals</td>
</tr>
<tr>
<td>ENG 9516 Tools for On-Line Journalism</td>
<td>ENG 9520 Finance and Accounting Basics for Journalism</td>
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**Choose four courses from:**

- ENG 9517 New Media Workshop
- ENG 9550 Covering Information Technologies Industries
- ENG 9551 Covering Wall Street
- ENG 9552 Covering Banking
- ENG 9553 Environmental Reporting
- ENG 9554 Covering the Business of Arts and Culture
- ENG 9555 Covering Labor and Management
- ENG 9556 International Business Reporting
- ENG 9557 Covering Policy Issues
- ENG 9558 Covering New York City Business
- ENG 9559 Investigative Business Reporting
- ENG 9560 Topics in Business Journalism
- ENG 9562 Covering Economic Issues
- ENG 9800 Journalism Internship

*Courses cross-listed with the Department of Communication Studies.

**Students will be required to complete a thesis as part of an elective course.

MA IN CORPORATE COMMUNICATION

The Master of Arts in corporate communication is designed to prepare both aspiring and practicing corporate communication professionals to plan, implement, and assess corporate communication strategies in business and industry. The MA in corporate communication is a 36-credit program that can be completed in three years by part-time students. For further information about the program, contact Professor Robert J. Myers at robert_myers@baruch.cuny.edu.

Core Courses (12 credits)

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### Required Courses (12 credits)

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<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>COM 9139/PAF 9139</td>
<td>Communication Strategy</td>
<td>3</td>
</tr>
<tr>
<td>COM 9620</td>
<td>Corporate Communication</td>
<td>3</td>
</tr>
<tr>
<td>COM 9630</td>
<td>Corporate Media Relations</td>
<td>3</td>
</tr>
<tr>
<td>COM 9635</td>
<td>Research Methods in Corporate Communication</td>
<td>3</td>
</tr>
</tbody>
</table>

### Elective Courses (choose four for 12 credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>COM 9108/PAF 9108</td>
<td>Communication and Information Technology</td>
<td>3</td>
</tr>
<tr>
<td>COM 9651</td>
<td>Theories of Persuasion</td>
<td>3</td>
</tr>
<tr>
<td>COM 9652</td>
<td>Crisis Communication</td>
<td>3</td>
</tr>
<tr>
<td>COM 9653</td>
<td>Investor Relations</td>
<td>3</td>
</tr>
<tr>
<td>COM 9654</td>
<td>Employee Communication</td>
<td>3</td>
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<tr>
<td>COM 9655</td>
<td>Corporate Advertising, Image, and Identity</td>
<td>3</td>
</tr>
<tr>
<td>COM 9656</td>
<td>International Business Communication</td>
<td>3</td>
</tr>
<tr>
<td>COM 9657</td>
<td>Video Production for Corporate Communication</td>
<td>3</td>
</tr>
<tr>
<td>COM 9660</td>
<td>Selected Topics in Corporate Communication</td>
<td>3</td>
</tr>
</tbody>
</table>

### MS in Industrial/Organizational Psychology

The MS program in industrial/organizational psychology is designed for students whose interests lie in research or who intend to apply for the PhD in industrial/organizational psychology or related areas. Students receive a comprehensive background in research methodology, personnel, and organizational psychology as well as related areas of psychology.

### Preliminary Courses

Students must have a minimum of 9 undergraduate credits in psychology and the equivalent of PSY 9788 as prerequisites for the MS. Students who do not meet these standards may be required to take appropriate courses without credit toward the degree as preparation for the MS.

### Courses in Specialization (36 credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSY 9703</td>
<td>Design of Psychological Research</td>
<td>3</td>
</tr>
<tr>
<td>PSY 9760</td>
<td>Psychometric Methods</td>
<td>3</td>
</tr>
<tr>
<td>PSY 9789</td>
<td>Seminar in Industrial/Organizational Psychology</td>
<td>3</td>
</tr>
<tr>
<td>PSY 9796</td>
<td>Problems in Industrial Psychology I—Personnel Psychology</td>
<td>3</td>
</tr>
<tr>
<td>PSY 9797</td>
<td>Problems in Industrial Psychology II—Organizational Psychology</td>
<td>3</td>
</tr>
<tr>
<td>PSY 99301</td>
<td>Research Methodology (Thesis I)</td>
<td>3</td>
</tr>
<tr>
<td>PSY 99001</td>
<td>Research Methodology in Design of Psychological Research</td>
<td>3</td>
</tr>
</tbody>
</table>

### Credits

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSY 99302</td>
<td>Thesis (Thesis II)</td>
<td>3</td>
</tr>
<tr>
<td>PSY 99002</td>
<td>Research Seminar in Evaluation of Psychological Research</td>
<td>3</td>
</tr>
<tr>
<td>STA 9708</td>
<td>Applied Statistical Analysis for Business Decisions</td>
<td>3</td>
</tr>
<tr>
<td>Four electives to be chosen in consultation with a faculty advisor</td>
<td>12</td>
<td></td>
</tr>
</tbody>
</table>
SCHOOL OF PUBLIC AFFAIRS GRADUATE PROGRAMS

The mission of the School of Public Affairs is to prepare students for leadership in public affairs, promote the formulation and adoption of sound public policy, and advance the effective administration of public and nonprofit institutions. The educational mission seeks to:

• develop analytical capabilities in the fundamentals of public affairs;
• build skills in management, evaluation, communications, financial analysis, and computer information systems; and
• provide opportunities for students to participate in professional experiences of superior quality.

To those ends, at the graduate level the School of Public Affairs offers programs leading to the Master of Public Administration, Master of Science in Education, and Executive Master of Public Administration degrees.

GRADUATE ADMISSION

Application to graduate programs at the School of Public Affairs is open to anyone who has completed a regionally accredited U.S. bachelor's degree or an equivalent bachelor's degree from another country. Application materials, detailed program information, and the answers to any questions you might have about the application process are available from the sources listed below:

School of Public Affairs Graduate Admissions and Student Services
(mailing address)
Baruch College/CUNY
One Bernard Baruch Way, Box C-306
New York, NY 10010-5585

(location)
137 East 22nd Street, Room 306
(between Lexington and Third Avenues)

Phone: (212) 802-5921
Fax: (212) 802-5928
E-mail: SPA_Admissions@baruch.cuny.edu

Considerable admission and program information is available on the School Web site, www.baruch.cuny.edu/spa; application materials can be downloaded from this site.

Executive Programs: For further information about admission to these programs, see page 91.

MASTER OF PUBLIC ADMINISTRATION PROGRAM

The Master of Public Administration prepares students from a variety of academic and professional backgrounds to excel in careers with a public policy, public management, or nonprofit management orientation. The MPA provides students with an academic credential appropriate for employment in the public, nonprofit, and private sectors.

The MPA program has two key objectives. First, through a set of core courses, the program provides a strong foundation of practical and theoretical training for professional work in public service. Second, through free electives or the selection of a concentration, the MPA program offers students the opportunity to fashion a curriculum linked directly to their individual career and academic interests.

The Baruch MPA is fully accredited by the National Association of Schools of Public Affairs and Administration (NASPAA). Baruch's School of Public Affairs is the only nonprivate school of public affairs in New York City.

All students in the MPA program complete seven required courses and are required to earn a minimum grade point average of 3.0. This ensures that all students achieve a basic understanding of fundamental public administration principles and practices together with a foundation in communication skills, economic analysis, and statistical analysis. In addition to the required courses, students complete six elective courses chosen in consultation with a faculty advisor. Students without prior professional experience will also complete an internship in a public, nonprofit, or private-sector organization. In their final semester, all students take the Capstone Seminar, which emphasizes the application of students' knowledge and skills to specific professional situations.

Full-time and part-time MPA students (but not students in the NURF or Executive MPA programs) may choose to focus 12 of their 18 credits of elective course work in one of the four specializations: nonprofit administration, public management, policy analysis and evaluation, and health care policy. All four specializations participate in the shared MPA core, which does not vary from specialization to specialization. Specializations must be chosen in consultation with a School of Public Affairs advisor.

Selection of a specialization is not required. Students who choose not to take a specialization must structure their 18 elective credits in consultation with an advisor.

The MPA is composed of 42–45 credits as shown in the accompanying table (fourteen or fifteen 3-credit courses), typically taken in the following sequence.

Preliminary Workshop (0 credits)
All entering students are required to either take the School of Public Affairs noncredit computer workshop or pass the School's computer skills examination.
**MPA PROGRAM (42–45 CREDITS)**

### Typical Part-time Course Sequence

<table>
<thead>
<tr>
<th>Year</th>
<th>Semester I</th>
<th>January</th>
<th>Semester II</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>PAF 9100</td>
<td>PAF 9103</td>
<td>PAF 9172</td>
<td>Elective</td>
</tr>
<tr>
<td></td>
<td>PAF 9170 or 9317</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>PAF 9120</td>
<td>Elective</td>
<td>PAF 9140</td>
<td>Elective</td>
</tr>
<tr>
<td></td>
<td>PAF 9130</td>
<td></td>
<td>PAF 9172</td>
<td>Elective</td>
</tr>
<tr>
<td>3</td>
<td>Elective</td>
<td></td>
<td>Elective</td>
<td>Capstone</td>
</tr>
<tr>
<td></td>
<td>Elective</td>
<td></td>
<td>Elective</td>
<td></td>
</tr>
</tbody>
</table>

### Typical Full-time Course Sequence

<table>
<thead>
<tr>
<th>Year</th>
<th>Semester I</th>
<th>January</th>
<th>Semester II</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>PAF 9100</td>
<td>Elective</td>
<td>PAF 9130</td>
<td>Internship*</td>
</tr>
<tr>
<td></td>
<td>PAF 9103</td>
<td></td>
<td>PAF 9140</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PAF 9120</td>
<td></td>
<td>PAF 9172</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PAF 9170 or 9317</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Elective</td>
<td></td>
<td>Elective</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Elective</td>
<td></td>
<td>Elective</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Elective</td>
<td></td>
<td>Elective</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Capstone</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Required of students without appropriate professional experience.

### Core (21 credits)

- PAF 9100 Introduction to Public Affairs 3 credits
- PAF 9103 Communication in Public Settings 3 credits
- PAF 9120 Managing Organizations in the Public and Not-for-Profit Sectors or PAF 9124 Management: A Behavioral Approach 3 credits
- PAF 9130 Economic Analysis and Public Policy 3 credits
- PAF 9140 Budgeting, Accounting, and Financial Analysis 3 credits
- PAF 9170 Applying Research and Analysis I or PAF 9317 Seminar in Research for the School Administrator 3 credits
- PAF 9172 Applying Research and Analysis II 3 credits

### Specialization and Elective Courses (18 credits)

Students are required to complete 18 credits toward electives. Students may choose to specialize in one of four specific specializations (nonprofit administration, public management, health care policy, and policy analysis and evaluation) or may choose, in consultation with a faculty advisor, a group of six electives without regard to any specialization. The specific requirements of each specialization vary. Please consult the list below for exact course requirements.

#### Specialization in Nonprofit Administration

Students who wish to concentrate their MPA studies in nonprofit administration must take 12 credits (four courses), 6 of which (two courses) are required.

[**Mandatory Courses in Nonprofit Administration (6 credits)**](#)

- PAF 9151 Administration of Not-For-Profit and Voluntary Organizations
- PAF 9153 Budgeting and Finance for Nonprofits

[**Elective Courses in Nonprofit Administration (6 credits; select two)**](#)

- PAF 9108 Communication and Information Technologies
- PAF 9136 Urban Economic Development
- PAF 9150 The Social Context of the Nonprofit Sector
- PAF 9152 Fund Raising and Grants Administration in Not-for-Profit and Voluntary Organizations
- PAF 9171 Human Services Administration
- PAF 9710 Health Care Delivery in the United States

**Free Electives**

Students must complete 6 additional elective credits of their choice. These may be any two electives consistent with a student's academic program for which the student has satisfied prerequisites. All courses must be selected in consultation with a faculty advisor.
### Specialization in Public Management

Students who wish to concentrate their MPA studies in public management must take 12 credits (four courses), 6 of which (two courses) are required.

**Mandatory Courses in Public Management (6 credits):**
- PAF 9117 Public Personnel and Human Resources Management
- PAF 9160 Public Management

**Elective Courses in Public Management (6 credits; select two courses from the following):**
- PAF 9010 Ethics and Public Decision Making
- PAF 9108 Communication and Information Technologies
- PAF 9109 Government Contracting
- PAF 9112 Administrative Law and Regulation
- PAF 9116 Intergovernmental Relations
- PAF 9118 Labor Relations in the Public Sector
- PAF 9123 Program Evaluation
- PAF 9138 Urban Services Delivery
- PAF 9139 Communication Strategy
- PAF 9159 Privatization
- PAF 9171 Human Services Administration
- PAF 9173 Program Auditing and Performance Measurement

**Free Electives**
Students must complete 6 additional elective credits of their choice. These may be any two electives consistent with a student's academic program for which the student has satisfied prerequisites. All courses must be selected in consultation with a faculty advisor.

### Specialization in Health Care Policy

Students who wish to concentrate their MPA studies in health care policy must take 12 credits (four courses). The required courses are:

**Mandatory Courses in Health Care Policy (12 credits):**
- *PAF 9710 Health Care Delivery in the United States
- PAF 9720 Population-Based Health Planning
- PAF 9725 Health Program, Policy, and Performance Evaluation
- PAF 9799 Selected Topics in Health Policy

*PAF 9710 must be taken prior to taking additional courses in this specialization.

**Free Electives**
Students must complete 6 additional elective credits of their choice. These may be any two electives consistent with a student's academic program for which the student has satisfied prerequisites. All courses must be selected in consultation with a faculty advisor.

### Specialization in Policy Analysis and Evaluation

Students who wish to concentrate their MPA studies in policy analysis and evaluation must take 12 credits (four courses), 6 of which (two courses) are required.

**Mandatory Courses in Policy Analysis and Evaluation (6 credits):**
- PAF 9123 Program Evaluation
- PAF 9133 Economics of the Public Sector and Public Finance

**Elective Courses in Policy Analysis and Evaluation (6 credits; select two courses from the following):**
- PAF 9102 Selected Topics in Advanced Analytical Methods
- PAF 9137 Telecommunications Policy
- PAF 9145 Social Welfare Policy
- PAF 9161 Business and Public Policy
- PAF 9173 Program Auditing and Performance Measurement
- PAF 9175 Human Resources Policy
- PAF 9180 Political Analysis of Public Policy
- PAF 9318 Education Policy
- PAF 9610 Environmental Policy
- PAF 9699 Selected Topics in Public Policy

**Free Electives**
Students must complete 6 additional elective credits of their choice. These may be any two electives consistent with a student's academic program for which the student has satisfied prerequisites. All courses must be selected in consultation with a faculty advisor.

### Internship (3 credits)

PAF 9195 Internship in Public Affairs (required of students without prior professional experience)

### Capstone-Level Courses (3 credits)

(Required: 3.0 GPA on 33 credit hours)

PAF 9190 Capstone Seminar

### MPA—Inspector General Concentration

Baruch offers an MPA-IG jointly with John Jay College of Criminal Justice/CUNY. This concentration focuses on increased accountability in public management through the use of inspectors general and similar positions in federal, state, and local government.

MPA candidates in the IG track must take the following elective courses:

PAF 9106 Accounting and Auditing in the Public Sector (Baruch)
CRJ 708 Law, Evidence, and Ethics (John Jay)
CRJ 758 Investigative Techniques (John Jay)
A fourth course must be taken from among:
PAF 9105 Public Sector Financial Management (Baruch)
PAF 9109 Government Contracting (Baruch)
PAF 9112 Administrative Law and Regulation (Baruch)
PAF 9123 Program Evaluation (Baruch)
PAD 714 Productivity in Public Organizations (John Jay)
CRJ 741 Economic Analysis of Crime (John Jay)

NATIONAL URBAN/RURAL FELLOWSHIP
In addition to its traditional MPA and Executive MPA tracks, Baruch also awards an MPA in conjunction with the National Urban/Rural Fellowship, the premier program in the country for preparing women and minorities for careers in public and nonprofit administration.

Admission to this program is through a special process coordinated through the National Urban Fellows, Inc. (212-349-6200; www.nuf.org).

JOINT DEGREE (JD/MPA) PROGRAMS
Baruch College, through the School of Public Affairs, offers a joint degree program leading to the JD/MPA degrees in conjunction with both Brooklyn Law School and The New York Law School. The joint program is structured for full- or part-time study.

Students admitted to the joint program must meet the current admission requirements of each institution separately as well as the separate academic and financial requirements for each institution's degree. At the conclusion of appropriate work, the MPA degree and the JD degree will be conferred jointly by Baruch College and The New York Law School.

Students who are currently enrolled in the MPA or JD degree programs may apply for admission to the joint degree program provided they have not completed more than the equivalent of one academic year in the single degree program. Students should apply for admission to the appropriate school in time to receive a decision prior to the beginning of their second academic year or the equivalent.

The joint program, an integration of parallel course content, permits students to complete a certain number of courses that are acceptable for joint credit/advanced standing in each institution. For example, qualified full-time students are able to complete the requirements for both degrees in 3½ to 4 years rather than the minimum 4½ to 5 years that independent pursuit of each degree would require. In general, students spend one year at one institution and the next year at the other institution, with the remainder of the program to be worked out on an individual basis.

Each institution has assigned a coordinator to handle interinstitutional arrangements and communications concerning the joint programs. Coordinators will be responsible for counseling students and prospective applicants with respect to academic progress and curriculum requirements.

Interested students should contact the School of Public Affairs's Office of Graduate Admissions and Student Services for JD/MPA program information.

JD/MPA—Baruch College and Brooklyn Law School
All applicants must submit LSAT scores. Scores may not be more than five years old. Twelve of the 42 credits required for the MPA may be transferred from a selected list of Brooklyn Law School courses. Transfer credits do not meet the Capstone Seminar or core course requirements. Nine of the 86 credits required for the JD at Brooklyn Law School may be transferred from the MPA courses taken at Baruch. The first year of study will be devoted entirely to law courses at Brooklyn Law School.

JD/MPA—Baruch College and The New York Law School
All applicants must submit LSAT scores. Scores may not be more than five years old. Twelve of the 42 credits required for the MPA degree may be transferred from a selected list of New York Law School courses. Transfer credits do not meet the Capstone Seminar or core course requirements. Nine of the 86 credits required for the JD at New York Law School may be transferred from the MPA courses taken at Baruch. The first year of study will be devoted entirely to law courses at New York Law School.

The following three years, the master's degree courses will be interspersed throughout the summer sessions and regular fall and spring semesters.

MASTER OF SCIENCE IN EDUCATION PROGRAMS: GENERAL INFORMATION

The School of Public Affairs is home to Baruch's two Master of Science in Education programs: the Master of Science in Education in educational administration and supervision and the Master of Science in Education in higher education administration. The School also offers the Advanced Certificate Program in Educational Administration and Supervision. Courses are scheduled in the late afternoon and early evening to accommodate students who are employed.

Prior to the student's enrollment, his or her undergraduate and/or graduate transcripts will be reviewed by a faculty advisor for satisfactory completion of prerequisite courses.
Students may be required to complete prerequisite courses prior to entering their graduate program. (For a description of the general admission requirements of the School of Public Affairs, see page 85.)

The Master of Science in Education (MSED) in educational administration and supervision is approved by the New York State Education Department. Upon completion of these programs, experienced teachers are eligible to apply for School Administrator and Supervisor (SAS) certification.

MSED IN EDUCATIONAL ADMINISTRATION AND SUPERVISION

The Baruch College Master of Science in Education (MSED) in educational administration and supervision is designed for experienced teachers who wish to develop their abilities in educational leadership to prepare for supervisory positions in schools or school districts. The program offers a comprehensive understanding of educational administration in a metropolitan setting and equips students with management and analytical skills that can be applied to a wide range of educational settings. Students are exposed to several disciplines to achieve a blend of theory and practice offering a practical and systematic approach to educational administration and supervision.

This 33-credit degree program covers material essential to strong performance as a school administrator. It emphasizes instructional and community leadership, personnel management, and administration of the school unit. The program includes a semester-long internship in which students work in a school setting.

Completion of the program leads to New York State certification in School Administration and Supervision (SAS). (Students may also prepare for New York State certification with the 24-credit Advanced Certificate Program; see page 90.) Students seeking the MSED take three additional courses after completing those required for SAS certification.

Educational Background: Students seeking admission to the MSED program in educational administration and supervision should contact the School of Public Affairs Office of Graduate Admissions and Student Services (see page 85) for information about special admission requirements. Candidates are required to complete (or show completion of) the following undergraduate or graduate prerequisites:

- 6 credits of social science
- 3 credits of a foreign language, unless bilingual
- Computer proficiency (see workshop below)

Preliminary Workshop (0 credits)
All entering students are required to either take the School of Public Affairs noncredit computer workshop or pass the School's computer skills examination.

Required (30–33 credits)

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAF 9301 Urban School Community Leadership</td>
<td>3</td>
</tr>
<tr>
<td>PAF 9309 Instructional Leadership in Educational Organizations or</td>
<td></td>
</tr>
<tr>
<td>PAF 9124 Management: A Behavioral Approach or</td>
<td></td>
</tr>
<tr>
<td>PAF 9302 Organizational Behavior in Colleges and Universities</td>
<td>3</td>
</tr>
<tr>
<td>PAF 9310 Administration of the Urban School</td>
<td>3</td>
</tr>
<tr>
<td>PAF 9312 Law for the Educational Administrator</td>
<td>3</td>
</tr>
<tr>
<td>PAF 9313 Practicum in Supervision</td>
<td>3</td>
</tr>
<tr>
<td>PAF 9314 Curriculum Development and the Improvement of Instruction</td>
<td>3</td>
</tr>
<tr>
<td>PAF 9317 Seminar on Research for the Educational Administrator</td>
<td></td>
</tr>
<tr>
<td>PAF 9170 Applying Information, Research, and Analysis I</td>
<td>3</td>
</tr>
<tr>
<td>PAF 9319 Introduction to School Finance</td>
<td>3</td>
</tr>
<tr>
<td>*Internship</td>
<td></td>
</tr>
<tr>
<td>**PAF 9320 Internship and Seminar I</td>
<td>6</td>
</tr>
<tr>
<td>or</td>
<td></td>
</tr>
<tr>
<td>**PAF 9321 Internship and Seminar II</td>
<td>3</td>
</tr>
</tbody>
</table>

Electives (3–6 credits)
Electives should be chosen in consultation with a faculty advisor.

*Only students with extensive administrative experience and their faculty advisor's permission can enroll in PAF 9321.

**PAF 9320 or 9321 should be taken as the final course of the program.

MSED IN HIGHER EDUCATION ADMINISTRATION

The Master of Science in Education (MSED) program in higher education administration offers a curriculum that emphasizes higher education management, student services, personnel management, information systems, and institutional leadership. This program is designed to prepare the student for administrative leadership and supervisory positions in postsecondary institutions, including community colleges, senior colleges, and universities.

Students in the MSED program are required to complete 30–33 credits. Students who do not have a minimum of one year's experience in an administrative position in higher education are required to complete a 3-credit internship.

Preliminary Workshop (0 credits)
All students are required to either take the School of Public Affairs noncredit computer workshop or pass the School's computer skills examination demonstrating computer proficiency.
<table>
<thead>
<tr>
<th>Required (21–24 credits)</th>
<th>credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAF 9302 Organizational Behavior in Colleges and Universities</td>
<td>3</td>
</tr>
<tr>
<td>PAF 9317 Seminar on Research for the Educational Administrator</td>
<td>3</td>
</tr>
<tr>
<td>*PAF 9322 Internship in Higher Education</td>
<td>3</td>
</tr>
<tr>
<td>PAF 9330 The Organization and Administration of U.S. Higher Education</td>
<td>3</td>
</tr>
<tr>
<td>PAF 9331 The History of U.S. Higher Education</td>
<td>3</td>
</tr>
<tr>
<td>PAF 9332 Information Systems in Higher Education Administration</td>
<td>3</td>
</tr>
<tr>
<td>PAF 9336 Student Services in Higher Education</td>
<td>3</td>
</tr>
<tr>
<td>PAF 9339 The Financing of Higher Education</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Electives (9 credits)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The student must choose three elective courses in consultation with a graduate advisor. One of these 3-credit courses must be chosen from outside the program offerings, either from the MPA program or from another relevant master's program.</td>
</tr>
</tbody>
</table>

*The internship is required of candidates who have less than one year's experience in an administrative position in higher education. A student with such experience may apply for a waiver of this requirement. The student's experience will be evaluated by a graduate advisor before an internship waiver is granted. If the internship is required, it is done as field/site work and independent study with hours to be arranged for consultations with a faculty intern advisor.

**Only students with extensive administrative experience and their faculty advisor's permission can enroll in PAF 9321. Students taking PAF 9321 must enroll in an additional elective to meet the 24-credit requirement. **

†PAF 9320 or 9321 should be taken as the final course of the program.

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**ADVANCED CERTIFICATE PROGRAM IN EDUCATIONAL ADMINISTRATION AND SUPERVISION**

The courses for this 24-credit nondegree program cover material essential to strong performance as a school administrator. The course work emphasizes instructional and community leadership, personnel management, and administration of the school unit. Completion of this program leads to eligibility for New York State certification in School Administration and Supervision (SAS). (Students may also prepare for New York State certification with the 33-credit MSEd program in educational administration and supervision; see page 89. Students seeking the MSEd take three additional courses after completing those required for SAS certification.)

Students seeking admission to the Advanced Certificate Program in educational administration and supervision should contact the School of Public Affairs Office of Graduate Admissions and Student Services (see page 85) for information about special admission requirements.

**Preliminary Workshop (0 credits)**

All entering students are required to either take the School of Public Affairs noncredit computer workshop or pass the School's computer skills examination.

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**EXECUTIVE PROGRAMS**

**THE EXECUTIVE MPA**

The Executive Master of Public Administration (MPA) degree program is offered by the School of Public Affairs. It is designed for the manager who seeks career advancement and who requires state-of-the-art education, especially in the management of public and nonprofit agencies. (Candidates normally will have had at least three to five years of work experience, including responsibility for managing people and projects.) The Executive MPA program examines current issues and problems confronting public and nonprofit leaders. Participants develop sophisticated skills in analysis, communication, administration, and leadership.

This is an accelerated two-year cohort program designed especially for those interested in earning a Master of Public Administration degree at the same time as they pursue their professional careers. Courses are frequently team-taught by leading public or nonprofit executives along with Baruch's distinguished faculty. Students use their work experience as a learning resource. Classes meet for 35 Saturdays during each year from September to June. While most courses are given over a ten-week period, a few are taught on an intensive five-week schedule. The fee includes books, pre-registration, meals on class days, staff support, and special orientation and graduation activities.
CURRICULUM
Fifteen courses (43 credits):

Credits
CIS 8000 Introduction to Microcomputers and Applications 1
PAF 9100 Introduction to Public Affairs 3
PAF 9103 Communication in Public Settings 3
PAF 9120 Managing Organizations in the Public and Not-for-Profit Sectors 3
PAF 9130 Economic Analysis and Public Policy 3
PAF 9140 Budgeting, Accounting, and Financial Analysis 3
PAF 9170 Applying Information, Research, and Analysis I 3
STA 9172 Applying Information, Research, and Analysis II 3
PAF 9190 Capstone Seminar 3
Six additional courses as selected by program administration 18

ADMISSION PROCEDURES AND CRITERIA
Application forms and information concerning the Executive MPA are available through the School of Public Affairs Office of Graduate Admissions and Student Services (see page 85).

Basic criteria for admission to the executive graduate programs of the School of Public Affairs include:

• satisfactory completion of a baccalaureate degree at an accredited college or university, as indicated in an official undergraduate transcript;
• submission of transcripts of any graduate course work, if applicable;
• submission of a student portfolio composed of a resume, two personal essays to be evaluated on the quality of analytical thinking and presentation of ideas, and two or more letters of recommendation;
• completion of the graduate application form;
• payment of a nonrefundable $40 application fee, payable to Baruch College; and
• submission of a sponsor's letter, if the program fee is to be paid by the student's employer.

Students educated abroad and/or whose first language is not English should contact the School of Public Affairs Office of Graduate Admissions and Student Services (see page 85) to learn about procedures and requirements for admission.

Candidates for the Executive MPA are expected to have management experience, including a minimum of three years supervising personnel, projects, or programs. Selection will be based on the applicant's academic and employment history, professional experience, and future promise.

THE EXECUTIVE SAS/ALPS
The School of Public Affairs works in collaboration with several school districts in New York City to train teachers for school administrative positions. Students are admitted to the program in cohorts identified by the individual districts and screened by the Admissions Committee of the School of Public Affairs. Once accepted, the cohort is enrolled into a specially designed, 24-credit, three-semester Executive SAS (School Administration and Supervision)/ALPS (Aspiring Leaders Program) certificate program. Those interested in enrolling in the program should contact their District Superintendent's office to see if their Community School District participates in the Executive SAS.

CURRICULUM
First Semester
Credits
PAF 9310 Administration of the Urban School 3
PAF 9314 Curriculum Development and the Improvement of Instruction 3
PAF 9320 Internship and Seminar I 3
Second Semester
Credits
PAF 9301 Urban School Community Leadership 3
PAF 9312 Law for the Educational Administrator 3
PAF 9321 Internship and Seminar II 3
Third Semester
Credits
PAF 9309 Instructional Leadership in Educational Organizations 3
PAF 9319 Introduction to School Finance 3

ADMISSION
Selection of students in the Executive SAS program is administered by participating districts. All students must meet the School's admission requirements.
**SPECIAL PROGRAM OPTIONS**

**STUDY ABROAD PROGRAMS**

The Weissman Center for International Business provides information and guidance to students who wish to study at a university in another country. Baruch College offers graduate students the opportunity to study as exchange students at Handelshochschule Leipzig (HHL), Middlesex University in London, Université Jean Moulin in Lyon, Stockholm University, and Yonsei University in Seoul.

Baruch also participates in the New York/Paris Exchange Program, which offers students the opportunity to study at the Université de Paris if they have had three college-level courses in French or an equivalent proficiency.

Students pay their regular tuition fees at Baruch before they depart. There are no additional tuition charges abroad. TAP grants are applicable for study on these exchange programs, and some scholarships may be available.

Application deadlines for study abroad are early April for the fall semester and early November for the spring semester.

Further information on study abroad is available in the Weissman Center at 137 East 25th Street, 8th floor, telephone: (646) 312-2070.

**THE POST-MASTER’S PROGRAM**

Individuals holding a graduate degree in business or public administration who wish to continue their professional studies or pursue a new area of interest in depth may enroll in the post-master’s program. This program offers a variety of modules within the areas of business, industrial/organizational psychology, and public affairs.

Each post-master’s module is composed of five courses to be selected in consultation with a counselor. Enrollment in selected courses is on a space-available basis only. From time to time, admission to certain modules may be closed, if demand for courses exceeds available seats. The program is only for part-time students because of the nature of course sequencing and the availability of courses each semester. Students on F-1 visas are not eligible for this program. A Post-Master’s Professional Certificate is awarded upon completion of the module with a minimum grade point average of 3.0.

Admission to the post-master’s program does not presuppose subsequent admission to Baruch’s graduate degree programs. Courses taken as part of the post-master’s program may not be used toward any subsequent degree at Baruch.
STAN ROSS DEPARTMENT OF ACCOUNTANCY

THE FACULTY
Chair: Steven B. Lilien

Professors: Martin Benis, Douglas R. Carmichael (Wollman Distinguished Professor), Masako Darrough, Harry Z. Davis, Hyman Gorenberg, Steven B. Lilien (Irving Weinstein Professor of Accountancy), Marilyn Neimark, Hugo Nurnberg, William Ruland, Anthony Tinker, Joseph Weintrop (Stan Ross Professor of Accountancy)

Associate Professors: Alok Ghosh, Lee-Seok Hwang, Joseph Kerstein (Claire and Eli Mason Professor in Accountancy), Bharat Sarath, Akshay Talwar

Assistant Professors: Zhen Deng, Steven Melnik, Tae-Yong Paik, Burt Rothenberg, Savita Sahay, Henry Seward, Christine Tan, Sianming Ye

DEPARTMENT AND PROGRAM INFORMATION
The Stan Ross Department of Accountancy (ACC/TAX) currently offers graduate programs leading to the degrees of Master of Business Administration in accountancy; Master of Business Administration in taxation; Master of Science in accountancy; Executive Master of Science in internal auditing: risk assessment and assurance; and Master of Science in taxation. The MBA and MS in accountancy meet New York State requirements for CPA licensing. The MS degree in taxation is intended for students who are CPAs or CPA-eligible and who wish an intensive specialization in taxation.

COURSE DESCRIPTIONS

ACCOUNTANCY

9100 FINANCIAL AND MANAGEMENT ACCOUNTING
4 hours; 3 credits
This course prepares people in organizations to work with financial statements and other accounting information. Topics include development of the accounting system, how key accounting alternatives can influence interpretation, and identification of key disclosures. Managerial accounting coverage includes the analysis of fixed and variable costs, product costs, relevant costs, investment decisions, and budgetary planning.

9110 FINANCIAL ACCOUNTING
3 hours; 3 credits
This course prepares people in organizations to work with financial statements and other accounting information. Topics include development of the accounting system, how key accounting alternatives can influence interpretation, and identification of key disclosures. Only available to students in the Full-Time MBA Program.

9115 MANAGERIAL ACCOUNTING
2 hours; 2 credits
This course introduces students to the field of managerial accounting. It includes an analysis of fixed and variable costs, product costs, relevant costs, investment decisions, and budgetary planning. There is coverage of variance analysis, transfer pricing, responsibility accounting, activity-based costing, and the relation between compensation and departmental performance. Prerequisite: ACC 9110. Only available to students in the Full-Time MBA Program.

9312 (HCA 9312) HEALTH CARE ACCOUNTING AND FINANCE
3 hours; 3 credits
Examines the major tools required for financial management of health care institutions. Applications of tools familiar to the commercial sector, such as cost finding and capital budgeting, are discussed, but health-specific issues, such as third-party reimbursement, are dealt with in detail. Prerequisites: ACC 9100, FIN 9770, BUS 9100, permission of the Stan Ross Department of Accountancy and the Health Care Administration Program.

9804 FINANCIAL ACCOUNTING I AND II
4 hours; 4 credits
Discussion of the communication of financial information through an in-depth analysis of the balance sheet and income statement. Coverage includes topics of measurement and revenue recognition. The course provides a solid theoretical foundation for accounting and reporting. It explains and analyzes the complexities of leases, pensions, income taxes, long-term debt, long-term investments, stockholders' equity, accounting changes, and other financial statement components. Prerequisite: ACC 9100.

9805 FINANCIAL ACCOUNTING III
4 hours; 4 credits
Intended for accounting majors and covering the most advanced concepts in financial accounting. While earlier courses treat individual topics, this advanced accounting course is a more integrative course requiring the student
to apply the principles mastered in previous courses and to do so in a more complex environment. Thus consolidations, which are a major part of the course, require that the student have a good understanding of asset valuation, inventory policies, depreciation policies, and bonds. The course also integrates the preparation of financial statements, the understanding of financial statements, and the management considerations in adopting different accounting policies. The course also covers topics in nonprofit, governmental, and international accounting; cash flow preparation; and earnings per share.

Prerequisite: ACC 9804.

9806 **Financial Statement Analysis and Reporting**
3 hours*; 3 credits

In-depth study of the analysis and interpretation of financial statements by external decision makers. The course includes measures of liquidity, solvency, capital structure, return on investments, and operating performance. The impact of accounting conventions and alternative standards on analytical measures is also explored.

*Prerequisite: ACC 9100 or equivalent, ACC 9804, or departmental permission.

9807 **Contemporary Topics in Accounting**
Variable-credit course**

Students will be required to read articles, research studies, and official pronouncements on selected current issues and developments in four major areas of accounting and participate actively in weekly seminar discussions. All weekly assigned reading must be completed in advance of each meeting. Additionally, the students will prepare a major paper on a current topic or issue to be presented in the seminar. Reviews of literature, discussions of methodology, and the practical implications of student papers will be presented in class. Each student will make at least one oral presentation during the term. Enrollments will be limited to ensure full student participation and faculty interaction. The term paper should be an in-depth analysis of a relevant topic, preferably in one of the areas covered during the term. Topics are to be approved in advance. Papers will be presented in the last four sessions of the seminar. A final examination will be given. The final grade is based on class participation, the term paper, oral presentation of the term paper, and a written examination. A grade of Incomplete will be given if the term paper has not been submitted but has been presented from notes and all other requirements have been completed and passed, including the final examination.

*Prerequisite: ACC 9805, ACC 9821, or departmental permission.

*Subject to approval of the Board of Trustees.

**For M B A and M S in accounting students, course is 4 hours; 4 credits. For Executive M S Program in internal auditing: risk assessment and assurance students, course is 3 hours; 3 credits.

9811 **Cost Accounting Theory and Practice**
4 hours; 4 credits

Examination of the measurement of costs, the compilation of cost data, and the impact of accounting data on the allocation of resources within an organization. The course takes a cost-benefit approach to management decisions and considers several quantitative techniques used in them. The course integrates material from accounting with economic analysis, quantitative methods, and behavioral science.

Prerequisites: ACC 9100; MTH 8007 or equivalent.

9815 **Managerial Accounting Controls**
3 hours†; 3 credits

Deals with the development of accounting control structures and processes to ensure that resources are obtained and used efficiently and effectively in the accomplishment of organizational objectives. The following topics are covered in the context of the economic nature of the enterprise and its strategic planning: the controllership function, expense centers, profit and investment centers, financial goals, programming/budgeting, performance evaluation, and project planning and control. Articles and other readings from the literature are assigned on related behavioral, quantitative, managerial, and information-systems topics.

†Prerequisite: ACC 9811, ACC 9115, or equivalent.

9816 **Accounting and Auditing Aspects of Computer-Based Information Systems**
3 hours; 3 credits

In-depth study of the accounting and auditing problems encountered in computer-based information systems. Emphasis is placed on systems, controls, operations, and the computer as an audit tool.

†Prerequisite: ACC 9811, ACC 9115, or equivalent.

9821 **Auditing**
4 hours; 4 credits

Theory and practice of auditing, professional ethics, legal liability, generally accepted auditing standards, methods and procedures of the independent auditor, audits and special examinations, preparation of auditor's reports, case studies, and statements on auditing standards of the Auditing Standards Board of the American Institute of Certified Public Accountants.

Prerequisites: ACC 9805, ACC 9811.

†9826 **Contemporary Topics in Risk Assessment and Assurance**
3 hours; 3 credits

This course provides an introduction to internal auditing. The course first looks at management's perspective of business measurement systems and risk assessment. The role of internal control and internal auditing are covered from management's viewpoint. There is also coverage of the special concerns about compliance with laws and regulations of a publicly held company. After reviewing

†Subject to approval of the Board of Trustees.
management's perspective, the course switches to an explanation of the role of internal auditing and internal control at the detailed level of the internal auditor. Internal auditing techniques and reporting are covered in some depth. In the coverage of these subjects, financial, compliance, and operational auditing methods, approaches, and reporting are considered.  
Prerequisite: Departmental permission required.

**9827 Advanced Topics in Governmental and Non-Profit Accounting and Auditing**  
3 hours; 3 credits  
Auditors are frequently called upon to examine economic entities other than businesses. This course focuses on auditing issues that relate specifically to governmental and nonprofit units. Topics of study include the theory and application of existing and proposed standards by agencies that set accounting and auditing standards. The seminar is presented as a mixture of lecture and discussion of key topics in governmental and nonprofit accounting and auditing.  
*Prerequisite: Departmental permission required.

**9850 Accounting Practicum**  
3 hours; 3 credits  
This general elective course is designed to provide graduate students in the MBA or MS program in accounting, where appropriate, the opportunity to participate in a supervised work experience in the business discipline of their choice while completing a research paper. Students gain positions in the field to build practical experience and insight into the workings of actual businesses. Credits for the accounting practicum contribute toward the requirements for CPA certification.  
Prerequisites: Departmental permission required. Open to full-time and part-time MBA students who have completed a minimum of 27 credits toward their degree; MS students must have completed half of the credits toward their respective degree. Students must be in satisfactory academic standing (3.0 cumulative grade point average).

**9851–9853 Accounting Practicum I, II, and III**  
1 hour; 1 credit per semester (3 hours; 3 credits total)  
These three elective one-credit modules are designed to provide graduate students in the MBA or MS program in accounting the opportunity to participate in a supervised work experience in the business discipline of their choice while completing a research paper. Students gain positions in the field to build practical experience and insight into the workings of actual businesses. A research paper is completed at the end of each module. Each module is 1 hour, 1 credit for a total of 3 hours, 3 credits.  
Prerequisites: Departmental permission required. Open to full-time and part-time MBA students who have completed a minimum of 27 credits toward their degree; MS students must have completed half of the credits toward their respective degree. Students must be in satisfactory academic standing (3.0 cumulative grade point average).  
*Subject to approval of the Board of Trustees.

**9872 Personal Financial Planning**  
3 hours; 3 credits  
Discussion of the principles underlying wealth accumulation and exploration of the options available to the individual investor. Such topics as behavior of various capital markets, asset allocation, risk analysis, and portfolio management will be included along with an exploration of the techniques of some of the great investors of this century. The course will also cover retirement planning, tax-advantaged investments, and shifting family income. An understanding of political, economic, and taxation cross-currents is critical to proper planning and therefore will be discussed.  
Prerequisite: TAX 9863 or departmental permission.

**TAXATION**

**9862 Federal Income Taxation**  
4 hours; 4 credits  
Comprehensive analysis of the Federal Internal Revenue Code and the applicable regulations, rulings, and court decisions, with particular emphasis on the basic tax principles as they affect individuals and corporations. Application of the principles to specific problems will be developed. Reports will be required on assigned subjects.  
Pre- or corequisite: ACC 9804.

**9863 Principles of Federal Income Taxation**  
3 hours; 3 credits  
Federal income tax concepts, including gross income, adjusted gross income, deductions, credits, gains and losses on dispositions of property, nonrecognition transactions, assignment of income, tax accounting, and other special topics. Emphasis will be placed on the Internal Revenue Code and Regulations as well as case law. At the end of the course, students will have developed the skills necessary to analyze the code, regulations, and case law. Students will be required to show evidence of scholarly research by the submission of a major paper dealing with an important tax issue.  
Prerequisite: ACC 4300 or equivalent.

**9866 Corporate Taxation I**  
3 hours; 3 credits  
Taxation of transactions between corporations and shareholders, including distributions, dividends, redemptions, liquidations, and incorporations. The tax consequences of acquisitions and dispositions of corporate assets and sub-S corporations.  
Prerequisite: TAX 9863.

**9867 Corporate Taxation II**  
3 hours; 3 credits  
Income tax problems of corporations and their shareholders, including corporate organizations, reorganizations, the S Corporation election, carryovers of corporate attributes, the personal holding company, multiple corporations as part of a controlled group, and the accumulated earnings tax.  
Prerequisite: TAX 9866.
9868  PARTNERSHIP TAXATION
3 hours; 3 credits
Income tax consequences of the organization and operation of partnerships, including classification as a partnership and problems created by contributions, distributions, and acquisitions and dispositions of partnership interests.
Prequisite: TAX 9863.

9869  INTERNATIONAL TAXATION
3 hours; 3 credits
U.S. taxation of nonresident aliens and foreign corporations, the tax concept of residence, rules for determining the source of income, allocation and appointment of deductions, withholding tax on payments to foreign persons, and the foreign tax credit. The indirect tax credit, foreign personal holding companies, controlled corporations, transfers of assets to and by foreign entities, and investments in U.S. real estate.
Prequisite: TAX 9867.

9870  ESTATES, TRUSTS, AND PLANNING
3 hours; 3 credits
The federal transfer tax (estate and gift tax) and income taxation of estates and trusts. The marital deduction, lifetime gifts, the use of trusts, the selection of trustees, valuation problems, apportioning the tax burden, the charitable deduction, deferred compensation plans, and life insurance, including the study of the factors to be considered in planning an estate.
Prequisite: TAX 9863.

9871  REAL ESTATE TAXATION
2 hours; 2 credits
Analysis of tax considerations in acquiring real property as an investment, choice of business entity, corporate ownership of real property, depreciation methods and issues, passive activity losses and credits affecting real estate, alternative minimum tax, uniform capitalization rules, installment sales and repossessions, like-kind exchanges and involuntary conversions, leases, rehabilitation and low-income housing credits, qualified residence interest, vacation homes, home office deductions, and homeowners associations.
Prequisite: TAX 9867.

9873  DEFERRED COMPENSATION
3 hours; 3 credits
Analysis of the tax considerations of compensation planning for executives and employees of closely held corporations. The course includes types of plans, qualification and operation, participation, vesting, accrued benefits, nondiscrimination and Social Security integration, payment and taxation of benefits, plan termination, prohibited transactions, top-heavy rules, self-employed plans, individual retirement arrangements, reporting, and disclosure. It also includes stock option plans, deferred compensation arrangements, salary continuation plans, and “golden parachutes.”
Prequisite: TAX 9867.

9874  CONSOLIDATED TAX RETURNS
3 hours; 3 credits
The focus of this course is on the consolidated return regulations and Section 482. Analysis of eligibility to file; taxable years; income included in returns; intercompany transactions; special inventory adjustments; allocation of tax liability; limitation on certain deductions, including separate return limitation year; built-in deductions; consolidated return change of ownership; computation and limitations on net operating losses; intercompany distributions; investment in subsidiaries; excess loss accounts; deemed dividend elections; accounting methods and periods; and inventories.
Prequisite: TAX 9867.

9875  S CORPORATIONS
2 hours; 2 credits
Uses of S Corporations, eligibility to elect under Subchapter S, mechanics of S Corporation elections, and rules relative to the termination of Subchapter status. The taxation of income and losses and deductions, together with the distribution rules, are also covered.
Prequisite: TAX 9867.

9876  ESTATE PLANNING
2 hours; 2 credits
Study of the factors to be considered in planning an estate, such as the role of life insurance, trusts, specific legacies, provisions for protection of a going business, and estate and gift tax provisions of the Internal Revenue Code, especially with respect to marital deduction, powers of appointment, exemptions, and jointly owned property. Reports will be required.
Prequisite: TAX 9870.

9877  STATE AND LOCAL TAXES
2 hours; 2 credits
Analysis of state and local taxation, including problems and planning for multi-state taxation. Emphasis is placed on particular New York aspects, including NYS franchise tax and individual income tax.
Prequisite: TAX 9863 or departmental permission.

9900  TAX PROCEDURE AND PROFESSIONAL RESPONSIBILITY IN TAX PRACTICE
3 hours; 3 credits
Survey of Internal Revenue Service procedural issues encountered in tax cases, including administrative rulings, closing and compromise agreements, deficiency assessments, injunctions, waivers, refund claims, statutes of limitations, mitigation, interest, and penalties. Also, Treasury Department Circular 230, which governs the ethics and disciplinary rules of CPAs in practice before the IRS, and tax research. The course requires a substantial research paper dealing with an important tax issue.
Corequisite: TAX 9866.
The following courses will be offered from time to time. The Stan Ross Department of Accountancy is unable to predict the frequency with which these courses will be offered.

9101 (PUB 9730) Accounting and Auditing in the Public Sector
9801 Management Accounting and Control for Entrepreneurs and Business Managers
9802 International Accounting and Control
9812 Advanced Cost Accounting
9813 Cost Control and Cost Reduction
9814 Distribution Cost Analysis and Control
9817 Contemporary Issues in Managerial Accounting
9822 Auditing Practice and Reports
9823 Accountancy Practice
9825 SEC Accounting and Requirements
9831 Brokerage Accounting
9833 Commercial Bank Accounting
9834 Life Insurance Accounting
9845 Fund Accounting
9846 Financial Reporting and Managerial Controls for Nonprofit Institutions
9855 Budgeting
9864 Federal Income Taxation I
9865 Federal Income Taxation II
9887 Estate Planning
99001 Research Methodology in Accounting
99002 Research Seminar in Accounting
99301 Research Methodology in Accountancy (Thesis I)
99301 Research Methodology in Taxation (Thesis I)
99302 Thesis (Thesis II)
## PROGRAM INFORMATION

Business (BUS) courses are interdisciplinary in nature and are taught by faculty drawn from various departments of Baruch College.

## COURSE DESCRIPTIONS

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Title</th>
<th>Credits</th>
<th>Prerequisites</th>
</tr>
</thead>
<tbody>
<tr>
<td>9100</td>
<td>The Societal and Governmental Environment of Business</td>
<td>3 hours; 3 credits</td>
<td>STA 8000 or equivalent, MGT9700.</td>
</tr>
<tr>
<td>9110</td>
<td>Business and Society</td>
<td>2 hours; 2 credits</td>
<td>Only available to students in the Full-Time MBA Program.</td>
</tr>
<tr>
<td>9200</td>
<td>Business Policy</td>
<td>3 hours; 3 credits</td>
<td>All required MBA core/breadth courses (24 credits), plus 15 additional credits.</td>
</tr>
<tr>
<td>9400</td>
<td>Total Quality Management</td>
<td>3 hours; 3 credits</td>
<td>All required MBA core/breadth courses, except BUS 9200, plus 15 additional credits.</td>
</tr>
<tr>
<td>9550</td>
<td>Management Communication: Linking Theory and Practice</td>
<td>3 hours; 3 credits</td>
<td>All required MBA core/breadth courses, except BUS 9200, plus 15 additional credits.</td>
</tr>
<tr>
<td>9600</td>
<td>Current Topics in Business</td>
<td>3 hours; 3 credits</td>
<td>All required MBA core/breadth courses, except BUS 9200, plus 15 additional credits.</td>
</tr>
</tbody>
</table>
**9800 Graduate Internship**
3 hours; 3 credits
This general elective course is designed to provide graduate students in the MBA or MS programs in business, where appropriate, with the opportunity to participate in a coordinated and supervised work experience in the business discipline of their choice while completing a research paper. Students are placed in positions in the field to gain practical experience and insight into the workings of actual businesses.
Prerequisites: Departmental permission required. Open to full-time and part-time MBA students who have completed a minimum of 27 credits toward their degree; MS students must have completed half of the credits toward their respective degree. Students must be in good academic standing (3.0 cumulative grade point average) and meet with the Office of Graduate Career Services, Zicklin School of Business, and with the appropriate faculty advisor before registering for the course.

**9801–9803 Graduate Internships I, II, and III**
1 hour; 1 credit per semester
(3 hours; 3 credits total)
These three 1-credit general elective modules are designed to provide graduate students in the MBA or in MS programs in business, where appropriate, with the opportunity to participate in a coordinated and supervised work experience in the business discipline of their choice while completing academic work relevant to their field experience. Students elect to work in positions in the field to gain practical experience and insight into the workings of actual businesses.
Students may elect to take one, two, or all three 1-credit modules. A grade is assigned at the end of each module in response to fulfillment of appropriate academic requirements. Each module is 1 hour, 1 credit.
Prerequisites for BUS 9801: Departmental permission required. Open to full-time and part-time MBA students who have completed a minimum of 27 credits toward their degree; MS students must have completed half of the credits toward their respective degree. Students must be in good academic standing (3.0 cumulative grade point average) and meet with the Office of Graduate Career Services, Zicklin School of Business, and with the appropriate faculty advisor before registering for the course.
Prerequisite for BUS 9802: BUS 9800 or BUS 9801. Prerequisites for BUS 9803: BUS 9801, BUS 9802.

*Domestic students have the option, for example, of completing a 4-credit internship by taking BUS 9800 and BUS 9802. Students cannot apply more than 3 credits of internship toward their degree requirements. Students who complete a 2-credit internship must still satisfy the 3-credit elective requirement. (MBA students take the internship to satisfy their general elective.)*

International students will complete a 3-credit internship only (BUS 9800 or BUS 9801–9803). The internship must satisfy an elective requirement; MBA students will take the internship to satisfy their general elective. Students cannot take an internship for “extra credit” or extend the duration of their program in order to take an internship.

**99005 Field Experience (optional)**
Full-time summer employment; 3 credits
Required of students with no experience in health care administration and optional for all others. This course is designed to provide students with exposure to the health care industry. Students will be introduced to the institution’s major sources of data, such as medical records, financial information, and management reports. It is expected that students will draw upon these resources as they develop class projects in subsequent courses.
Prerequisite: Permission of academic director.

The following course will be offered from time to time.
The Zicklin School of Business is unable to predict the frequency with which this course will be offered.
BUS 9300 Business Research Seminars

**For students in the Health Care Administration Program only.**
THE FACULTY

Chair: Robert J. Myers

Professor: William Boddy

Associate Professors: Jana O'Keefe Bazzoni, Elizabeth Gareis, Robert J. Myers, Ruth Rosenthal

Assistant Professors: Eric Gander, Alison Griffiths, Heather Harris, Trudy Milburn

Lecturers: Susan Goldstein, Roberta Shogan

Information Systems Analyst: Viatchesla Kosmina

DEPARTMENT AND PROGRAM INFORMATION

The Department of Communication Studies (COM) offers a graduate program leading to the degree of Master of Arts in corporate communication. The program is designed to prepare both aspiring and practicing corporate communication professionals to plan, implement, and assess corporate communication strategies in business and industry.

COURSE DESCRIPTIONS

8191 Spoken English for International Students (formerly SPE 8191)

1.5 hours; 1.5 credits

This course will provide intensive training in oral and intercultural communication skills for international MBA students. Topics include proficiency in listening comprehension and speaking English as a second language, clarification techniques, U.S. cultural patterns, intercultural adjustment, interpersonal relationships, and characteristics of communication in academic and professional settings. With the objective of linguistic mastery and intercultural awareness, activities will be based on topics related to MBA program components. Theoretical foundations and practical implications will be covered, with a focus on student interaction and in- and out-of-class exercises.

Credit for this preliminary course does not count toward the master’s degree.

9108 (PAF 9108) Communication and Information Technology

3 hours; 3 credits

This course covers the nexus of communication and information management. Students learn how to develop, disseminate, and control information in public and nonprofit organizations, paying particular attention to the opportunities and demands posed by emerging technologies, such as the World Wide Web.

9139 (PAF 9139) Communication Strategy

3 hours; 3 credits

This course builds on PAF 9103 Communication in Public Settings, which emphasizes strategic issues in communication. Here, students will focus on the management of institutional communication rather than the basics of message design. The goal is to provide public managers with theoretical and practical tools to integrate communicative considerations into institutional decision making. The course will cover the basics of negotiation, consensus building, media selection, and thematic strategy.

The usual prerequisite for this course is waived for corporate communication master’s students.

9501 (ENG 9501) Corporations and Media

3 hours; 3 credits

This course will allow both business journalism and corporate communication students an “inside” look at the corporation. Knowledge of structure, organization, decision making, communications, culture, goals, and politics is crucial to students and practitioners in both specialties for very different reasons. The business journalist must know the inside of a corporation in order to report effectively to the public newsworthy events, decisions, and changes in course. The corporate communication specialist must intimately know how a particular corporation or an area of business works so that information most favorable to the outside world can be selected and effectively disseminated. This course will allow students in both programs to familiarize themselves with the internal working of organizations, focusing particularly on those areas of organizational structure where information about an organization is most readily available. Case studies, presentations by corporate executives, and visits to organizations will be an important part of this course.

9505 (ENG 9505) Media Analysis for Corporate Communication and Business Journalism

3 hours; 3 credits

This course will cover the history, organization, ownership, and functioning of print, broadcast, and electronic media with a special emphasis on the coverage of business. Some of the questions addressed include: How are stories selected? What sources are consulted? How do deadlines shape the news? What assumptions go unexamined? How does public relations shape coverage? The institutional
contexts and intellectual underpinnings of the practices of business journalists and corporate communication specialists will also be stressed, including a number of historical case studies.

9510 (ENG 9510) Legal and Ethical Issues in Business Journalism and Corporate Communication
3 hours; 3 credits
Students in this course will improve their understanding of the underlying ethical theories and principles that guide journalists and communication specialists, develop their moral reasoning, sharpen their ability to apply various decision-making strategies to a range of ethical problems, and acquire familiarity with the ethical norms of both professions.

9515 (ENG 9515) Graphic Design for Media Professionals
3 hours; 3 credits
An understanding of the interaction of image and word and the power of that interaction to affect perception and understanding is crucial for the media professional. In this hands-on course in the basics of graphic design, students will explore communication through the juxtaposition of image and word. A design can enhance or harm the ability to communicate. In addition, advancements in technology have simplified image manipulation, which has become a primary means of affecting how people think, something the media professional engages in every day. Students will study the basics of graphic design for print, including the language of type and how image and word interact to create a full message. Students will also explore the manipulation of word and image in electronic and moving media.

9620 Corporate Communication
3 hours; 3 credits
This course will survey the field of corporate communication, with special emphasis on the following areas: corporate image and identity, corporate advertising and advocacy, media relations, financial communications, employee relations, and crisis management. At the completion of this course, students will possess an understanding of the theory, research, and practice associated with these corporate communication functions, all of which will serve as a foundation for more specialized study later in the program.

9630 Corporate Media Relations
3 hours; 3 credits
This course examines the theory and practice of state-of-the-art media relations programs in business and industry. Topics to be covered include the nature of the mass media; history of the “business press”; the nature of business “news”; types of messages and channels; relationships with reporters and producers; training corporate spokespeople; and setting up, managing, and evaluating corporate media relations programs.

9635 Research Methods in Corporate Communication
3 hours; 3 credits
Students in this course will learn about qualitative and quantitative research methods commonly employed in corporate communication research, with special attention paid to focus-group techniques and survey methods. At the completion of this course, students will be prepared to employ qualitative and quantitative research methods to address research problems in the corporate setting.

9651 Theories of Persuasion
3 hours; 3 credits
This course will familiarize the student with various significant theories and research programs in persuasion, with special attention paid to the application of these theories and this research to the practice of corporate communication.

9652 Crisis Communication
3 hours; 3 credits
This course examines the theory and practice of crisis communication in business and industry. Topics to be covered include the nature of crisis in business and industry; the role of public opinion and the media in the crisis process; strategies of crisis management; the role of management communication in crisis management; and the development of crisis management plans. Numerous case studies of crisis communication in business and industry will be analyzed. At the completion of this course, students will be prepared to participate in the management of corporate crises as a corporate communication specialist.

9653 Investor Relations
3 hours; 3 credits
This course examines the theory and practice of investor relations as corporations both comply with legal requirements for financial communication and compete in the marketplace for investment capital. Topics covered include types of financial information, SEC requirements/guidelines, and the design of annual reports and other communications directed to shareholders and prospective shareholders, especially Web sites. At the completion of this course, students will possess a sufficient understanding of the theory, research, and practice of investor relations to work with other specialists in a corporate investor relations program.

9654 Employee Communication
3 hours; 3 credits
This course will focus on understanding the various models of strategic communication in the organization. It will consider such goals for internal communication as sustaining morale and goodwill between employees and management; informing employees about internal changes, such as reorganization; communication of compensation and benefit information; communication to increase employee understanding of a company's products,
organization, ethics, culture, and external environment; and changing employee attitudes and behavior. Finally, the management of effective internal communication programs will be addressed.

9655 Corporate Advertising, Image, and Identity
3 hours; 3 credits
This course examines the nature of corporate image and reputation, the process of managing corporate identity process, and the role of corporate (nonproduct) advertising in a corporate communication program. Students will receive a sufficient understanding of the theory, research, and practice of corporate advertising, image, and identity to enable them to plan, manage, and evaluate corporate programs in this area.

9656 International Business Communication
3 hours; 3 credits
This course examines the process of communicating across cultures and nations. Special attention is given to the impact of differences of language, nonverbal communication, social and political organization, and custom. Methods include the presentation and discussion of concepts as well as experiential learning situations, such as communication exercises, role playing, and case studies.

9657 Video Production for Corporate Communication
3 hours; 3 credits
This course in the theory and practice of video communication familiarizes students with the critical skills of moving-image analysis as well as with the technologies of the television studio, field recording, and the video editing room. Students will learn the principles and techniques of scriptwriting and preproduction, studio and field recording, and audio and video postproduction through a series of written assignments and individual and group production projects. The relationships among film, video, and digital media will also be explored in this course.

9660 Selected Topics in Corporate Communication
3 hours; 3 credits
This course will offer students an opportunity to study more specialized topics in corporate communication not treated in depth in regular courses.
THE FACULTY

Chair: Avner Wolf

Professors: Linda Allen, Clark (Jack) Francis II, Peter M. Gutmann, Giora Harpaz, Ted Joyce, Steven Lustgarten, Terrence F. Martell, Alvin L. Marty, June O'Neill, Joel Rentzler, Howard N. Ross, Robert Schwartz (CUNY Distinguished Professor and Marvin M. Speiser Professor of Finance), Irving Stone, Vincent Su, Kishore Tandon, Ashok Vora, Jeffrey Weiss, Avner Wolf

Associate Professors: Hanan Eytan, Christopher Hessel, Steven Katz, Norman Kleinberg, Jae Won Lee, Barry Kai-Fai Ma, Kenneth M. Mischel, Joseph Onochie, Daniel Weaver, Gwendolyn Webb

Assistant Professors: Turan Bali, Archishma Chakraborty, Gayle Delong, Christos Giannikos, Armen Hovakimian, Larry E. Huckins, Meenakshi Pasupathy, Alexander Reisz

Lecturer: Frank Tansey

DEPARTMENT AND PROGRAM INFORMATION

The Department of Economics (ECO) and Finance (FIN) offers graduate programs leading to the Master of Business Administration degree in economics and in finance and investments and the Executive Master of Science degree in finance.

The Department of Economics and Finance provides an extensive range of offerings that permits choices within economics and finance and investments. The finance specialization is the only graduate-level program in the field offered by The City University of New York. The department also directs the finance specialization of the University's Doctoral Program in Business.

COURSE DESCRIPTIONS

ECONOMICS

8000  MACROECONOMICS
3 hours; 3 credits
Study of the determinants of aggregate levels of production, employment, and prices. The impact of government spending, taxation, and monetary policy on the level of unemployment and the rate of inflation is examined.

T here is emphasis on the institutional framework within which monetary policy operates. Credit for this preliminary course does not count toward the master's degree. The course may be waived based on equivalent course work completed prior to entering Baruch or by examination.

9705 (PAF 9760) MANAGERIAL ECONOMICS
3 hours; 3 credits
Application of basic economic concepts to the decision problems of the firm. Demand, supply, cost and profit functions, and capital budgeting are analyzed conceptually and with the use of quantitative tools to give them empirical content.

This course is cross-listed with PAF 9760 for Health Policy and Administration students only. Not open to students who have completed PAF 9130.

9707  ECONOMIC FLUCTUATIONS AND FORECASTING
3 hours; 3 credits
Study of practical forecasting in business and government. Concepts, reality, and adequacy of leading bodies of forecasting data; criteria for appraising forecasting methods; and discussion of experimental techniques. The relation of practical forecasting to a theory of economic fluctuations is emphasized throughout.

Prerequisites: ECO 9705 and STA 8000 or equivalents.

9708  MICROECONOMICS FOR MANAGERS
2 hours; 2 credits
Today's managers face increasing complexities in the economic environment within which they have to make decisions. Managerial decisions involving international competitiveness, mergers and acquisitions (M & A), corporate downsizing, automation, and the impact of government regulations require systematic analysis of situations with sophisticated decision-making apparatus. This course is designed to provide the managers with tools essential for efficient managerial decisions. Being a core MBA course, it is designed to provide basic tools of analysis that can be effectively utilized in more specialized courses in the MBA curriculum.

Only available to students in the Full-Time MBA Program.

9709  MACROECONOMICS
2 hours; 2 credits
This course will provide managers with an essential understanding of the basic forces and institutions that determine national income, employment, price levels, and interest rates in developed countries.

Only available to students in the Full-Time MBA Program.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9714</td>
<td><strong>Public Finance I</strong></td>
<td>3 hours</td>
<td>Development of the rationale of the public sector and the criteria used in evaluation of its expenditures and taxation. Special attention is given to intergovernmental fiscal relationships and to problems of urban public finance. Prerequisite: ECO 9705 or equivalent.</td>
</tr>
<tr>
<td>9715</td>
<td><strong>Public Finance II</strong></td>
<td>3 hours</td>
<td>Evaluation of the tax structure in terms of the criteria of allocative efficiency and distributional equity. The incidence and effects of taxation are explored, and the topic of tax reform is considered in detail. Income security programs, which use the tax system to redistribute income, are examined. Prerequisite: ECO 9714.</td>
</tr>
<tr>
<td>9723</td>
<td><strong>Econometrics—Theory and Applications I</strong></td>
<td>3 hours</td>
<td>Construction and testing of economic models; measurement of economic parameters; and applications to supply, demand, and consumption functions. Required of all economics majors. Prerequisites: ECO 9705 and STA 8000 or equivalents.</td>
</tr>
<tr>
<td>9741</td>
<td><strong>International Economics I</strong></td>
<td>3 hours</td>
<td>Examination of the functioning of the international economy. Topics include balance of payments, exchange rate determination, problems of world trade and capital flows, government foreign economic policies, regional integration, Eurocurrency markets, and international cartel. Prerequisite: ECO 9705 or equivalent.</td>
</tr>
<tr>
<td>9760</td>
<td><strong>Labor Economics</strong></td>
<td>3 hours</td>
<td>Problems and issues in labor economics, including wages, hours, and working conditions; wage policy; and the relation of labor organizations to management decisions and economic change. Prerequisite: ECO 9705 or equivalent.</td>
</tr>
<tr>
<td>9766</td>
<td><strong>Health Care Economics</strong></td>
<td>2 hours</td>
<td>Application of economic concepts of demand, supply, production, and investment to the health sector of the economy. Emphasis is placed on the economic factors affecting the allocation and utilization of health resources. Prerequisites: BUS 9100; ECO 9705, PAF 9760, or equivalent; permission of the Department of Economics and Finance and Health Care Administration Program or Health Policy and Administration Program.</td>
</tr>
<tr>
<td>9790</td>
<td><strong>Seminar in Economics</strong></td>
<td>3 hours</td>
<td>Special topics in economics. Prerequisites: ECO 9705 or equivalent; permission of instructor.</td>
</tr>
<tr>
<td>99001</td>
<td><strong>Research Methodology in Economics (Research I)</strong></td>
<td>3 hours</td>
<td>Research in areas of economics. Students will select, research, outline, and present a proposed paper on an economic topic within the subject area covered by the research seminar. Designed primarily to assist students engaged in meeting the requirements for the master's degree. Prerequisites: Grad 4 status, ECO 9723.</td>
</tr>
<tr>
<td>99002</td>
<td><strong>Research Seminar in Economics (Research Seminar II)</strong></td>
<td>3 hours</td>
<td>Research in areas of economics. Students will complete and present a research paper on an economic topic within the subject area covered by the research seminar, which they commenced in 99001 Research Methodology in Economics or 99301 Research Methodology (with permission of the instructor and department chair). Designed primarily to assist students engaged in meeting the requirements for the master's degree. Prerequisite: Successful completion of 99001 Research Methodology in Economics or 99301 Research Methodology (with permission of instructor and department chair).</td>
</tr>
</tbody>
</table>

The Department of Economics and Finance cannot predict the frequency with which the following courses will be offered. 9250 (HCA 9250) **Independent Studies in Health Care Economics and Finance** 9700 **Economic Analysis** 9701 **Economic Analysis II** 9703 **History of Economic Thought** 9704 **Economic Analysis for Business Decision** 9710 **Income Determination** 9712 **National Income Analysis and Fluctuations** 9713 **Money, Banking, and Monetary Policy** 9724 **Econometrics—Theory and Applications II** 9726 **Mathematical Economics** 9731 **Economic Development** 9742 **International Trade II** 9750 **Industrial Organization and Control I** 9751 **Industrial Organization and Control II** 9757 **Electronic Computer Applications in Economics** 9762 **Collective Bargaining and Arbitration** 9764 **Economics of Social Security** 9765 **Comparative Industrial Relations** 9769 **Wage Theory and Applications** 9774 **Economics of Urban Areas** 9775 **The Economics of Location** 99301 **Research Methodology (Thesis I)** 99302 **Thesis (Thesis II)**
FINANCE

9759 Mergers and Acquisitions
3 hours; 3 credits
Why and how firms merge and restructure and the effects on stock prices, capital structure (debt versus equity), and market power. The legal, ethical, and regulatory aspects of mergers will also be considered.
Prerequisite: FIN 9781.

9770 (BAP9770) Financial Decision Making
3 hours; 3 credits
Survey and analysis of problems facing the financial manager. Topics include basic risk and return concepts, security pricing and analysis, capital budgeting, the cost of capital, and the financing decisions of corporations. The course will introduce the student to the theory of financial decision making with emphasis on application to practical decision problems.
Prerequisites: ACC 9100; STA 8000 or equivalent.

9771 Corporate Financial Theory and Applications
3 hours; 3 credits
This course offers an introduction to corporate finance, with a strong emphasis on fundamental principles. Topics include capital budgeting under certainty and uncertainty, capital structure, dividend policy, external financing, financial distress, and the use of financial engineering to raise capital.
Prerequisite: Departmental permission required.

9772 Quantitative Tools for Finance
3 hours; 3 credits
This is a course in applied financial econometrics. The course will familiarize students with a number of tools needed to statistically analyze financial data and expose students to a number of important financial databases. The use of spreadsheets to facilitate analysis will be developed. Tests of asset pricing models will be discussed.
Prerequisite: Departmental permission required.

9773 Investment Theory and Applications
3 hours; 3 credits
A variety of financial instruments and their valuation will be explored. Topics include the basis of financial engineering, dividend discount models, modern portfolio theory, bond valuation, and the management of interest rate risk. Concepts such as no-arbitrage pricing and diversification will be developed and applied.
Prerequisite: Departmental permission required.

9775 E-Finance
3 hours; 3 credits
This course will examine how the Internet has torn down borders between markets, facilitated increased competition among markets and financial service providers, disintermediated traditional financial service providers, and allowed the creation of new forms of markets. Also examined is the impact that instant access to information has had on price information in markets. Finally, the course will address current trends and their possible impact on the future of markets and financial services.
Prerequisite: FIN 9770.

9781 Managerial Finance
3 hours; 3 credits
Formal modeling and practical applications of the major decision problems confronting the financial manager. Particular emphasis on capital budgeting, financing, and dividend decisions. Applicable problems and cases will be assigned. Required for all finance majors.
Prerequisites: FIN 9770; ECO 9705 or equivalent.

9782 Futures and Forward Markets
3 hours; 3 credits
Study of derivative securities: interest, foreign currency, and equity swaps; the spot and futures markets; caps, floors, collars, and corridors; forward rate agreements (FRAs); and program trading. Market structure and valuation methods are examined.
Prerequisite: FIN 9783.

9783 Investment Analysis
3 hours; 3 credits
General analysis of the different types of securities, the markets in which they are traded, the different security valuation models, and the basic portfolio analysis and valuation models. Applicable cases and problems will be assigned. Required for all finance majors.
Prerequisites: FIN 9770; ECO 9705 or equivalent.

9784 Management of Financial Institutions
3 hours; 3 credits
Consideration of specific management problems facing financial institutions, such as commercial banks, savings institutions, and insurance companies. Management of asset and liability structures, control of financial operations, and the impact of the regulatory structure on financial practices will also be examined. Applicable articles, problems, and cases will be assigned.
Prerequisite: FIN 9781 or 9783.

9785 Financial Markets and Intermediaries
3 hours; 3 credits
Role of financial markets and intermediaries in the savings-investment process. Overview of the structure of wealth holding, financial flows, and capital market institutions. The theory of financial intermediation and its relationship to economic efficiency and growth. Analysis of major individual capital markets. Applicable articles, problems, and cases will be assigned.
Prerequisite: FIN 9781 or 9783.
9786 **International Financial Markets**  
3 hours; 3 credits  
Covers such topics as foreign exchange markets and their role in international movements of funds; Eurocurrency; Eurobonds; international stock markets, interaction among and integration of national and international money and stock markets; and regulation of Eurocurrency markets and flow of funds.  
*Prerequisites: ECO 9705 or equivalent; FIN 9770.*

9788 **International Corporate Finance**  
3 hours; 3 credits  
Study of the international financial decisions of multinational corporations (MNCs). Definitions of exposure to foreign exchange risk of the MNCs are examined. Available methods of dealing with foreign exchange risk, reasons for foreign direct investment (FDI), evaluation of the climate for FDI, determining cashflows, and influence of inflation and currency fluctuations on these cashflows, capital budgeting, valuation, and optimal capital structure for international operations of the MNCs are studied.  
*Prerequisites: ECO 9705 or equivalent; FIN 9770.*

9789 **Equity Markets: Trading and Structure**  
3 hours; 3 credits  
In equity markets around the world, investors are concerned with controlling transaction costs, and attention is being focused on improving the efficiency of trading systems and market centers. In this environment, information technology (IT) is generating major competitive and regulatory challenges and is presenting market participants with more complex alternatives for implementing their trading and investment decisions. This course will present these alternatives and will analyze the economic and operational underpinnings of today’s markets. Simulation software will be used to provide hands-on experience in making tactical trading decisions in different market structures. More specifically, the course focuses on the operations of different types of trading environments, the changing needs of institutional investors, the impact of computer technology on the development of trading systems, the role of dealer intermediaries, trading without intermediaries, combining trading structures to construct a superior trading environment, and recent regulatory actions on market structure issues.  
*Prerequisite: FIN 9783.*

9790 **Seminar in Finance**  
3 hours; 3 credits  
Selected topics to be chosen by the department. In occasional semesters, the topic will be fixed income securities. The innovative instruments, such as zero coupons, strip bond swaps, and mortgage-backed securities, will be analyzed along with the more traditional securities. Other topics considered in some years will be structuring incentive contracts, pricing of deposit insurance, and financial organizations of developing countries.  
*Prerequisite: FIN 9783.*

9792 **Advanced Managerial Finance**  
3 hours; 3 credits  
Advanced analysis of special problems of financial management with particular emphasis on decision making under uncertainty. Applicable articles, problems, and cases will be assigned.  
*Prerequisite: FIN 9781.*

9793 **Advanced Investment Analysis**  
3 hours; 3 credits  
Security valuation and portfolio management and analysis, empirical evidence, imperfections, and institutional implications. Applicable articles, cases, and problems will be assigned.  
*Prerequisite: FIN 9783.*

9797 **Options Markets**  
3 hours; 3 credits  
Study of options, including the following topics: the structure and operation of organized exchanges, investment strategies under different market scenarios, arbitrage pricing, the valuation of options as a mechanism to price corporate securities, portfolio insurance as a trading strategy, and recent developments in the options markets.  
*Prerequisite: FIN 9783.*

9798 **Analysis of Industrial Securities**  
3 hours; 3 credits  
This course will explore the valuation of publicly traded firms, private firms going public, and corporate divisions for sale or purchase. Topics include equity management styles, the analysis of financial ratios, valuing private firms, value enhancing strategies, and options pricing applications.  
*Prerequisite: FIN 9783.*

9799 **Analysis of Municipal and State Securities**  
3 hours; 3 credits  
Analysis of the structuring, underwriting, and distribution of state and local securities. Securitization of municipal assets, guarantees and commitments, and credit enhancements will be covered in depth. The impact of municipal or other local and state government defaults and near-defaults on credit risk exposure will be quantified.  
*Prerequisite: FIN 9783 or equivalent.*

9981 **Selected Topics in Corporate Finance**  
3 hours; 3 credits  
This course covers topics of current interest in corporate finance, such as developments in long-term financing, corporate risk management, mergers and acquisitions, international finance, financial restructuring, and ethics in the practice of corporate finance. Readings will include articles from both academic and practitioner journals. Topics covered will vary from semester to semester, depending upon the interests of students and the professor. The
course will follow a workshop format, and students will participate by presenting, discussing, and analyzing articles and by researching and writing a term paper. 

Prerequisites: ECO 9723, FIN 9781, and FIN 9783.

9983 Selected Topics in Investments
3 hours; 3 credits
The course covers topics of current interest in investments, such as recent questions concerning the efficiency of markets; current practices in investment management; institutional, legal, and tax constraints on portfolio management; evaluation of investment performance; trends in international investing; and ethical issues in investing. Readings will include articles from both academic and practitioner journals. Topics covered will vary from semester to semester, depending on the interests of students and the professor. The course will follow a workshop format, and students will participate by presenting, discussing, and analyzing articles and by researching and writing a term paper.

Prerequisites: ECO 9723, FIN 9781, and FIN 9783.

INSURANCE (INS)

9720 Risk Management and Control
3 hours; 3 credits
This course analyzes the risk management function of businesses and other institutions with emphasis on methodology for risk analysis, techniques for risks and loss control, and models for risk management policy relating primarily, though not exclusively, to nonspeculative (insurable) risk.

The following courses will be offered from time to time. The Department of Economics and Finance is unable to predict the frequency with which these courses will be offered.

FINANCE COURSES

8020 Essentials of Banking and Finance
9332 (HCA 9332) Seminar in Health Care Financial Management
9711 Money and Capital Markets
9752 Economics of State and Local Government Finance
9753 Financial Institutions: Structure, Competition, and Public Policy
9780 Managerial Finance I
9787 Electronic Computer Applications in Finance and Investments
9791 Financial Aspects of Pensions and Trusts
9794 Mortgage Banking
*99001 Research Methodology in Investments (Research I)
*99002 Research Seminar in Investments (Research II)
99301 Research Methodology (Thesis I)
99302 Thesis (Thesis II)

*This generic course covers all finance areas.

INSURANCE COURSES

9700 Principles of Insurance
9710 Life Insurance Theory and Practice
9790 Seminar in Insurance
99301 Research Methodology
99302 Thesis
EDUCATION PROGRAMS

THE FACULTY
Coordinator of Academic Advisement: Ivonne Arauz

PROGRAM INFORMATION
The School of Public Affairs offers two education programs at the graduate level leading to the MSEd degree. A non-degree Advanced Certificate Program in Educational Administration and Supervision is also offered.

The **MSEd degree in educational administration and supervision** prepares students for careers as leaders in public and private educational institutions. In addition to providing courses necessary for New York State certification in School Administration and Supervision, the master's degree prepares students for supervisory positions in schools and school districts. In recognition of the high degree of responsibility placed on our educational leaders, the School of Public Affairs is seeking applicants who are highly motivated, experienced teachers with an interest in finding effective ways to respond to the challenges facing education now and in the future.

Designed to prepare students for administrative leadership and supervisory positions in colleges and universities, the **MSEd degree in higher education administration** offers a highly flexible curriculum that emphasizes higher education management, student services, personnel management, and information systems. Faculty for this program are an interdisciplinary group of scholars and practitioners.

All courses below are listed as PAF courses. Additional courses available to education students can be found under Public Administration Programs course descriptions.

COURSE DESCRIPTIONS

9301 Urban School Community Leadership
3 hours; 3 credits
This course is designed to enable school leaders to work effectively with urban school communities as community advocates and to understand the school and community as integrally related. The focus will be on leading schools as community centers of learning with the continuous improvement of educational performance for all children and youth as the central goal. A major objective is to develop increased understanding of and sensitivity to the racially, culturally, and linguistically diverse communities in New York City, with emphasis on children/youth, families, and extended communities. Strategies for school leaders to participate supportively with communities in the context of power conflicts and intergroup tensions will be explored, along with strategies for involving community residents, agencies, organizations, and business in coordinated teamwork to improve learning and schools. Open to all Master of Science in Education, Advanced Certificate Program, and Master of Public Administration students; others with School of Public Affairs permission.

9302 Organizational Behavior in Colleges and Universities
3 hours; 3 credits
Examination of behavioral science and its contributions to administration, with emphasis on educational administration. Human relations principles will be developed through an examination of problems in formal and informal organizations, in communication and participation, and in the development of understanding, cooperation, and motivation. Only open to students in the MSEd in Higher Education Program. Not open to students who have completed PAF 9120 or PAF 9309.

9306 Education—Theories of Organizing and Personnel Management for the School Administrator
3 hours; 3 credits
Review of the fields of personnel management and organizational theory from the point of view of the line supervisor rather than the specialist technician and from the vantage point of the behavioral sciences. The course will provide basic theories of personnel management, organizing, delegation, controlling and coordinating units, managing by objective, and organizing for change.

9309 Instructional Leadership in Educational Organizations
3 hours; 3 credits
This course introduces participants to the challenge of instructional leadership in today's schools. Modern school leadership demands a unique combination of skills in organizational design and change management fused with a detailed knowledge of teaching and learning. Using a combination of lectures, discussions, case materials, simulations, and experiential practice, this class aims to assist students in building the diverse set of skills and knowledge needed by school leaders. Topics covered include school leadership, organizational analysis and design, building a sense of professional community, teacher evaluation, and the implementation of organizational change. Not open to students who have completed PAF 9120, PAF 9124, or PAF 9302.
<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9310</td>
<td>Administration of the Urban School</td>
<td>3 hours; 3 credits</td>
<td>Designed to provide background in the organization and administration of the public school (elementary, intermediate, junior high, and high school) in metropolitan and urban centers. Emphasis is placed on the organization, operation, and coordination of departments, services, and facilities in current use as well as planning for changes. Aspects of school finance budgeting, knowledge of which is essential for the supervisor at the school, district, or bureau level, are covered in detail.</td>
</tr>
<tr>
<td>9311</td>
<td>School-Community Relations</td>
<td>3 hours; 3 credits</td>
<td>Exploration of the relationship of the school to the communities that it serves, including interrelationships with parents’ associations, the community school board, community leaders, citywide and neighborhood media, the business community, and other elements in the neighborhood. Strategies for citizen involvement and tactics for achieving coordinated teamwork among social, governmental, and community agencies and organizations and the schools are examined for the dual purpose of establishing a positive climate for instruction of children as well as creating a force for positive change to improve instruction.</td>
</tr>
<tr>
<td>9312 (LAW 9750)</td>
<td>Law for the Educational Administrator</td>
<td>3 hours; 3 credits</td>
<td>Study of the legal environment in which the school administrator operates. The legal framework of public education, including elements of constitutional, legislative, and administrative law; the administrative setting of public education; and the relationship of the student and the school organization are intensively studied with emphasis on New York State and New York City.</td>
</tr>
<tr>
<td>9313</td>
<td>Practicum in Supervision</td>
<td>3 hours; 3 credits</td>
<td>Each student is required to prepare a minimum of ten class observation reports, each of which will be analyzed in accordance with criteria for effective supervision developed by the class. In addition, opportunities to take part in simulations and videotape presentations will be available.</td>
</tr>
<tr>
<td>9314</td>
<td>Curriculum Development and the Improvement of Instruction</td>
<td>3 hours; 3 credits</td>
<td>Designed to provide advanced study in the improvement of instruction in terms of curriculum development and curriculum modification. The particular needs of atypical pupils as well as recent changes in bilingual education concepts and practices and the resultant implications for curriculum development are integral components of this course. Emphasis is placed on curriculum design and instructional practice drawn from studies in the affective and cognitive domains. This course is intended for graduate students in administrative, supervisory, or staff positions in the schools or central offices of decentralized school districts.</td>
</tr>
<tr>
<td>9315</td>
<td>Seminar on Problems of Administration of the Urban School</td>
<td>3 hours; 3 credits</td>
<td>Advanced course dealing with the same general areas as PAF 9310, namely, the planning, organization, operation, and coordination of departments, services, and facilities; staff selection and assignment; pupil guidance; and programming the school. Business functions, such as finances, food services, purchasing of textbooks and supplies, transportation, and plant planning and operation, are considered. A problem-oriented approach is based upon selected case studies in the literature as well as case studies developed by participants. Prerequisite: PAF 9310. This course will be offered if there is sufficient demand.</td>
</tr>
<tr>
<td>9316</td>
<td>Seminar on Problems of Supervision of the Urban School</td>
<td>3 hours; 3 credits</td>
<td>Advanced course dealing with the same general areas as PAF 9313 and PAF 9314, namely, curriculum development and improvement, training and professional development, and growth of staff members, and evaluation of teachers and pupils, as well as innovations and modern approaches that have been advanced to meet the current demands for the restructuring of educational priorities, needs, and goals. The problem-oriented approach is based upon selected case studies in the literature as well as case studies developed by participants. Prerequisites: PAF 9313, PAF 9314. Students interested in this course should see an academic advisor.</td>
</tr>
<tr>
<td>9317</td>
<td>Seminar on Research for the Educational Administrator</td>
<td>3 hours; 3 credits</td>
<td>Study of the tools and strategies required by the educational administrator to provide leadership for research in educational institutions and to be an intelligent consumer of research studies. The determination of a problem amenable to research, appraisal of techniques aimed at solution, construction of a research proposal, obtaining and handling data, and evaluation of findings into educational practices are considered.</td>
</tr>
<tr>
<td>9318</td>
<td>Analysis of Education Policy</td>
<td>3 hours; 3 credits</td>
<td>This course critically reviews the rationale for publicly provided education and provides an overview of problems associated with public education in the United States. The course examines the origins of current problems and the history of public responses to these problems. The class also examines the determinants of educational outcomes. Completion of PAF 9130 recommended.</td>
</tr>
</tbody>
</table>
9319 Introduction to School Finance  
3 hours; 3 credits  
This course deals with major issues in educational finance and budget policy, with particular focus on equity in state and local financing and budgeting. It includes discussions of tax structure, resource allocation, urban issues, and equity. The course concentrates on New York State and City, reviewing the constitutional and political context, as well as the fiscal and governance structures, within which budgeting and finance issues are considered.  

9320 Internship and Seminar I  
6 credits, 6 hours, or 3 credits, 3 hours  
The internship of one semester on a full-time basis or the equivalent meets the alternative requirements for certification. Required is a minimum of 20 hours per week or the equivalent in school, plus three hours of seminar session (for 6 credits), or 10 hours per week or the equivalent, plus three hours of seminar (for 3 credits).  
Pre- and corequisites: Successful completion of all other required credits in the program and a minimum GPA of 3.0. At the most, a student may take one 3-credit course at the same time that he/she participates in the internship program.  
Note: Only students in the Executive SAS Program are eligible to take this course for 3 credits.

9321 Internship and Seminar II  
Hours as scheduled; 3 credits  
Intended for students with at least one year of prior full-time experience in a school administrative or supervisory position. The internship will provide part-time experiences in community agencies and is designed to extend administrative knowledge, skills, and sensitivity through on-the-job community experiences and seminar meetings related to these experiences and to the prior in-school administrative and supervisory experience of the student. In community agencies, the interns will be assigned responsibilities of selected quality that they can perform under regular line supervision.  
Pre- and corequisites: Successful completion of all other required credits in the program with a minimum GPA of 3.0. At the most, a student may take one 3-credit course at the same time that he/she participates in the internship.

9322 Internship in Higher Education  
3 hours; 3 credits  
The internship is intended for students who lack the one year of prior full-time experience in a higher education administrative or supervisory position. The internship will provide part-time administrative experiences in higher education institutions and is designed to extend administrative knowledge, skills, and sensitivity through a range of on-the-job tasks and duties. Regularly arranged meetings are held with a faculty intern advisor. The purpose of these meetings is to reflect on and analyze the preceding administrative and supervisory experiences and to plan for the effective utilization of the phase of the internship. A minimum of 300 intern hours, experiences, or the equivalent is required.  
Pre- and corequisites: Successful completion of all other required credits in the program with a minimum grade point average of 3.0. At the most, a student may take one 3-credit course at the same time that he/she participates in the internship.

9330 (9167) The Organization and Administration of U.S. Higher Education  
3 hours; 3 credits  
Examination of colleges and universities as unique organizations. An introduction to higher education governance, focusing on the participants, processes, and problems in institutional decision making.

9331 The History of U.S. Higher Education  
3 hours; 3 credits  
The origin, objectives, institutions, development, and societal relations of colleges, including community colleges and universities, will be explored. The historical factors influencing the current status of the American university will be emphasized.

9332 (9168) Information Systems in Higher Education Administration  
3 hours; 3 credits  
Study of the concepts of information systems in institutions of higher education and the processes for developing institutional objectives, identifying informational requirements, and analyzing and designing systems. The course focuses on the information function and on an analysis of analytical and managerial tools available to the college, university, university system, and higher education government agency administrator.  
Prerequisite: PAF 9330 (PAF 9167) or permission of instructor.

9333 Curriculum and Instruction in Higher Education  
3 hours; 3 credits  
Examination of the academic program and instructional systems in postsecondary education. Philosophical issues as well as current problems are covered. The nature and interrelationship of general education and specialized education, liberal arts, and vocational education will be examined.  
Prerequisite: PAF 9331.  
Students interested in this course should see an academic advisor.

9334 Collective Bargaining in Higher Education  
3 hours; 3 credits  
Analysis of employment relations in higher education, including two- and four-year colleges in both the public and private sectors. A prior course in collective bargaining is highly recommended so that time need not be spent developing the basic vocabulary and understanding of the bargaining process.  
Students interested in this course should see an academic advisor.
### EDUCATION PROGRAMS

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<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>9335</td>
<td>The Community College</td>
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<tr>
<td>3 hours; 3 credits</td>
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<tr>
<td>Designed for administrators of all levels currently employed in community colleges, technical institutions, and adult education as well as those preparing for such careers. The course is also intended for educators who seek more knowledge of the important role of community colleges and their relationship to four-year colleges and the communities served.</td>
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<tr>
<td><strong>Prerequisites:</strong> PAF 9330 and PAF 9331, or permission from Office of Graduate Admissions and Student Services.</td>
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<tr>
<th>Course Code</th>
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<tr>
<td>9336</td>
<td>Student Services in Higher Education</td>
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<td>3 hours; 3 credits</td>
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<tr>
<td>Analysis of student support services provided in colleges and universities based upon theory and current practices. Emphasis will be placed on contemporary issues and problems of humanizing effective delivery systems in the urban nonresidential institution.</td>
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<th>Course Code</th>
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<tr>
<td>9337</td>
<td>The Administration of the Urban University</td>
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<td>3 hours; 3 credits</td>
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<tr>
<td>This course focuses on issues and problems of higher education in the city as distinct from those of higher education in general. It will cover such subject areas as the development of the city in American society; the changing demography between the city and higher education institutions, both antagonistic and symbiotic; the impact of immigration; the debate over access and quality; and current trends, experiments, ideas, important existing legislation and budgetary considerations, and administrative mechanisms. The course will follow a seminar format, and students will participate by presenting, discussing, and analyzing articles and case studies and by researching and writing papers.</td>
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<tr>
<td><strong>Prerequisites:</strong> PAF 9330 and PAF 9331, or permission from Office of Graduate Admissions and Student Services.</td>
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<th>Course Code</th>
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<tr>
<td>9338</td>
<td>Higher Education, Politics, and Public Policy</td>
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<td>3 hours; 3 credits</td>
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<td>Provides an in-depth examination of public policymaking for higher education in the United States. Emphasizes state-level policymaking for higher education but also surveys federal and local policymaking in America’s intergovernmental system. Treats the implications of the political setting of higher education for institutional leadership.</td>
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<tr>
<td><strong>Prerequisites:</strong> PAF 9330 and PAF 9331, or permission from Office of Graduate Admissions and Student Services.</td>
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<tr>
<th>Course Code</th>
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<tr>
<td>9339</td>
<td>The Financing of Higher Education</td>
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<td>3 hours; 3 credits</td>
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<td>This course provides an introduction for non-financial managers to the basic issues surrounding the financial management of colleges and universities. Topics to be covered include sources of revenue, such as tuition, research grants, and private gifts; working capital management; debt management; endowment management; and institutional expenditures.</td>
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<td><strong>Prerequisites:</strong> PAF 9330 and PAF 9331.</td>
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<th>Course Code</th>
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<tr>
<td>9340</td>
<td>Introduction to Special Education Administration</td>
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<td>3 hours; 3 credits</td>
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<td>Designed to introduce students to the principles and practices underlying contemporary special education administration. In addition to an exploration of the historical development of this administrative specialty, topics that will be dealt with include study of the organizational structure of selected special education programs in the metropolitan area and the administrative problems associated with educating severely and profoundly handicapped children.</td>
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<td><strong>Students interested in this course should see an academic advisor.</strong></td>
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<th>Course Code</th>
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<tr>
<td>9341</td>
<td>Advanced Topics in Special Education Administration and Supervision</td>
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<td>3 hours; 3 credits</td>
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<td>In-depth examination of the role of the special education administrator as a coordinator of special programs and services to handicapped and other students in light of the numerous federal, state, and local legislative requirements governing the education of children with special needs. Among the topics covered will be an exploration of interdisciplinary team functioning, supervision of professional and nonprofessional personnel, funding and resources for special education programs, and the integration of handicapped and nonhandicapped children in a variety of school settings.</td>
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<tr>
<td><strong>Pre- or corequisite:</strong> PAF 9340.</td>
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<td><strong>Students interested in this course should see an academic advisor.</strong></td>
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The following courses will be offered from time to time.
The School of Public Affairs is unable to predict the frequency with which these courses will be offered.

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<tr>
<th>Course Code</th>
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<tr>
<td>9303</td>
<td>Leadership and Decision Making</td>
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<tr>
<td>9304</td>
<td>Theories of Budgeting and Quantitative Analysis in Administration</td>
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<tr>
<td>9305</td>
<td>Reporting and Communication</td>
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</table>
THE FACULTY

Chair: John E. Todd

Professors: Paula S. Berggren, Roslyn Bernstein, John Brenkman, Thomas Hayes, Peter Hitchcock, Elaine Kauvar, Eugene Marlow, Joshua Mills (Director, Master's Program in Business Journalism), David Reynolds (CUNY Distinguished Professor), Carl Rollyson, Grace Schulman (CUNY Distinguished Professor), Myron Schwartzman, Lauren Silberman, Alisa Solomon

Associate Professors: Tuzyline Allan, Michael L. Black, Ellen Block, Suresh Canagarajah, Doris daRin, Bridgett Davis, Emily Comstock DiMartino, Jacqueline DiSalvo, Judith Entes, Barbara Gluck, Christopher Hallowell, Gary Hentzi, Marina Heung, Carmel Jordan, Cecelia McCall, William McClellan, Donald Mengay, George Otte, Talia Schenkel, John E. Todd

Assistant Professors: Eva Chou, Andrea Gabor, Mary McGlynn, Geanne Rosenberg, Robert Scotto, Nancy Yousef

Lecturers: Julia Bhasin, Eugenia Bragen, Bryant Hayes, Marta Martino, Claude E. Taylor, Carol L. Tillona, Saundra Towns

DEPARTMENT AND PROGRAM INFORMATION

The Department of English (ENG) offers courses leading to the Master of Arts degree in business journalism. The program teaches journalists to identify the issues that underlie important trends in business, economics, and finance. By exploring the intended dynamics of corporate structures and by assessing regional, national, and global business patterns, students learn to contextualize news and evaluate its impact on society. While emphasizing critical perspectives, the program also stresses solid reporting, writing, and research skills, as well as technical expertise in print, electronic, and on-line journalism.

Students will be required to take ECO 8000, or an equivalent, prior to beginning the program. The following courses will be cross-listed and team-taught with the Department of Communication Studies: ENG 9501, ENG 9505, ENG 9510, and ENG 9515. Students will complete a thesis as part of an elective course.

COURSE DESCRIPTIONS

8192 Written English for International Students
1.5 hours; 1.5 credits
This course will help international graduate students to sharpen and refine their English writing, reading, and speaking skills in business contexts. Topics for writing, reading, and speaking activities will emphasize case studies from international marketing, management, international finance, trade, business strategy, marketing, information systems, and advertising. Background information, practice dialogues, and actual business documents will be examined. Students will need to role play, problem solve, and write summaries, reports, and case studies of their own as the term papers and writing assignments of the class. Students will use computers for writing and grammatical practice. Credit for this preliminary course does not count toward the master's degree.

9501 (COM 9501) Corporations and Media
3 hours; 3 credits
This course will cover the basic workings of the corporation, answering such questions as, How does a corporation function? What documents do corporations produce? Who are the key regulators, and what do they require? The course will introduce students to some basic management principles, which will allow them to better understand the corporate world. It will also examine the foundations of business journalism, addressing principles of news judgment and journalistic procedure. Students will gain a usable understanding of the values, structures, and practices of corporations and the media.

9505 (COM 9505) Media Analysis for Corporate Communications and Business Journalism
3 hours; 3 credits
This course will cover the history, organization, ownership, and functioning of print, broadcast, and electronic media with a special emphasis on the coverage of business. Some of the questions addressed include: How are stories selected? What sources are consulted? How do deadlines shape the news? What assumptions go unexamined? How do public relations shape coverage?

9510 (COM 9510) Legal and Ethical Issues in Business Journalism and Corporate Communication
3 hours; 3 credits
Students will study some of the tricky situations that journalists and corporate communications specialists encounter: conflicts of interests, self-disclosure, and fair quoting. When can a journalist promise a source anonymity? When can a
Communication expert do when asked by a journalist to confirm what the spokesperson knows is fact but the company does not want to see in print? Case studies will be examined, and students will enter role-playing exercises to develop their ethical reasoning skills.

9515 (COM 9515) GRAPHIC DESIGN FOR MEDIA PROFESSIONALS
3 hours; 3 credits
Increasingly, journalists and communications specialists are expected to “think graphically” as a means to the rapid dissemination of complex information. Such information is often designed and displayed through desktop publishing software. This hands-on course will help students understand and develop graphic design skills.

9516 TOOLS FOR ON-LINE JOURNALISM
3 hours; 3 credits
This course is designed to provide students with the basics needed to explore the world of new media, the fastest-growing area of journalism. Students will be introduced to the tools and concepts of “visual storytelling,” in which charts, maps, pictures, interactive calculators, and audio and video recordings complement text. Students will learn to analyze financial news Web sites and to create news presentations of their own. The course will introduce the hardware and software tools needed for new-media journalism, explore alternative approaches, and assess the validity of what media executives and scholars call convergence, in which journalists from print, broadcast, and on-line operations share materials and create new formats for discussion of major public issues.

9517 NEW MEDIA WORKSHOP
3 hours; 3 credits
This second-semester course completes the material introduced in Tools for On-Line Journalism (ENG 9516) and allows students interested in new media to build on the basics to create in-depth journalistic projects for the Web. Class projects involve teams of students who obtain data in different forms—text, photos, charts, audio, video—and integrate it into clear, accurate, balanced journalism. Students will create works of original multimedia journalism and will also create a Web version of Dollars and Sense, augmenting the printed edition with interactive material. Prerequisite: ENG 9516.

9520 FINANCE AND ACCOUNTING BASICS FOR JOURNALISM
3 hours; 3 credits
While business journalists do not have to know how to conduct audits or keep accounts, they have to be able to make sense of financial reports. They need to understand financial and capital markets, the role of the Securities and Exchange Commission, the difference between cash flow and accrual-based income statements, what’s revealed and what’s concealed in an annual report, the impact of regulation, how a company is valued, and how economic indicators are arrived at and how reliable they are. This course will provide students with such knowledge and show how it bears on the reporting and writing of business news. This course is not offered in the Zicklin School of Business.

9525 ADVANCED BUSINESS AND FINANCIAL WRITING
3 hours; 3 credits
This course will emphasize the nuts and bolts of effective reporting and solid writing at an advanced level. Students will develop their abilities in investigative reporting, interviewing, and feature and explanatory writing. Students will cover specific beats, such as the securities industry, real estate, and municipal bonds, and will consult the AP Daily to cover real press conferences and other events.

9530 REPORTING IN CYBERSPACE
3 hours; 3 credits
This hands-on course will provide students with the skills to use the ever-expanding Internet as a source for reporting. Students will become adept at computer-assisted reporting, learning both how to find information quickly on a variety of databases and how to assess the reliability of such information.

9535 EDITING BUSINESS NEWS
3 hours; 3 credits
Students will improve their ability to copyedit stories, write headlines and captions, and prepare articles for publication. In addition, they will follow business and economic developments to hone their news judgment, generate story ideas, and determine appropriate angles for coverage. Prerequisite: ENG 9525.

9550 COVERING INFORMATION TECHNOLOGIES INDUSTRIES
3 hours; 3 credits
Designed to enable students to research and write news and feature-length stories for print and electronic media dealing with information technologies industries. Prerequisites: ENG 9501 or COM 9501, ENG 9520, ENG 9525. Corequisite: ENG 9530.

9551 COVERING WALL STREET
3 hours; 3 credits
This course focuses on covering the world of Wall Street, including reporting and writing on earnings stories, how Wall Street works, stock market exchanges, sectors and indicators, and market reactions and analysis. Prerequisites: ENG 9501 or COM 9501, ENG 9520, ENG 9525. Corequisite: ENG 9530.

9552 COVERING BANKING
3 hours; 3 credits
Students will conceive, report, and write stories about commercial and investment banks and thrift institutions from several reader perspectives, including the banking industry, consumers, and investors. Prerequisites: ENG 9501 or COM 9501, ENG 9520, ENG 9525. Corequisite: ENG 9530.
9553 Environmental Reporting
3 hours; 3 credits
This course focuses on covering the environment and business from the point of view of both business and environmental interests. The history of the conflict between business and environmental interests will be discussed to illuminate how this traditionally fraught relationship has changed to allow former combatants to work toward common goals.
Prerequisites: ENG 9501 or COM 9501, ENG 9520, ENG 9525.
Corequisite: ENG 9530.

9554 Covering the Business of Arts and Culture
3 hours; 3 credits
Designed to enable students to research and cover art and culture in terms of for-profit and nonprofit business. The focus will be on particular industries, such as film, television, visual arts, publishing, theatre and dance, music, and the Internet.
Prerequisites: ENG 9501 or COM 9501, ENG 9520, ENG 9525.
Corequisite: ENG 9530.

9555 Covering Labor and Management
3 hours; 3 credits
This course focuses on the tools necessary for reporting on such areas as U.S. labor and its history, the global flow of labor, the impact of automation and computer technology, downsizing and layoffs, and worker safety issues.
Prerequisites: ENG 9501 or COM 9501, ENG 9520, ENG 9525.
Corequisite: ENG 9530.

9556 International Business Reporting
3 hours; 3 credits
Students will learn the skills needed to report on business and economics from a global perspective. The course will also provide the background knowledge—financial, economic, and journalistic—needed to cover business and economics in a foreign country.
Prerequisites: ENG 9501 or COM 9501, ENG 9520, ENG 9525.
Corequisite: ENG 9530.

9557 Covering Policy Issues
3 hours; 3 credits
This course considers how business and government interact. It focuses on the tools necessary for reporting on such areas as economic policy, inflation vs. recession, trade policy, antitrust and competition, fiscal policy and business, environmental policy, tax policy, communications policy, high-technology policy, and workers and workplace policies.
Prerequisites: ENG 9501 or COM 9501, ENG 9520, ENG 9525.
Corequisite: ENG 9530.

9558 Covering New York City Business
3 hours; 3 credits
What makes business in New York City tick? By focusing on major New York industries—finance, publishing, entertainment, fashion, light industry, and new media—the course explores the debate over equitable income distribution and small vs. big business.
Prerequisites: ENG 9501 or COM 9501, ENG 9520, ENG 9525.
Corequisite: ENG 9530.

9559 Investigative Business Reporting
3 hours; 3 credits
This course will prepare students to conceive, report, and write in-depth stories—generated entirely on the reporter’s initiative—on issues, individuals, or institutions that may or may not wish to be scrutinized. The course will rely on the study of the theories and practices of investigative journalists. It will include the reporting and writing of one investigative business feature suitable for publication.
Prerequisites: ENG 9501 or COM 9501, ENG 9520, ENG 9525.
Corequisite: ENG 9530.

9560 Topics in Business Journalism
3 hours; 3 credits
This course studies timely and complex journalistic issues, permitting close, up-to-the-minute examinations of major trends in the business journalism field. Selected topics include covering technology, fashion and apparel industries, and the auto industry, as well as the challenges of personal finance and wire service reporting.
Prerequisites: ENG 9501 or COM 9501, ENG 9520, ENG 9525.
Corequisite: ENG 9530.

9562 Covering Economic Issues
3 hours; 3 credits
Economic growth is the engine of the business world, and journalists need to learn where to find and how to assess reliable economic data in order to develop articles that are meaningful. The course involves obtaining economic reports from the government and learning how to read them critically, learning how and where to find sources to comment on the reports and help put them in perspective, and learning how to ensure that various points of view (corporate, labor, investor) are represented. Students also become acquainted with the work and the influence of today’s major economists.
Prerequisite: ENG 9525.

9800 Journalism Internship
3 hours; 3 credits
An internship with a professional news organization offers students an opportunity to test in the field what they have learned in the classroom, to appreciate the points of view and varying techniques of professional practitioners, and to understand the many opportunities available to multi-skilled journalists. The elective provides a structure in which students critically analyze their experiences in the field, writing on assigned readings about professional issues and discussions with the journalism faculty and other students. Students are required to write a paper that examines newsroom management and media performance in their workplace. Internships may be taken without academic course credit.
Prerequisites: ENG 9510 or COM 9510, ENG 9520, ENG 9525, ENG 9530, and ENG 9535 and permission of the journalism faculty.
BARUCH/MOUNT SINAI MBA PROGRAM IN HEALTH CARE ADMINISTRATION

SELECTED PROGRAM FACULTY

Academic Director: Professor Ted Joyce

Professors: Ann C. Brandwein (Statistics and Computer Information Systems), Ted Joyce (Economics and Finance), Richard E. Kopelman (Management), Joseph J. Kerstein (Eli and Claire Mason Professor of Accountancy), Harry M. Rosen (Chair of Management), Paula G. Walter (Law)

Associate Professor: Joseph Onochie (Economics and Finance)

Associated Faculty

Assistant Professor, Mount Sinai School of Medicine: Ray Cornbill (Director, Health Services Research and Development Unit)

PROGRAM INFORMATION

The Baruch/Mount Sinai Graduate Program in Health Care Administration is designed to prepare individuals for leadership positions in a wide variety of health care organizations. The program’s sequence of studies will provide a foundation in the business disciplines and develop the students’ capabilities in basic managerial skill areas. Students then consider the application of these disciplines to the problems of health care delivery. As a cohort program, students enter and move through the program together with no course exemptions irrespective of undergraduate and graduate background.

COURSE DESCRIPTIONS

The required courses in the health care administration program, outside the core, are listed below. Descriptions of these courses will be found in the appropriate sections of the Bulletin. (See also Executive Programs, page 68.)

ACC 9312 (HCA 9312) Health Care Accounting and Finance
ECO 9766 (HCA 9766) (PAF 9766) Health Care Economics
FIN 9790 Seminar in Finance
LAW 9213 (HCA 9213) Legal Aspects of Health Care Administration
MGT 9350 (HCA 9350) Organizational Analysis in Health Care
MGT 9400 Human Resource Management
MGT9721 (HCA 9721) Strategic Planning
STA 9000 Regression and Forecasting Models for Business Applications
STA 9050 (PAF 9050) Statistical Analysis in Health Care Administration
BUS 99005 Field Experience (optional)
BARUCH EXECUTIVE MASTER OF SCIENCE IN INDUSTRIAL AND LABOR RELATIONS (MSILR)

SELECTED PROGRAM FACULTY

Academic Director: Professor Richard E. Kopelman

Professors: Ann C. Brandwein (Statistics and Computer Information Systems), Joel M. Douglas (Public Affairs), Richard E. Kopelman (Management), Abraham K. Korman (Management), Allen I. Kraut (Management), Alvin N. Puryear (Management), Hannah Rothstein (Management), Donald J. Vredenburgh (Management)

Associate Professors: Karen Lyness (Management), Cynthia Thompson (Management)

PROGRAM INFORMATION

The Baruch Executive MSILR Program is designed for professionals who seek to advance their careers in the fields of human resource management and labor relations. As participants in an executive program, students benefit from the significant work experience of their peers and the faculty's applied perspective that is, typically, informed by extensive practical experience.

An important feature of the Baruch Executive MSILR Program is the cohort experience: courses are offered in predetermined sequence, and students are expected to graduate in three academic years.

COURSE DESCRIPTIONS

The courses offered in the Executive MSILR Program are listed below. Descriptions of these courses will be found in the appropriate sections of this Bulletin. (See also Executive Programs, page 70.)

LAW 9770 Labor and Employment Law
MGT 9300 Management: A Behavioral Approach
MGT 9390 Seminar in Human Resource Management and Labor Relations
MGT9400 Human Resource Management
MGT9420 Management of Compensation
MGT9460 Labor Relations
MGT 9465 Collective Bargaining
MGT9470 Employee Development and Training
MGT9480 Dispute Resolution
MGT9902 Research Seminar (Thesis Alternative II)
PAF 9590 Coordinating Seminar in Labor Relations: “The State of the Unions”
STA 9708 Applied Statistical Analysis for Business Decisions
INTERNATIONAL BUSINESS PROGRAM

THE FACULTY
Coordinator: Professor J.J. Boddewyn (Marketing)

Program Committee: Professors J.J. Boddewyn (Marketing), Jae Won Lee (Economics and Finance), Giora Harpaz (Economics and Finance), Seth Lipner (Law), Gary Mulkowsky (Management), Yoshihiro Tsurumi (Marketing)

PROGRAM INFORMATION
The interdepartmental International Business Program (IBS) offers a graduate curriculum leading to the degree of Master of Business Administration in international business.

This program prepares students for entry and managerial positions in a variety of firms, such as export and import companies, international-trade intermediaries, financial institutions, and multinational enterprises.

For students with an undergraduate degree in business administration, the program provides the opportunity to internationalize their knowledge of business functions; for students with other undergraduate degrees, it complements their core business courses in a similar manner.

COURSE DESCRIPTIONS

9760  International Business Analysis
3 hours; 3 credits
Analysis of international trade and investment patterns, threats, opportunities, and decisions in the context of changing economic, technological, political, social, and cultural environments. Readings, cases, and exercises are used to develop skills in evaluating foreign markets, operating in foreign countries, managing multinational enterprises, financing foreign trade and investment, and handling economic, commercial, foreign-exchange, and political risks.
Pre- or corequisites: MKT9703; MGT9300 or PSY 9788; ECO 9705 or equivalent; ACC 9100 or equivalent.

9762  The Global Competitiveness of the U.S. Economy
3 hours; 3 credits
Analysis of the economic, political, and sociocultural factors that have undermined the U.S. economy's ability to compete in what is becoming a borderless economy for many industries and firms. The course analyzes what is needed to upgrade U.S. economic competitiveness in the world economy through a new mix of macroeconomic (fiscal and monetary), international-trade, foreign investment, industrial, and educational policies designed to foster higher-value-added manufacturing and service industries.
Prerequisites: ECO 9705 or equivalent, MKT9703, MGT 9300 or PSY 9788.

9767  Foreign Markets, Cultures, and Risks
3 hours; 3 credits
Analysis of international similarities and differences as well as convergences and divergences among exchange systems around the world, as related to cultural, political, social, and economic institutions and developments.
Prerequisites: ECO 9705 or equivalent, MKT9703, BUS 9100.

9768  Advanced Topics in International Business
2 hours plus conference; 3 credits
Analysis of advanced and current topics in international business operations, trade, and investment. A research paper will be written on a particular topic.
Prerequisites: All required core/breadth courses, except BUS 9200; IBS 9760 or ECO 9741; pre- or corequisites: two additional international courses.

9769 (MGT9880)  International Business Strategy
2 hours plus conference; 3 credits
Analysis of strategy in international business in terms of resources to be transmitted abroad, adaptation to foreign cultures, acquisition of legitimacy in host countries, and the integration of the international firm's various parts. 
Prerequisites: IBS 9760 or ECO 9741; pre- or corequisites: two additional 9000-level courses in the international or management area.

When available, up to two of the courses listed below can be selected by students in the MBA in International Business Program as electives within their specialization. (See also page 56.)

ACC 9802 International Accounting and Control
ECO 9731 Economic Development
MKT9770 International Transportation
MKT9771 Intermodal Transportation and Containerization
MKT9772 International Chartering
PAF 9181 Comparative Public Administration
DEPARTMENT OF LAW

THE FACULTY
Chair: Elliot Axelrod
Professors: Elliot Axelrod, Seth Lipner, Paula Walter
Associate Professors: Sandra Mullings (pre-law advisor), Jay Weiser
Assistant Professors: Murray Franck, Adam D. Glassman, Debbie Kaminer, David Rosenberg, Valerie J. Watnick
Lecturer: Joyce Barrett

DEPARTMENT AND PROGRAM INFORMATION

A knowledge of business law in its various aspects is essential in today's world as an inherent part of business life. Some of the law courses are included as required or elective courses in the fields of specialization offered by other departments. For example, law courses may be taken to satisfy degree requirements in the specializations listed below. (The full requirements for each specialization are set forth elsewhere in this publication.)

LAW 9213/HCA 9213 Health Care Administration
LAW 9740 General MBA Option, International Business, International Marketing
LAW 9750/PAF 9312 Educational Administration and Supervision
LAW 9770 General M BA Option, MSILR
LAW 9800 Accountancy, General M BA Option

All law courses are appropriate as electives with the approval of the candidate's graduate supervisor. All students are encouraged to consider taking an appropriate law course as their free elective or law courses as part of the general business administration program option. LAW 9740 may be selected to satisfy the "international elective" requirement in the MBA program.

COURSE DESCRIPTIONS

9213 (HCA 9213) Legal Aspects of Health Care Administration
2 hours plus conference; 3 credits
Consideration of the statutory and common-law framework within which health care is rendered. Court decisions are utilized in illustrating how general legal doctrines are applied in the hospital and health settings. Current trends and issues are discussed.
Prerequisites: BUS 9100 (HCA section); permission of the Department of Law and Health Care Administration Program required.

9708 Law and E-Business
3 hours; 3 credits
The course will address the legal issues raised by the advent of the Internet and e-commerce. Among the subjects covered will be trademark law and domain names; jurisdiction and "regulability"; the enforceability of click-through agreements; data gathering, dissemination, and issues of privacy on the Internet; and protection of intellectual property and information online.

9740 International Trade and Investment Law
3 hours; 3 credits
This course is designed to introduce the student to the legal issues affecting business in a global economy. The first segment of the course deals with international transactions in goods and covers allocation of risks in international trade, documentary sales, bills of exchange, and letters of credit. The second segment addresses "jurisdiction to prescribe," the question of what country's (substantive) law applies to conduct abroad that has an effect within its borders. The third segment, "jurisdiction to adjudicate," includes the competence of courts, international arbitration, and enforcement of foreign money judgments. The fourth segment covers the treaties and laws that address the international trading system, i.e., GATT, the U.S. Trade Act, free-trade agreements, the EEC, and the IMF. The final segment, "Act of State and Foreign Sovereign Immunity," deals with the special risks of doing business abroad and with foreign governments, specifically addressing problems of nationalization, expropriation, and suing foreign governmental entities.

9750 (PAF 9312) Law for the Educational Administrator
2 hours plus conference; 3 credits
Study of the legal environment in which the school administrator operates. The legal framework of public
education, including elements of constitutional, legislative, and administrative law; the administrative setting of public education; and the relationship of the student and the school organization are intensively studied with emphasis on New York State and New York City.

9770 Labor and Employment Law
3 hours; 3 credits
This course is an introduction to laws affecting the workplace. Casebook readings are used to consider how federal and state labor and employment laws delineate the rights of workers, unions, and employers. Case studies are used to analyze the legal, political, public policy, and practical implications of decisions of federal courts and administrative agencies that implement these laws. After first focusing on the National Labor Relations Act, as amended, the course examines current issues in employment law. The latter include unjust dismissal in nonunion environments, workplace safety, whistle blowing, sexual harassment, and discrimination based on race, sex, and age.
Prerequisites: MGT 9400 or equivalent and MGT 9460 or equivalent, or permission of the instructor.

9790 Law of Real Estate Transactions and Land Use Regulation
3 hours; 3 credits
Real estate transactions cannot be understood without an understanding of the legal framework. This course introduces students to interests in real property, leases, contracts of sale, brokerage, mortgages, environmental law, and land use law. The course emphasizes the structuring of transactions and discusses legal cases and problems, documents, and negotiated resolutions.

9800 Intensive Survey of Business Contracts and Law of Corporations
4 hours; 4 credits
Provides a brief survey of the American legal system followed by an examination of the essential principles of the law of business contracts and their application to typical business transactions. The course also examines in depth the formation, operation, and dissolution of corporations; the closed corporation; and the rights, powers, and liabilities of directors, officers, and stockholders. The student is actively involved in case analysis and problem solving.
No credit for students who have completed equivalent course work.

The following courses will be offered from time to time.
The Department of Law is unable to predict the frequency with which these courses will be offered.
9707 Law of Agency and Partnership
9709 Products Liability
9711 Unfair Trading Practices
9712 Antitrust Laws
9715 Law and the Business Environment
9741 (PAF 9112) Administrative Law and Regulation
9760 Development of the Law of Labor Relations
9761 The Law of Labor Standards
9762 (PAF 9118) Labor Relations in the Public Sector
9780 The Law of Insurance
9781 Secure Transactions
9782 Law of Securities and Securities Markets
9791 Condemnation of Real Property

REAL ESTATE (REA)

9795 Real Estate Finance and Capital Markets
3 hours; 3 credits
This course emphasizes the concepts and techniques used to analyze and finance income-producing real property, providing students with quantitative skills and a critical perspective toward risk and reward at the individual project and investment portfolio levels. It focuses on the unique financial characteristics of real estate, such as local market conditions, property-specific issues, cash flow uncertainties, and tax features. It also considers strategies and structures and examines the motivations of different players and institutional arrangements.
The course emphasizes case studies (including ethical considerations) and PC-based analysis. Also examined are sophisticated capital market structures, such as mortgage-backed securities and real estate investment trusts.
Prerequisite: LAW 9790.

The following courses will be offered from time to time.
The Department of Law is unable to predict the frequency with which these courses will be offered.
9790 Real Estate Administration I
9791 Real Estate Appraisal Seminar
9796 Urban Renewal and City Planning
9798 Residential Real Estate Analysis
9799 Commercial and Industrial Real Estate Analysis
DEPARTMENT OF MANAGEMENT

THE FACULTY

Chair: Harry M. Rosen

Professors: Michael Chanin, William Chien, David G. Dannenbring, T.K. Das, Ramona K.Z. Heck (Peter S. Jonas Professor of Entrepreneurship), Richard E. Kopelman, Abraham Korman (Wollman Distinguished Professor), Allen Kraut, Sidney I. Litzman (Saxe Distinguished Professor of Management), N. Paul Loomba, Alvin N. Puryear (Field Distinguished Professor of Entrepreneurship), Harry M. Rosen, Hannah H. Rothstein, S. Prakash Sethi (University Distinguished Professor), George Sphicas, Donald J. Vredenburgh, Audrey Williams

Associate Professors: Moshe Banai, Ajay Das, Li-Fern Hsu, Helaine Korn, Karen Lyness, William McCutchen, Edward Rogoff, George O. Schneller IV, Young K. Son, Louis W. Stern, Cynthia Thompson

Assistant Professors: Elizabeth Douthitt, Gary Mulkowsky, Shyam Kumar, Donald Schepers, Emre Veral

Lecturers: Alvin L. Booke, Robert Foskey, Elias Kalman

DEPARTMENT AND PROGRAM INFORMATION

The Department of Management (MGT) offers three areas of subspecialization leading to the Master of Business Administration degree. These subspecializations are organizational behavior/human resource management, operations management, and entrepreneurship and small business management. All three share the common objective of preparing students to take on increasing levels of executive responsibility, regardless of organizational setting.

The organizational behavior/human resource management subspecialization focuses on “the people side” of business. Students learn to enhance an organization’s most important resource—its employees. The operations management subspecialization focuses on the service sector. Students learn techniques and strategies to improve the efficiency of this largest segment of the American economy. The entrepreneurship and small business management subspecialization provides students with the skills, knowledge, and perspectives to cope with the challenges unique to small and start-up businesses, a vital source of innovation and employment.

COURSE DESCRIPTIONS

ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

9860 Entrepreneurial Strategy and Cases
2 hours plus conference; 3 credits
Presentation of conceptual frameworks to help the student in (1) identifying and describing the strategic position of the entrepreneur, (2) evaluating the entrepreneur’s past strategy and present prospects, and (3) planning the entrepreneur’s future direction so as to best match resources and opportunities.
Pre- or corequisite: ACC 9100 or equivalent.

9861 Managing the Entrepreneurial Enterprise
3 hours; 3 credits
Day-to-day issues of managing an entrepreneurial firm, small business, family enterprise, or large privately held concern. Each entrepreneurial venture has its own unique management challenges, which the course will address through research and problem solving. Students will be expected to write a problem-solving critique of an ongoing local business or, if this is not possible, to perform the same analysis and problem solving through research.
Pre- or corequisites: MGT 9860, MKT 7903.

9862 Entrepreneurial and Small Business Experiences
3 hours; 3 credits
Analysis of why and how some businesses are successful while others fail, using case studies. Lectures will focus on specific entrepreneurs and their businesses. Students will determine the characteristics, environment, and strategy required for success. Guest entrepreneurs will be invited to speak and their business ventures analyzed. Teams of two or three students will present one of the cases to the class; each student will also write an analysis of one of the other cases presented in class. The course will be organized in the following six sections: (1) from conception to startup, (2) managing the entrepreneurial venture, (3) financial considerations, (4) managing the turnaround, (5) special issues: not-for-profit entrepreneurship and ethical/legal issues, (6) venture valuation and exit strategies.
Pre- or corequisite: MGT 9860.

9865 Entrepreneurial Ventures
3 hours; 3 credits
Critical analysis of issues in the creation of new business. The course will include case analyses and will require students to develop a business plan as part of their course.
work; the plan will be presented and analyzed in class. The course will examine social, economic, and technological issues surrounding new firm creation in addition to legal, financial, regulatory, and personnel issues.

Pre- or corequisites: MGT 9860, MKT 9703.

9866 (MKT9781)  INTERNET AND SMALL BUSINESS ENTREPRENEURSHIP
3 hours; 3 credits
This course focuses on providing students with the requisite skills to understand and identify business creation opportunities associated with the Internet. Similar to the real-world business development process, this course is an eclectic combination of academic disciplines, including small business studies, entrepreneurship, marketing, finance, computer information systems, and political science. More specifically, the course explores how the current revolution in computer and information technology has enabled small businesses to spring up overnight and engage in commerce around the world at the touch of a button.

Prerequisites: CIS 9000, MGT 9860, MKT 9703.

OPERATIONS MANAGEMENT

9500  MANAGEMENT SCIENCE
3 hours; 3 credits
Introduction to management science as an aid to managerial decision making. Students develop an understanding of the nature, structure, and analysis of decisions and examine the usefulness of the model-building approach to the manager. The formulation, solution, and interpretation of various applicable deterministic and stochastic models are studied.
Prerequisite: STA 8000 or equivalent. Credit is given for MGT 9500 or OPR 9721, not both.

9560  MANAGEMENT INFORMATION SYSTEMS
2 hours plus conference; 3 credits
Role of management information systems in supporting the strategic decision-making function of top management. The evaluation of management information systems and some elementary concepts of information theory are studied in a report-generating retrieval context. Problems of information labeling, storage, and retrieval are considered and related to the design and evaluation of on-line systems.
Prerequisite: CIS 9000.

9700  INTRODUCTION TO OPERATIONS MANAGEMENT
3 hours; 3 credits
Providing all MBA students with a broad overview, understanding, and managerial perspective of the issues and problems involved in managing the operations function in service and manufacturing firms as well as governmental organizations. Important topics to be examined include corporate strategy, interaction of the operations function with other areas of the firm, alternative operating structures, operations planning and design, materials management, scheduling of resources, quality management, and Just-In-Time philosophy and principles. Discussions of various topics will include national and global organizations and will feature current topics and practices generally associated with world-class competitors.
Prerequisite: STA 8000 or equivalent.

9710  QUANTITATIVE ANALYSIS FOR SERVICE MANAGEMENT
3 hours; 3 credits
Intended to help managers deal with issues in modern operations planning by exposing them to the analytical and practical approaches that are finding increased emphasis in a primarily service-dominated industry. Topics to be examined include demand management and forecasting, capacity and staff planning, work force scheduling, distribution and inventory management, and quality management. Emphasis will be placed on assessing the proper use and fit of these applications in actual systems in an organizational environment.
Prerequisite: MGT 9700.

9720  SERVICE MANAGEMENT STRATEGIES
3 hours; 3 credits
Designed to apply operations management exclusively to service businesses, which employ most of the work force and contribute largely to the economy. This course focuses on strategic perspectives and is case oriented. Topics include service globalization, service operations strategies, service technologies, self-managing teams and associates, service delivery processes, and service management by measurement. An interactive approach is used because the class is itself a good example of service operations, where students as customers are the important part of the process.
Prerequisite: MGT 9700.

9721 (HCA 9721)  STRATEGIC PLANNING (IN HEALTH CARE ADMINISTRATION)
3 hours; 3 credits
Study of the technical problems of determining catchment areas and the nature of health care needs in these local areas. Alternative delivery mechanisms are introduced in this context as well as historical and political aspects of the health planning movement. Issues of strategic planning and health care marketing are presented.
Prerequisites: MKT 9703, BUS 9100, permission of the Department of Management and Health Care Administration Program.

9730  PROJECT MANAGEMENT: STRATEGIC DESIGN AND IMPLEMENTATION
3 hours; 3 credits
Study of strategic management of projects, which involve change and creation of something new or different. Intended to help students better prepare for the current and future business worlds, which are characterized by change and demands for innovation. Topics include project initiation and planning, organizational structure, teamwork, leadership, resource planning and scheduling, project termination,
and quality and culture consideration. A variety of real cases are discussed, including service process re-engineering and development of new product/service, computer software, advertising program, and financial investment. Students are assigned a term project for a hands-on experience of project management.

Prerequisite: MGT 9700.

**ORGANIZATIONAL BEHAVIOR/HUMAN RESOURCE MANAGEMENT**

**9300 (PAF 9124) Management: A Behavioral Approach**
3 hours; 3 credits
Survey of major concepts, models, theories, and research from such social sciences as psychology, sociology, anthropology, and social psychology. Application of knowledge from behavioral sciences in traditional functional fields and in the area of organizational analysis. Analytical and conceptual in nature, the course focuses upon personal, interpersonal, and social-system aspects of human behavior in organizations.

Not open to students who have taken PSY 9788.
This course is cross-listed with PAF 9124 for Health Policy and Administration students only.

**9302 Developing Managerial Skills**
3 hours; 3 credits
This course builds on the conceptual material of MGT 9300 (Management: A Behavioral Approach). It focuses specifically on the development of cognitive and behavioral skills needed for managers to be effective. These skills include communicating effectively, gaining influence, working in teams, exercising leadership, making decisions, and managing stress and conflict. Instructional methods include diagnostic surveys, case analyses, simulations, role playing, team work, and other experiential exercises. As a practicum, this course teaches skills grounded in behavioral science theory and research, that are essential for a successful career in management.

Prerequisite: MGT 9300 or PSY 9788.

**9320 Organization Design and Behavior**
2 hours plus conference; 3 credits
Concepts of macro-organizational behavior are used to discuss effective organizational designs with regard to internal organizational processes (e.g., conflict, politics) and core dimensions of organizational environments. Theoretical concepts are applied to real situations. The major focus is on an analysis of the interdependencies within organizational environments. Research papers and cases help in assessing various techniques available to predict interactions among environmental units and their impact on macro-organizational structures.

Prerequisite: MGT 9300 or PSY 9788.

**9330 Leadership and Managerial Effectiveness**
2 hours plus conference; 3 credits
Analysis of the determinants of managerial effectiveness, with emphasis on managerial behavior and the interpersonal environment, using concepts and research results from the social sciences. Topics include leadership, communication, reward systems, performance evaluation, and their relation to job satisfaction and organizational effectiveness.

Prerequisite: MGT 9300 or PSY 9788.

**9340 Organizational Development**
2 hours plus conference; 3 credits
Study of the “planning and management of change” within organizations, with special attention to the source of pressures and resistance to change in groups and organizations. This is an experiential course in the exploration and discovery of the nature of individuals and small groups: identity, process, role behavior, communications, and conflict management. It includes concepts and exercises in change agent functions and team building.

Prerequisite: MGT 9300 or PSY 9788.

**9350 (HCA 9350) Organizational Analysis in Health Care**
3 hours; 3 credits
Examination of factors critical to the policy-making process in health institutions and agencies. Frameworks of the political process, such as general systems theory and incrementalism, are considered, as well as more specific modes of decision making and resource allocation processes from various disciplines. Models are studied both for their theoretical significance and for their strategic and tactical applicability.

Prerequisites: BUS 9100, MGT 9300, permission of the Department of Management and Health Care Administration Program.

**9390 Seminar in Human Resource Management and Labor Relations**
2 hours plus conference; 3 credits
Topics of a specialized nature in the area of human resource management and labor relations. Current literature will be reviewed and evaluated for its theoretical value and implication for practical application.

Prerequisite: MGT 9400 or permission of instructor.

**9400 Human Resource Management**
2 hours plus conference; 3 credits
Analysis of the challenges and conflicts inherent in building a work force and managing personnel. The course examines all levels in the hierarchy and the ramifications of policy formulation, recruitment and selection, training and development, wage and salary administration, morale, absenteeism, turnover, and union-management relations.

Prerequisite: MGT 9300 or PSY 9788.
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<tr>
<th>Course Code</th>
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<th>Description</th>
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<tbody>
<tr>
<td>9410</td>
<td>Problems in Human Resource Management</td>
<td>3</td>
<td>Relationship between the macro view and micro view of human resources. Changes in the labor market and their impact on the firm's decision making regarding human resources are considered. Pre-requisite: MGT 9400 or equivalent.</td>
</tr>
<tr>
<td>9420</td>
<td>Management of Compensation</td>
<td>3</td>
<td>Presentation of the theories and techniques used in the management of compensation. Both the behavioral and economic approaches to wage and salary administration are examined. Topics include the importance of pay, pay structure, pay systems, individual pay determination, and pay forms. Pre-requisite: MGT 9400 or equivalent.</td>
</tr>
<tr>
<td>9460</td>
<td>Labor Relations</td>
<td>3</td>
<td>Examination of collective bargaining activities as an ongoing process, including the goals of labor and the interdependence of unions and management. The course analyzes union growth, pertinent legislation, unionization trends in various sectors of public and private employment, rights of the parties, contract negotiation and administration, grievance machinery, and third-party involvement.</td>
</tr>
<tr>
<td>9465 (PAF 9510)</td>
<td>Collective Bargaining</td>
<td>3</td>
<td>This course is an introduction to the collective bargaining process, examining historical, economic, legal, psychological, sociological/cultural, and tactical perspectives. Building on a review of the legal framework for collective bargaining, students analyze actual current collective bargaining agreements from their places of employment. (For students unable to obtain a copy of a collective bargaining agreement [CBA], one will be furnished for class use.) Students, assigned as “duty officers” on a rotating basis, provide brief reports to the class regarding a current labor-relations issue or collective bargaining development of interest. In addition to a comprehensive final examination, a negotiation project will be submitted. Prerequisites: MGT 9400 or equivalent and MGT 9460 or equivalent, or permission of the instructor.</td>
</tr>
<tr>
<td>9470</td>
<td>Employee Development and Training</td>
<td>3</td>
<td>Examination of the process of developing an organization's human resources in order to meet current and future needs. The role of training in management development and specific skill acquisition is emphasized, with regard to needs assessment, program development, techniques, and evaluation. Pre-requisite: MGT 9400.</td>
</tr>
<tr>
<td>9480</td>
<td>Dispute Resolution</td>
<td>3</td>
<td>Examination of voluntary and nonjudicial dispute resolution procedures operative in a business environment. A comprehensive analysis of the conceptual and strategic dimensions of major dispute resolution systems: collective bargaining, mediation, and arbitration. Pre-requisite: MGT 9400.</td>
</tr>
<tr>
<td>9490</td>
<td>International Human Resource Management</td>
<td>3</td>
<td>Presentation of strategies, policies, and practices employed in the management of the international work force. International aspects of traditional human resource management, such as staffing, development, evaluation, compensation, and labor relations, will be examined. In addition, topics more specifically related to multinational corporations, such as the diversity of the MNC's work force and the various groups of employees involved, social and cultural aspects of international assignments, and the specific ethical dilemmas faced by the MNC's, will be examined and analyzed in detail. Prerequisites: MGT 9400 or departmental permission, one international course. This course will be offered if there is sufficient demand.</td>
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**STRATEGIC MANAGEMENT**

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<tr>
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</tr>
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<tbody>
<tr>
<td>9610</td>
<td>Dynamics of Competition, Industry Structure,</td>
<td>3</td>
<td>The purpose of this course is to develop an understanding of the situation wherein the ability of a firm to create a viable strategy is largely circumscribed by the intensity of competition in the external business environment and the industry structure that forces a firm to define its position. We will also study the dynamics of competition in emergent, growth, maturing, and global industries through a series of case studies. Pre- or corequisite: BUS 9200.</td>
</tr>
<tr>
<td>9615</td>
<td>Strategy Formulation and Implementation</td>
<td>3</td>
<td>The purpose of this course is to provide students with an understanding of how firms formulate and implement corporate and business strategies. It will deal with the internal decision-making processes that affect the strategic choices of firms and the general approaches to implementation, including organizational structural factors and the role of top management. Special attention will be given to cooperative strategies (as in strategic alliances), in addition to the traditional competitive strategies, with particular attention to the global context. Pre- or corequisite: BUS 9200.</td>
</tr>
</tbody>
</table>
9870  INTERNATIONAL COMPARATIVE MANAGEMENT
3 hours; 3 credits
Comparison of managerial goals, structures, functions, processes, and behavior in different national environments. Topics covered include multiculturalism as it relates to the multinational organization; country-specific comparative advantages and disadvantages; global product versus multi-domestic corporate strategy; comparison of structural options; selection, promotion, and training practices with regard to cross-cultural, intracultural, and interpersonal differences; historical and contemporary political and civil freedoms; commercial enterprise organization, infrastructure, and national or regional competitive opportunities; managerial values, attitudes, and behaviors within specific host countries; and exportable managerial practices vis-à-vis accommodation to national and ethnocentric managerial practices.

RESEARCH SEMINAR

99002  RESEARCH SEMINAR
2 hours plus conference; 3 credits
The Department of Management offers a special section of MGT 99002 for Executive MSILR students.

The following courses will be offered from time to time. The Department of Management is unable to predict the frequency with which these courses will be offered.

9310 MANAGEMENT AND ORGANIZATION THEORY
9360 THE MANAGEMENT OF PRODUCTIVITY IN WORK ORGANIZATIONS
9370 RESEARCH METHODOLOGY IN ORGANIZATION
9430 MANAGERIAL CAREERS AND INTERPERSONAL RELATIONS
9450 OCCUPATIONS AND PROFESSIONS
9510 APPLICATIONS OF MANAGEMENT SCIENCE
9520 MANAGEMENT PLANNING AND CONTROL SYSTEMS
9530 OPERATIONAL PLANNING SYSTEMS AND CONTROL
9590 SEMINAR IN MANAGEMENT SCIENCE
9750 MATERIALS MANAGEMENT
9760 FACILITIES MANAGEMENT
9790 (STA 9790) (HCA 9790) QUALITY ASSURANCE
9810 CONCEPTUAL FOUNDATIONS OF BUSINESS
9820 MANAGEMENT AND UNIONS IN A CHANGING SOCIETY
9880 INTERNATIONAL BUSINESS STRATEGY
9890 MANAGEMENT SYSTEMS: A SYNTHESE
99301 RESEARCH METHODOLOGY (THESIS I)
99302 THESIS (THESIS II)
DEPARTMENT OF MARKETING

THE FACULTY

Chair: Gary Soldow

Professors: Kapil Bawa, Jean Boddeywn, Mark L. Chadwin, Stephen Gould, J. David Lichtenthal, David Rachman, Leon Schiffman, Steven Schnaars, Gary Soldow, Gloria Penn Thomas, Yoshihiro Tsurumi

Associate Professors: Lauren Block, Eleanora Curlo, Robert Ducoffe, Nermin Eyuboglu, Charles Gengler, Andreas Grein, Myung-Soo Lee, Barry N. Rosen, Hirokazu Takada

Assistant Professors: Robert Chamblee, James Coyle, Jack Lee, Clifford Wymbs, Lilia Ziamou

DEPARTMENT AND PROGRAM INFORMATION

The Department of Marketing (MKT) offers graduate programs leading to the degrees of Master of Business Administration and Master of Science in marketing. Three different areas of subspecialization are offered in the MBA program to meet the specific career orientations of students interested in advertising, international marketing, and marketing management. The number and variety of courses within each subspecialization probably exceed the total number of marketing courses offered in most marketing departments in other graduate schools of business. Students are encouraged to meet with a faculty advisor in their specialization early in their graduate careers to plan a program of study that closely reflects their specialized interests, preparing them to begin or advance a career in the field of their choice.

COURSE DESCRIPTIONS

9701 Advertising and Marketing Communications
3 hours; 3 credits
This course will provide a comprehensive understanding of the rapidly changing field of advertising and promotion from an integrated marketing communications perspective. The focus will be on how the various elements of an organization's promotional mix are combined to develop a total marketing communications program that sends a consistent message to customers. Those elements of the promotional mix will include advertising, direct and interactive marketing, use of the Internet and new media, public relations, trade promotion, and consumer promotion.
Pre- or corequisite: MKT9703.

9702 Marketing Research
2 hours plus conference; 3 credits
Exploration of the development of market research studies through the setting of objectives, the design of surveys and other information-gathering techniques, the collection of data, the interpretation of findings, and the preparation and presentation of research reports.
Prerequisites: MKT9703; STA 8000 or equivalent.

9703 Marketing Management
3 hours; 3 credits
Examination of the nature and fundamentals of marketing management. The course focuses on the development of a marketing plan and the functional tools available to the marketing manager to implement the plan. It draws specific attention to the planning, organizing, directing, and controlling of the marketing function.

9711 Market Forecasting
2 hours plus conference; 3 credits
Examination and evaluation of available methodology for estimating the dimensions and potentials of markets to be used in company sales forecasts. The extent of industry use, technical trends, and future possibilities are also examined.
Pre- or corequisite: MKT9702.

9712 Qualitative Problems in Marketing Research
2 hours plus conference; 3 credits
Nonquantitative techniques in marketing research. Case histories will be studied as a background for projects to be developed by students.
Pre- or corequisite: MKT9702.
This course will be offered if there is sufficient demand.

9714 Sales Management
2 hours plus conference; 3 credits
Analysis of managerial decisions critical to sales force management and operation, including such topics as personnel recruitment, selection, training, and motivation; sales compensation; and account and territory development. Emphasis is given to planning, forecasting, developing sales budgets and quotas, and controlling and measuring sales performance.
Pre- or corequisite: MKT9703.
<table>
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<th>Prerequisites/Co-requisites</th>
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<tbody>
<tr>
<td>9715</td>
<td><strong>Current Issues in Marketing</strong></td>
<td>3</td>
<td>Seminar focusing on current marketing issues, such as environmental marketing; social responsibility in marketing; political marketing; ethical aspects of selling, advertising, and marketing research; and the role of government regulation. Prerequisite: MKT9703.</td>
</tr>
<tr>
<td>9716</td>
<td><strong>Consumer Behavior</strong></td>
<td>3</td>
<td>Examination of the psychological, economic, sociocultural, and decision-making influences on consumer behavior, including a discussion of consumer behavior applications to social marketing. Pre- or corequisite: MKT9703.</td>
</tr>
<tr>
<td>9725</td>
<td><strong>Advertising Copy Techniques</strong></td>
<td>3</td>
<td>Examination of contemporary copy strategies, methods, and trends in marketing communications. Emphasis is placed on the actual development, evaluation, and approval of advertisements. Other communications considered include sales promotion, packaging, product publicity, and public relations. Prerequisite: MKT9701.</td>
</tr>
<tr>
<td>9726</td>
<td><strong>Direct Marketing</strong></td>
<td>3</td>
<td>Analysis of the fast-multiplying forms of marketing that bypass or complement traditional retailing through direct mail, telemarketing, and other forms of direct-response marketing. Problems of managing this technique and integrating it into broader marketing strategies are examined through various case analyses. Privacy issues connected with direct marketing are also examined. Prerequisite: MKT9703; corequisite: MKT9703 with departmental permission.</td>
</tr>
<tr>
<td>9727</td>
<td><strong>Advertising Management and Strategy</strong></td>
<td>3</td>
<td>Examination of the development and implementation of advertising strategies and campaigns for both products and services from the perspectives of both the advertising agency and the advertiser. Includes the selection and use of advertising agencies and related service organizations and the administration of advertising departments and agencies. Prerequisite: MKT9701.</td>
</tr>
<tr>
<td>9728</td>
<td><strong>Media Planning and Analysis</strong></td>
<td>3</td>
<td>Advanced managerial and analytical treatment of the media planning and decision process. The course includes the role of media considerations in advertising, marketing, and business planning; media strategy (planning, buying, and research); and media effectiveness evaluation, information systems, computer models, and control systems. Recent developments and problems in media research are given special attention. Prerequisite: MKT9701.</td>
</tr>
<tr>
<td>9729</td>
<td><strong>Retail Management</strong></td>
<td>3</td>
<td>Examination of the variety of retail organizations in the marketplace today, from the traditional department store to off-price and discount stores, direct marketing, and TV shopping. The course focuses on the organization, management, and operating problems of all types of retail firms. Prerequisite: MKT9703; corequisite: MKT9703 with departmental permission.</td>
</tr>
<tr>
<td>9730</td>
<td><strong>Channels of Distribution</strong></td>
<td>3</td>
<td>Examination of the various channels of distribution through which goods flow from manufacturer to final user, including distributors, wholesalers, retailers, brokers, manufacturers’ representatives, sales agents, and others. The course examines the effects of channel decisions on other components of the marketing mix (i.e., pricing and product decisions, promotion, and target consumers). Prerequisite: MKT9703; corequisite: MKT9703 with departmental permission.</td>
</tr>
<tr>
<td>9750</td>
<td><strong>Marketing Strategy</strong></td>
<td>3</td>
<td>Examination of marketing strategy as a tool for optimizing short-term and long-term organizational goals in the dynamic global marketing environment through an analysis of real-world cases. Lectures and text readings provide the basis for translating the cases into marketing strategy concepts. Prerequisite: MKT9703.</td>
</tr>
<tr>
<td>9751</td>
<td><strong>Practicum—New Product Planning and Development</strong></td>
<td>3</td>
<td>Comprehensive presentation of the techniques of product planning and development, including a team approach to product idea generation, concept development, technical and economic screening, and product concept testing and commercialization, including the development of business and marketing plans. Prerequisite: MKT9702 or 9720.</td>
</tr>
<tr>
<td>9753</td>
<td><strong>Analytical Models for Marketing Managers</strong></td>
<td>3</td>
<td>Analysis of marketing management decisions in the areas of pricing, advertising, sales force management, new product development, brand share, and research strategy through the use of quantitative models. Prerequisite: MKT9702.</td>
</tr>
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</table>
9754  Computer Applications for Marketing Managers  
2 hours plus conference; 3 credits  
Current applications of computers in marketing. The objective of the course is to familiarize students with these applications and to provide experience in making decisions about optimizing such applications. Methods of instruction include analysis and discussion of actual case studies and the use of commercial and Baruch College–developed computer programs.  
Prerequisites: MKT 9703 and CIS 9000, or departmental permission.

9756  Business Marketing Management  
3 hours; 3 credits  
This course provides a comprehensive view of business marketing, which represents more than one-half of all dollar sales volume in the United States. It encompasses those marketing management activities whereby a supplier firm understands, creates, and delivers value to other businesses, resellers, institutions, and governments. Strategic alliances and relationship marketing provide context and backdrop to the specifics of purchasing, organizational buying behavior, and buyer-seller dyad. The tactical management of the marketing mix elements (product, pricing, placement, and promotion) and the associated decision making are viewed within these contexts as well. Emphasis will be on business marketing management strategies governing a variety of business services and industrial product markets. The course is conducted through lectures with class discussions, written analyses of case studies, and exposure to the range of professional literature available and how to use it for enhanced decision making.  
Prerequisite: MKT 9703.

9758  International Trade Operations  
3 hours plus conference; 3 credits  
Developing exports and imports in the context of changing international trade and investment relations. The following are examined, in particular: monitoring the domestic and foreign environments and making and implementing international sales and sourcing decisions in terms of product selection, risk minimization, choice of distribution channels and trade intermediaries, shipping terms and facilities, supporting documentation, necessary licenses, exchange and export-import controls, tax incentives, financing options, insurance, customs clearing, and other requirements. Students will prepare a complete import or export business plan.  
Prerequisite: IBS 9760 or ECO 9741.

9763  International Marketing and Global Business  
3 hours; 3 credits  
This course focuses on understanding (1) how information technology has created a fertile ground for the emergence of commerce on the Internet, (2) what institutional parameters are required to form an efficient market for commerce on the Internet to flourish, (3) how firms are using the new medium/market to reconstruct their value chain and create/sustain competitive advantage, and (4) how the new electronic medium will affect key international dimensions of trade, foreign direct investment, and alliance formation.  
Prerequisites: MKT 9703, CIS 9000.

9766  International Marketing Management  
2 hours plus conference; 3 credits  
Analysis of the development and integration of international marketing policies and strategies concerning product, price, promotion, channels, sales management, and research in light of environmental and company constraints and opportunities.  
Prerequisites: MKT 9703 and IBS 9760 or ECO 9741.

9774  International Logistics  
2 hours plus conference; 3 credits  
Analysis and evaluation of surface, water, and air intermodal transportation systems within the framework of a total distribution network. Trade-offs between transportation and the other components of the distribution system (warehousing, inventory control, communications, packaging, cargo handling) as well as with production and marketing are evaluated.  
Prerequisite: IBS 9760 or ECO 9741.

9780  Interactive Internet Marketing  
3 hours; 3 credits  
This course focuses on enabling students to analyze and develop sophisticated interactive marketing programs. The two main objectives are to introduce students to advertising and marketing theories and practices on the Internet and to give students the opportunity to apply this knowledge by developing a Web site for a client and to critique a variety of Web sites.  
Prerequisites: MKT 9764, CIS 9444.

9781 (MGT9866)  Internet and Small Business Entrepreneurship  
3 hours; 3 credits  
This course focuses on providing students with the requisite skills to understand and identify business creation opportunities associated with the Internet. Similar to the real-world business development process, this course is an eclectic combination of academic disciplines, including small business studies, entrepreneurship, marketing, finance, computer information systems, and political science. More specifically, we explore how the current revolution in computer and information technology has enabled small businesses to spring up overnight and engage in commerce around the world at the touch of a button.  
Prerequisites: CIS 9000, MGT 9860, MKT 9703.
The following courses will be offered from time to time. The Department of Marketing is unable to predict the frequency with which these courses will be offered.

9700 Sales Representation in American Business
9713 Organization and Administration of Marketing Research Operations
9717 Pricing Policy
9720 Advertising Research
9731 Contemporary Issues in Advertising
9732 Retail Management Strategy
9735 Managerial Problems in Retail Merchandising
9737 Retail Sales Promotional Techniques
9755 Business Buyer Behavior
9757 Business Marketing Research
9758 Services Marketing
9761 International Commodity Trading
9765 Comparative Marketing Systems
9770 International Transportation
9771 Intermodal Transportation and Containerization
9772 International Chartering
9773 International Travel and Tourism
THE FACULTY

Chair: Warren B. Gordon

Professors: Arthur Apter, Fred Buckley, Miriam Hausman, Jonathan Huntley, Bruce Jordan, Laurence Kirby, Carlos Julio Moreno, Alvany Rocha, Mark Sheingorn, David E. Tepper

Associate Professors: Jack R. Barone, Harry Bixler, Joseph E. Collison, Michael Gartenberg, Warren B. Gordon, Jakob Reich, Susan Schindler, Jack S. Shapiro, Beryl I. Shaw, Aaron Todd, Sherman Wong

Assistant Professors: C. Douglas Howard, Dan Stefanica

Lecturers: Alfred W. Friedland, Anna Jo Ruddel, Walter O. Wang

DEPARTMENT AND PROGRAM INFORMATION

It is the purpose of the Department of Mathematics (MTH) to assist the student in acquiring an understanding of those mathematical concepts and techniques that are fundamental to advanced study in business and administration. Every year, the need for quantitative background in economics, accounting, and the administrative sciences becomes more pronounced. The mathematics curriculum is carefully structured and continually studied and revised to meet that need.

The mathematics requirements for the different disciplines in the graduate division are listed elsewhere. However, where students are required to take both MTH 8001 and 8100, the department recommends that MTH 8100 be completed first. Furthermore, although these two courses have no formal prerequisites, it is assumed that a student has had some previous exposure to algebra at the level roughly equivalent to the Baruch College noncredit MTH 0010 to 0030 sequence.

COURSE DESCRIPTIONS

Credit for 8000-level courses does not count toward the master's degree. Students may have 8000-level mathematics courses waived by completing appropriate undergraduate coursework prior to entering Baruch College or by waiver examination. Courses at the 8000 level may not be used as elective credit in the Zicklin School of Business.

8001  CALCULUS FOR APPLICATIONS I
3 hours; 3 credits
Topics in calculus, including functions, rates of change, limits, differentiation, higher-order derivatives, differentials, maxima and minima, related rates, integration, and business application.

8005  ALGEBRA REFRESHER
1 hour; 1 credit
Review of the essentials of elementary and intermediate algebra. The course is organized as a series of workshops that serve as a guide to outside self-instruction. Topics to be discussed include algebraic notation, linear and quadratic equations and inequalities, Cartesian coordinates, graphing, straight lines and parabolas, systems of equations, polynomial and rational expressions, exponents and radicals, summation notation, and sequences and series. Course will be waived for students whose GMAT quantitative subscore is equivalent to a percentile rank of 50 or higher.

8007  MATHEMATICS FOR BUSINESS
3 hours; 3 credits
Systems of linear equations, vectors, matrices, sets and probability, conditional probability, Markov models, and methods of differential and integral calculus as applied to business and economic theory.
Prerequisite: MTH 0030 or equivalent.

8010  CALCULUS FOR APPLICATIONS II
3 hours; 3 credits
Techniques of integration, infinite series, and differential and integral calculus for functions of two or more variables with applications to optimization theory.
Prerequisite: MTH 8001.

8200  ESSENTIAL DISCRETE MATHEMATICS
3 hours; 3 credits
Fundamental mathematics topics relating to computer and information systems, including set operations and properties; logic, truth tables, and logical arguments; relations, equivalence classes, and quantifiers; exponential, logarithmic, and recursive functions; mathematical induction and elementary combinatorics; finite probability; graphs and digraphs, trees, binary trees, planarity, and connectivity; matrices and matrix operations; and matrix representation of graphs.
9703   **Matrix Methods for Applications**
3 hours; 3 credits
Quantitative and qualitative analysis of systems of linear algebraic equations: Gauss-Jordan reduction, matrix theory, and linear vector spaces; diagonalization of an \( n \times n \) matrix; and similarity, eigenvalues and eigenvectors, spectral theory for symmetric matrices, and diagonalization of quadratic forms with applications to principal component analysis.
*Prerequisite: MTH 8001.*

9704   **Finite Mathematics for Applications II**
3 hours; 3 credits
Further topics in finite mathematics.
*Prerequisite: MTH 8000.*
*This course will be offered if there is sufficient demand.*

9705   **Intermediate Calculus for Applications**
3 hours; 3 credits
Ordinary differential equations, Laplace transforms, elements of calculus of variations, and difference equations.
*Prerequisite: MTH 8010.*
*This course will be offered if there is sufficient demand.*

9706   **Theory of Functions of a Real Variable**
3 hours; 3 credits
Least upper bound axiom for reals, epsilon-delta proofs, continuity, differentiability, integration theory, infinite sequences and series, and functions of several variables.
*Prerequisite: MTH 9705.*
*This course will be offered if there is sufficient demand.*

The following courses will be offered from time to time. The Department of Mathematics is unable to predict the frequency with which these courses will be offered.

8040   **Elements of Finite Mathematics**
8050   **Elements of Calculus**
8100   **Introduction to Finite Mathematics**
DEPARTMENT OF PSYCHOLOGY

THE FACULTY

Chair: Richard Wiener


Associate Professors: Glenn Albright, Mindy Engle-Friedman, Jeffrey Golland, Nita L. Lutwak, Elizabeth M. Reis, Donna E. Thompson

Assistant Professors: Harold Goldstein, Kristin Sommer

Lecturer: Charles N. Jones

DEPARTMENT AND PROGRAM INFORMATION

The Department of Psychology (PSY) offers courses leading to the Master of Business Administration and Master of Science in industrial/organizational psychology.

The Master of Business Administration prepares students to assume roles in human resource management and in training and research in business and public organizations. The program emphasizes specialized course work within a general business framework. Many students continue for a PhD after completing the MBA degree. The Master of Science prepares students for research in the field and for future doctoral studies. Courses focus on psychology as it relates to industry and organizations and related areas. Students receive grounding in research by completing a research project resulting in a master’s thesis.

COURSE DESCRIPTIONS

INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY

9700 (U700) HISTORY OF PSYCHOLOGY

2 hours plus conference; 3 credits

Intensive analysis of the historical development of modern psychology. Topics include problems in theory construction, the development of early psychological systems, and recent developments in psychological theory.

9701 (U701) ADVANCED EXPERIMENTAL PSYCHOLOGY I

6 hours; 3 credits

Advanced course with special emphasis upon methodological problems within the following areas: social process, judgmental process, the learning process, concept formation, and problem solving. In addition, an original experimental project will be discussed, designed, and executed by the student.

Prerequisite: STA 9100.

9703 (U703) DESIGN OF PSYCHOLOGICAL RESEARCH

2 hours plus conference; 3 credits

Research methods in the behavioral sciences, their implementation, and the relationship of modern concepts of research design and measurement to a business framework.

9740 (U740) PERSONALITY

2 hours plus conference; 3 credits

Examination in detail of the systematic theoretical approaches to the understanding of personality. Special emphasis is placed upon the research findings in support of the various theoretical orientations. Such topics as the persistence and change of personality, biological factors, sociocultural influences, and the effects of early experience will be considered.

9746 (U746) SOCIAL PSYCHOLOGY

2 hours plus conference; 3 credits

Research and developments in the study of the basic psychological factors in social interaction, the social processes influencing the growth of the individual, and applied social psychology areas (e.g., ethnic relations, intergroup tensions).

9751 (U751) LEADERSHIP AND GROUP PROCESSES

2 hours plus conference; 3 credits

Methods and techniques utilized in the investigation of leadership and group dynamics. An analysis of face-to-face groups, intergroup friction, impact of the leader on the group, and attitude change techniques.

9753 (U753) ATTITUDE AND ATTITUDE CHANGE

2 hours plus conference; 3 credits

Study of attitudes, including origins, functions, and dimensions; forces influencing attitude change; and measurement of attitudes. Emphasis is on research evidence.

9760 (U760) PSYCHOMETRIC METHODS

2 hours plus conference; 3 credits

Analysis of measurement problems, including psychometric methods, scaling, principles, and techniques of test construction and test evaluation.

Prerequisite: STA 8000 or equivalent.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
<th>Credits</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>9772 (U772)</td>
<td><strong>Clinical Interviewing</strong></td>
<td>2 hours plus conference</td>
<td>3 credits</td>
<td>Course dealing primarily with the interviewing process and its implications and ramifications for selection and employment interviewing, employee counseling, depth interviewing, and referral interviewing for therapeutic purposes. Students will be given practice in interviewing.</td>
</tr>
<tr>
<td>9786 (U786B)</td>
<td><strong>Seminar in Contemporary Psychological Topics</strong></td>
<td>2 hours plus conference</td>
<td>3 credits</td>
<td>Intensive study of areas of current applied or theoretical concern. Examples of the topics that may be offered in different semesters include the psychology of prejudice, the psychology of urban problems, and community mental health. No topic is repeated more than once; the course topic will be announced during the preceding semester.</td>
</tr>
<tr>
<td>9788 (U788B)</td>
<td><strong>Psychological Processes in Organizations</strong></td>
<td>3 hours</td>
<td>3 credits</td>
<td>Presentation of the concepts, major theories, and research in the behavioral sciences that are relevant to understanding people's behavior at work. The course focuses on human behavior in business and other organizational settings at the individual, group, and systems levels. The course aims to enhance organizational effectiveness by providing knowledge of such psychological processes as motivation, learning, decision making, and stress in the workplace. Procedures will be used to develop critical thinking skills, understanding of diversity, and the psychological aspects of dealing with ethical issues. In addition to examining psychological research, the course uses experiential learning, group projects, and case studies. <em>Not open to students who have taken MGT 9300 or PAF 9124.</em></td>
</tr>
<tr>
<td>9789 (U789B)</td>
<td><strong>Seminar in Industrial/Organizational Psychology</strong></td>
<td>2 hours plus conference</td>
<td>3 credits</td>
<td>Seminar centering on the social context of industrial/organizational psychology, including an examination of current issues, controversies, and research on such topics as employee rights, labor-management relations, ethical problems, organizational corruption and white-collar crime, conflict resolution, and economic/social change and organizations. Implementation of a project, such as a survey research study, is required.</td>
</tr>
<tr>
<td>9790 (U790B)</td>
<td><strong>Psychological Impact of the Organization on the Individual</strong></td>
<td>3 hours</td>
<td>3 credits</td>
<td>Examination of the role of organization structure, job design, interpersonal relations, and other organizational processes on the incidence of role conflict, rigidity, stress, alienation, and various addictive behaviors. Emphasis is placed on situational determinants of personally maladaptive and organizational ineffective behaviors and on organizational intervention strategies.</td>
</tr>
<tr>
<td>9791 (U791)</td>
<td><strong>Introduction to Environmental Psychology</strong></td>
<td>2 hours plus conference</td>
<td>3 credits</td>
<td>Exploration of the psychological factors in the complex interaction of man and his environment. The course will consider research strategies and findings on the behavioral and attitudinal aspects of the design of living and working environments, urban transportation systems, urban ecology, safety engineering psychology, and psychological factors affecting environmental change.</td>
</tr>
<tr>
<td>9795</td>
<td><strong>Clinical Techniques in Industrial Psychology</strong></td>
<td>2 hours plus conference</td>
<td>3 credits</td>
<td>Intensive analysis and evaluation of problems in personality assessment, the validity of clinical methods, the prediction of potential, and the healthy personality. In addition, there is an emphasis on representative case studies for class evaluation.</td>
</tr>
<tr>
<td>9796 (U796B) (U773.01)</td>
<td><strong>Problems in Industrial Psychology I—Personnel Psychology</strong></td>
<td>2 hours plus conference</td>
<td>3 credits</td>
<td>Survey of the field of personnel psychology and personnel research, including such topics as job analysis, selection, employment testing, Equal Employment Opportunity issues, leadership in organizations, employee performance appraisal, job satisfaction, motivation, and performance. The focus is on the individual employee as the unit of study. <em>Corequisite: PSY 9703.</em></td>
</tr>
<tr>
<td>9797 (U797B) (U773.02)</td>
<td><strong>Problems in Industrial Psychology II—Organizational Psychology</strong></td>
<td>2 hours plus conference</td>
<td>3 credits</td>
<td>Survey of the field of organizational psychology/organizational behavior, including such topics as organizational theories; organizational effectiveness; role theory; organizational linking processes, such as power, authority, and leadership; conflict within organizations; changing organizations; and motivation and performance. The focus is on the organization and groups within as the units of study. <em>Corequisite: PSY 9703.</em></td>
</tr>
<tr>
<td>9799 (U799.02)</td>
<td><strong>Human Engineering</strong></td>
<td>2 hours plus conference</td>
<td>3 credits</td>
<td>Evaluation of human factors in man-machine relationships, with an emphasis on automation, systems analysis, displays, and adaptive problems to stress.</td>
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**Research Seminar Requirement**

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>99001</td>
<td><strong>Research Methodology in Design of Psychological Research (Seminar I)</strong></td>
<td>2 hours plus conference</td>
<td>3 credits</td>
<td>First course in the thesis alternative. <em>Prerequisite: Grad 4 status.</em></td>
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</tbody>
</table>
99002 Research Seminar in Evaluation of Psychological Research (Seminar II)
2 hours plus conference; 3 credits
Critical evaluation of research literature in a selected field of psychology. Emphasis will be given to the development, undertaking, and evaluation of independent projects. 
Prerequisite: Research Methodology 99001 or 99301 (with permission of thesis advisor and department chair).

Thesis Requirement

99301 Research Methodology (Thesis I)
Conference hours to be arranged; 3 credits
Designed primarily to assist students engaged in meeting the thesis requirements for the master's degree. Each candidate will begin the preparation of a thesis under the guidance of a faculty advisor. Open only to graduate students who have been accepted as candidates for the degree.
Prerequisite: Grad 4 status.

99302 Thesis (Thesis II)
Conference hours to be arranged; 3 credits
Open only to those who have successfully completed Research Methodology or PSY 99001 (with the approval of the thesis advisor and the department chair). A continuation of Research Methodology, designed primarily to assist students engaged in meeting the thesis requirements for the master's degree. Each candidate will complete a thesis under the guidance of a faculty advisor.
Prerequisite: Research Methodology 99301 or 99001 (with permission of thesis advisor and department chair).

The following courses will be offered from time to time. The Department of Psychology is unable to predict the frequency with which these courses will be offered.
9708 Psychology Proseminar I
9709 Psychology Proseminar II
9780 Survey in Experimental Methods
9792 Psychology and Urban Problems
9793 Psychology of Consumer Motivation
9794 Psychological Study of Political Behavior
THE FACULTY

Professors: Stan Altman, Neil Bennett, Sidney Bergquist, David S. Birdsell, David Bresnick, Joel Douglas, John Goering, James F. Guyot, Robert J. Kaestner, Sanders D. Korenman, Frederick S. Lane, John McGarraghy, Jerry Mitchel, Douglas Muzzio, E.S. Savas, Carroll Seron, Shoshanna Sofaer, Neil Sullivan

Associate Professors: Marcellus Andrews (visiting), Nancy Aries, Lewis Friedman, Gregg Van Ryzin, Lynne Weikart

Assistant Professors: Diane Gibson, Thomas Main, Christopher Mazzeo, Andrew Parker, Sarah Sayeed, Sandra Stein, Daniel Williams

PROGRAM INFORMATION

The School of Public Affairs (SPA) offers courses leading to the degree of Master of Public Administration. The MPA program is designed to prepare students from a variety of academic and professional backgrounds to excel in careers in the public, nonprofit, and private sectors. Full- and part-time MPA students may choose to tailor their program to focus on one of four specializations: public management, nonprofit administration, policy analysis and evaluation, and health care policy.

COURSE DESCRIPTIONS

9010 Ethics and Public Decision Making
3 hours; 3 credits
This course concerns the relationship of ethics and public service. Those in public service face a broad array of ethical problems and dilemmas ranging from simple matters of public trust through the application of ethical reasoning in policymaking. The course examines the limits of self-interest in public service, the differing ethical concerns of elective and appointive officials, the conflict between responsibility to hierarchical authority and personal conceptions of the right, bureaucratic responsibility for the ethical content of public policies, and the possibility of necessary evil. A significant portion of this course focuses on ethical theories that may help resolve these dilemmas.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9050 (STA 9050) Statistical Analysis in Health Care Administration
3 hours; 3 credits
The fundamental statistical tools and concepts needed by health care administrators. Topics include proper tabular and chart presentation, interpretation of descriptive measures, applications of probability and the normal distribution, confidence interval estimation, testing for differences between means and between proportions, the one-way ANOVA with multiple comparisons, and simple linear regression models. Discussions on ethical issues will be presented, and statistical software packages will be used throughout the course.
Open to all MPA students in health policy and administration; others with permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9100 Introduction to Public Affairs
3 hours; 3 credits
Systematic study of the institutions Americans have developed to pursue the public interest: government, markets, nonprofit organizations, and the family. Overview of political economy, institutions, and culture; the policy process; and the role of values and ethics.

9102 Selected Topics in Advanced Analytical Methods
3 hours; 3 credits
Advanced analytical methods utilized in policy analysis and evaluation. Topics will vary from offering to offering and can include demographic analysis, qualitative methods, econometrics, forecasting, or public opinion polling.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services.
Since the topic will vary from offering to offering, students are permitted to repeat this course when topics are distinctly different.

9103 Communication in Public Settings
3 hours; 3 credits
Introduces students to communication in public settings and provides extensive opportunities for practice with basic written and oral forms. Interrelationships among communicative activities and organizational goals are examined. Internal and external messages are given equal weight. Argumentative structures necessary for constructing sound policy and persuasive techniques relevant to funding, regulation, clients, and public constituencies are considered. Topics vary somewhat from semester to semester depend-
ing on the instructor’s and students’ interests. The course follows a workshop/laboratory format, with intensive attention to student work as a fulcrum for the application of theory and refinement of skills.

9105 Public Sector Financial Management
2 hours plus conference; 3 credits
Examination of the administration of the financial function in government. The course covers procedures of managing government funds at the national, state, and local levels. Topics include accounting principles, organization of financial offices, cash management, debt administration, financial reporting, and auditing.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.
Students interested in this course should see an academic advisor.

9106 (ACC 9101) Accounting and Auditing in the Public Sector
3 hours; 3 credits
Introduction to the principles and techniques of accounting and auditing in the public sector (for the non-accountant). Current issues and trends, as well as suggested reforms, are discussed.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.
Students interested in this course should see an academic advisor.

9108 (COM 9108) Communication and Information Technology
3 hours; 3 credits
The course covers the nexus of communication and information management. Students learn how to develop, disseminate, and control information in public and nonprofit organizations, paying particular attention to the opportunities and demands posed by emerging technologies, such as the World Wide Web.
Prerequisite: PAF 9103.

9109 Government Contracting
3 hours; 3 credits
Review of the principles and practices of government contracting and analysis of the major types of government contracts. Administration and management problems of the government procurement function are identified and analyzed. Major policy questions, including societal implications of large-scale government contracting, are explored.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9111 American Public Law and the Administrative State
3 hours; 3 credits
Introduction to the American legal system and its role in the development and control of the modern administrative state. The course also emphasizes the legal context within which public and nonprofit agencies operate.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.
Students interested in this course should see an academic advisor.

9112 (LAW 9741) Administrative Law and Regulation
3 hours; 3 credits
Study of the legislative and judicial control of the administrative process, its effect upon administrative efficiency and individual rights, and the requirements of procedural due process. Stress is placed on the application of these controls in regulatory environments.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9114 Chief Executive in American Governments
3 hours; 3 credits
Examination of the organization, functions, and operations of chief executive institutions in national, state, and local jurisdictions. Emphasis is placed on the role of the president, governors, mayors, and their top-level appointees in the management of government.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9116 Intergovernmental Relations
3 hours; 3 credits
Analysis of the vertical and horizontal relations among American governmental jurisdictions. The course focuses on the theory and history of American federalism and its emergence into an intergovernmental system. Emphasis is placed on the changing nature of constitutional, fiscal, and nonfiscal relationships.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.
Students interested in this course should see an academic advisor.

9117 Public Personnel and Human Resource Management
3 hours; 3 credits
Analysis of problems and issues dealing with public-sector personnel. Topics covered include selection, training, employee evaluation, and promotion policies and practices. Managerial, legal, and political aspects of human resource management are also considered.
Prerequisites: Completion of introductory sequence in MPA curriculum and departmental permission.
9118 (LAW 9762)   Labor Relations in the Public Sector
3 hours; 3 credits
Development and growth of public employee unionism. Topics covered include collective bargaining laws and procedures, government organization of labor relations, the dynamics of the bargaining process, the impact of collective bargaining on civil service systems, and current trends in public-sector collective bargaining.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.
Students interested in this course should see an academic advisor.

9119 Organization Theory
3 hours; 3 credits
Study and application of theories of organization, with special emphasis on public organizations. Topics include bureaucracy and the nature of organizations, organization environment, interface, organization goals, authority and power in organizations, communications, participation, and problems of alienation.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9120 Managing Organizations in the Public and Not-for-Profit Sectors
3 hours; 3 credits
Fundamental concepts and techniques for managing government and not-for-profit agencies, including schools. This course focuses on structural models; individual behavior, including group dynamics and leadership; and political and cultural frameworks. Questions of effectiveness, responsibility, and professional relations are considered.
Open to all SPA students; others with permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9121 Systems Management in the Public Sector
3 hours; 3 credits
Examination of application of project management, systems analysis, PERT, CPM, and other systems management approaches to public-sector programs. Analysis of use of systems management in national, state, local, and nonprofit agencies, as well as comparisons with their use in private-sector organizations and in other countries. Focus on whether these techniques are applicable to urban and related programs.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9122 Applying Technology in Public Administration
3 hours; 3 credits
Exploration of the uses of science and technology in the administration of public agencies. The course considers adoption of concepts and methods of science and technology in public-sector contexts as well as application of specific technologies (e.g., satellite technology). Also considered are the impact of technological innovations on public management (e.g., teleconferencing, robotics) and the impact of science and technology on society.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9123 Program Evaluation
3 hours; 3 credits
Examination of the process and techniques of program evaluation and the assessment of effectiveness of public-sector policies. Various performance assessment criteria, problems of evaluation research, and the politics of program evaluation are reviewed.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.
Students interested in this course should see an academic advisor.

9124 (MGT9300)   Management: A Behavioral Approach
3 hours; 3 credits
Survey of major concepts, models, theories, and research from social sciences such as psychology, sociology, anthropology, and social psychology. Application of knowledge from behavioral sciences in traditional functional fields and in the area of organizational analysis. Analytical and conceptual in nature, the course focuses upon personal, interpersonal, and social-system aspects of human behavior in organizations.
Open to all SPA students; others with permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs. This course is cross-listed with MGT 9300 for health policy and administration students only. Not open to students who have taken PSY 9788 and MGT 9300.

9130 Economic Analysis and Public Policy
3 hours; 3 credits
Introduction to concepts and analytic tools necessary to economic examination of individual and firm behavior; analysis of causes and consequences of public-sector intervention in the economy.
Open to all MPA students; others with permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs. Not open to students who have completed ECO 9705 or equivalent or PAF 9760.

9132 Governing New York City
3 hours; 3 credits
Examination of the structure and dynamics of New York City government, with special emphasis on the development and delivery of city services.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.
9133 Economics of the Public Sector and Public Finance  
3 hours; 3 credits  
This course assesses the role of government in the modern economy. The course examines the reasons for government intervention in the economy, consequences of that intervention, and issues pertaining to the public financing of those interventions. An important part of this class is the study of public finance, tax incidence, and fiscal federalism. The course has two main goals: to build and refine skills of microeconomics policy analysis and, more important, to apply these skills to contemporary policy problems.  
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9136 Urban Economic Development  
3 hours; 3 credits  
This course introduces students to the major features of the field of urban economic development. The course reviews the principles by which economic activity is organized in an urban setting, focuses on methods of analyzing the existing economic structure of a community, and examines examples of successful business development, human resource development, community-based employment, and physical development programs.

9137 Telecommunications Policy  
3 hours; 3 credits  
This course focuses on the communications industry and government regulation. It examines policy issues, including growth of conglomerates, the impact of computers and the Internet, the scope and impact of the digital revolution, new technologies in wired and wireless transmission, allocating the spectrum, and the future of the electronic highway.

9138 Urban Services Delivery  
3 hours; 3 credits  
Review of the principles and problems in the design and evaluation of urban service delivery. Service areas covered include fire services, police services, health care and social services, waste disposal services, and justice system services.  
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9139 (COM 9139) Communication Strategy  
3 hours; 3 credits  
This course builds on PAF 9103, emphasizing strategic issues in communication. Students focus on the management of institutional communication rather than the basics of message design. The goal is to provide public managers with theoretical and practical tools to integrate communicative considerations into institutional decision making. The course will cover the basics of negotiation, consensus building, media selection, and thematic strategy. Students will learn why an organization needs a communication strategy and how to develop one; how to coordinate messages across a diverse array of policy programs and media; how to research public audiences; basic negotiation skills; consensus building strategies; the principles behind and components of an organizational communication audit; how to identify legal and institutional constraints on messages; and how to understand the relationship between information and communication.  
Prerequisite: PAF 9103.

9140 Budgeting, Accounting, and Financial Analysis  
3 hours; 3 credits  
Introduction to government budgeting, accounting, and financial analysis. Overview of the context of budgeting in the government decision process and analysis of the fiscal cycle through budget development, implementation, and review. Incorporates basic accounting concepts and information presentation and retrieval skills.  
Spreadsheet knowledge strongly recommended.

9145 Social Welfare Policy  
3 hours; 3 credits  
This is a course about the poor and anti-poverty programs in the United States. It focuses on measurement, extent, and distribution of poverty; causes of poverty; trade-offs faced by policymakers in reducing poverty and economic insecurity; and issues relating to the American underclass.  
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9150 The Social Context of the Nonprofit Sector  
3 hours; 3 credits  
Historical and contemporary perspectives on nonprofit organizations and the nonprofit sector in the United States. The course emphasizes the size, scope, and functions of the nonprofit sector as they have evolved, with particular emphasis on relations with the public and business sectors and current issues affecting the environment in which nonprofit organizations operate.  
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9151 Administration of Not-for-Profit and Voluntary Agencies  
3 hours; 3 credits  
Study of management techniques and strategies applicable in nonprofit agencies. Topics include agency interaction with governmental and political institutions, planning and control systems, the role of the governing board, and the role of the executive director. Special attention is paid to the needs of community service/social welfare and cultural/arts organizations.  
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.
9152 Fund Raising and Grants Administration in Not-for-Profit and Voluntary Organizations
3 hours; 3 credits
Examination of the strategies and techniques for acquiring voluntary and governmental support for local nonprofit agencies. The course focuses on the role that fund raising plays in the economics of the nonprofit organization and its relationship with government agencies, foundations, and other donor/granting institutions.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9153 Budgeting and Finance for Nonprofits
3 hours; 3 credits
This course is for students whose career path is the nonprofit world and who aspire to hold senior-level positions in nonprofits. The course provides the tools for budgeting in a nonprofit and the tools of financial analysis and managerial control, as they are currently practiced in nonprofit organizations.

*9159 Privatization
3 hours; 3 credits
Privatization, a major component of "reinventing government," is a powerful method for improving the performance of governments that is being adopted throughout the world. The course covers the theory and practice of privatization and the opportunities, limitations, and implementation obstacles, offering pragmatic examples.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9160 Public Management
3 hours; 3 credits
Advanced studies in the effective management of public-sector and nonprofit organizations. The course focuses on the tools and techniques for agency direction and control. Topics covered include decision theory, planning, and control strategies for program implementation; techniques for monitoring and evaluating agency, group, and individual performance; labor relations; information systems; productivity analysis; and contracting.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9161 Business and Public Policy Formulation
3 hours; 3 credits
Analysis of the interrelations between business and governmental policymaking. The focus is on the role played by business interests in specific policy arenas (e.g., defense, energy, trade) as well as the general policy environment.
Prerequisite: BUS 9100 or PAF 9100.
Students interested in this course should see an academic advisor.

9162 Bureaucracy, Business, and Politics
3 hours; 3 credits
Examination of the relations between business and government agencies. Stress is placed on strategies of control and influence in the relationships.
Prerequisite: BUS 9100 or PAF 9100.

9167 (EDU 9330) The Administration of Higher Education
3 hours; 3 credits
Examination of colleges and universities as unique organizations. The course provides an introduction to higher-education governance, focusing on the participants, processes, and problems in institutional decision making.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9168 (EDU 9332) Information Systems in Higher Education Administration
3 hours; 3 credits
Study of the concepts of information systems in institutions of higher education, focusing on the analytical and managerial tools available to the school, college, university, and university system.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9170 Research and Analysis I
3 hours; 3 credits
This course is the first in a two-course sequence that provides an introduction to research and analytical methods as applied to public policy and management. Students will develop expertise as consumers of research findings and learn methods for designing and conducting research. Learning is pragmatic and includes the use of illustrative cases, hands-on practice with computers, and team projects and presentations. Topics include the conceptual foundations of research, basic elements of research design, quantitative and qualitative methods of analysis, measurement, accessing and managing data with computers, graphical and numerical summaries of data, normal distributions, correlation and simple regression, and cross-tabulation.
Open to all students who have not taken PAF 9317.

9171 Human Services Administration
3 hours; 3 credits
Examination of management approaches and perspectives relevant to client-centered, public organizations (e.g., social services, health care services, employment and training programs, corrections). Special attention is given to

*Subject to approval of the Board of Trustees.
Students interested in this course should see an academic advisor.

Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9172 Research and Analysis II
3 hours; 3 credits
This course is the second in a two-course sequence that provides an introduction to research and analytical methods as applied to public policy and management. Students will develop expertise as consumers of research findings and learn methods for designing and conducting research. Learning is pragmatic and includes the use of illustrative cases, hands-on practice with computers, and team projects and presentations. Topics in this second course include sampling, experiments and quasi-experiments, probability and sampling distributions, confidence intervals, hypothesis tests, and inference for regression.
Prerequisite: Open to all students who have completed PAF 9170 or PAF 9317; others with permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs. Not open to students who have completed STA 9172.

9173 Program Auditing and Performance Measurement
3 hours; 3 credits
This course extends the student's knowledge of financially related decision-making techniques. It provides the student with an understanding of management auditing, program auditing, and performance measurement. Key concepts include economy, efficiency, and effectiveness. From the retrospective perspective, it examines how to determine whether a program has used its resources effectively and efficiently. From a concurrent perspective, it looks at what should be monitored and how. Prospectively, it examines how to prepare an organization for performance measurement and auditing. From a holistic view, it examines the decision to measure, monitor, and examine performance.
Prerequisites: PAF 9140, PAF 9170, and PAF 9172 or STA 9172.

9175 Human Resources Policy
3 hours; 3 credits
Analysis of government policies aimed at altering income levels and life opportunities of individuals. Issues are chosen from the human services area (e.g., education, disability programs, employment, and training).
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.
Students interested in this course should see an academic advisor.

9180 Policy Analysis
3 hours; 3 credits
Overview of the use of analytic techniques in solving public-sector problems and designing government programs. Topics include agenda setting, approaches to problem solving, the role of values in policymaking and policy analysis, policy-relevant data collection and analysis, principles of benefit-cost analysis, techniques of policy analysis (e.g., queuing, simulations, formal modeling), strategies for policy adoption and implementation, and the politics of policy analysis.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9182 Development Administration
3 hours; 3 credits
Introduction to the social, economic, political, and technological constraints, requisites, and institutions used in development programs both national and transnational.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9190 Capstone Seminar
3 hours; 3 credits
Advanced seminar in contemporary issues in public-sector or not-for-profit administration. Emphasis is placed on application of students' knowledge and skills to specific problems in their work organization.
Prerequisite: Grad 4 status in MPA program.

9191 Preservice Internship
20 hours per week/14 weeks or 35 hours per week/8 weeks; 3 credits
Intensive administrative internship in a governmental or nonprofit agency. A pass or no-credit grade is assigned. Not open to students who have completed PAF 9195.
Prerequisite: Grad 8 status; open to MPA students in the NURF Program or with permission of a faculty advisor and the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9192 Urban/Rural Fellowship
40 hours per week; 6 credits
Full-time internship program for students associated with the National Urban/Rural Fellows Program.
Prerequisite: Permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9195 Internship in Public Affairs
10 hours per week/14 weeks or 18 hours per week/8 weeks; 3 credits
An intensive administrative internship in a governmental, nonprofit, or public-sector agency. Required for students enrolled in the Master of Public Administration program who do not have significant prior work experience. A pass or no-credit grade is assigned. Not open to students who have completed PAF 9191.
Prerequisite: Grad 8 status in MPA program.
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<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Description</th>
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<tbody>
<tr>
<td>9198</td>
<td><strong>Public Affairs Workshop</strong></td>
<td>1 cr</td>
<td>This one-credit course provides focused training in a range of public policy and public or nonprofit management topics. Offered at several points during the semester, the workshop is taught by external practitioners and/or Baruch faculty with special expertise in the subject area. Sample topics include Total Quality Management, Board Relations for Nonprofit Organizations, Proposal Writing, Media Relations, and Building an Agency Budget. Topics must be formally proposed by the School of Public Affairs faculty and are reviewed for approval by the School of Public Affairs Curriculum Committee. The workshop format includes: (1) assignment of readings and other materials, mailed to students two to three weeks prior to the initial class; (2) an all-day Saturday meeting, followed by two to three weeks to work on written assignments, which will be submitted to the instructor by mail or e-mail; (3) a second all-day Saturday session; and (4) a final assignment completed after the second Saturday session and mailed or e-mailed to the instructor. Open to all School of Public Affairs students; others with School of Public Affairs permission. Students may take the workshop up to three times, with the permission of their advisor.</td>
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<tr>
<td>9199</td>
<td><strong>Selected Topics in Public Administration</strong></td>
<td>3 cr</td>
<td>Topic will vary from offering to offering. Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.</td>
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<tr>
<td>9510</td>
<td><strong>Collective Bargaining</strong></td>
<td>3 cr</td>
<td>This course is designed to introduce the student to the elements of the collective bargaining process. The course focuses on various elements and the nature and characteristics of the collective bargaining process. Included are economic, legal, psychological, collective, continuing, alternative, power, and acquisitive characteristics. Students are required to prepare case studies of specific bargaining relationships. Alternative bargaining structures and union models are assessed. Open only to second-year Executive MSILR students (or by special permission).</td>
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<tr>
<td>9520</td>
<td><strong>Labor Union History</strong></td>
<td>3 cr</td>
<td>This course is designed to provide the basic framework of labor union history in the United States. Emphasis is placed on the philosophical, legislative/legal approach. The focus of the course is on the recognition and analysis of those forces and events that shaped the present configuration of today's labor union environment. While no one historian's approach is controlling, emphasis is placed on developmental milestones leading to the present industrial relations model. Students should have access to and consult a current collective bargaining and industrial relations text. Open only to second-year Executive MSILR students (or by special permission).</td>
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<tr>
<td>9590</td>
<td><strong>Coordinating Seminar in Labor Relations: “The State of The Unions”</strong></td>
<td>3 cr</td>
<td>This course is designed as the coordinating seminar for third-year Executive MSILR students. The focus of the course is on the &quot;state of the unions.&quot; T he course features a series of guest speakers euphemistically known as &quot;Legends of Labor.&quot; Each speaker will address one of the scheduled topics and, in addition to addressing the stated subject, will engage the students in conversation on topics relevant to the labor movement. &quot;Legends&quot; are drawn from the labor, management, government, and neutral sectors. Open only to third-year Executive MSILR students.</td>
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<tr>
<td>9610</td>
<td><strong>Environmental Policy</strong></td>
<td>3 cr</td>
<td>This course introduces students to the major features and debates in environmental policy, focusing primarily on the metropolitan environment in the United States. Students are introduced to environmental issues with respect to both the human and physical environments; the major interest groups that affect environmental policy; and the regulatory procedures under which environmental policy is implemented, particularly environmental impact analysis under NEPA and state and local environmental reviews. Prerequisites: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.</td>
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<tr>
<td>9699</td>
<td><strong>Selected Topics in Public Policy</strong></td>
<td>3 cr</td>
<td>Focuses on major substantive areas of public policy. Topics vary from offering to offering and could include such policy areas as transportation, environmental protection, housing and urban policy, urban development, health, criminal justice, and labor. Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs. This course can be taken two times.</td>
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<tr>
<td>9710</td>
<td><strong>Health Care Delivery in the United States</strong></td>
<td>3 cr</td>
<td>Health care managers seek to maximize the promise and minimize the problems associated with providing health services to all Americans. To achieve this goal, it is necessary to be familiar with the history of the health care industry and the social, political, and economic forces that shape current administrative practice. This is accomplished by tracing the evolution of the health professions, health care institutions, and health care financing as a response to the American context. These historic insights are used to</td>
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examine the debates that define contemporary health care delivery. In particular, we examine how the crisis of health care costs has shaped the response of those who pay for and provide services. These responses will be judged against the competing and occasionally conflicting goals of access, quality, and efficiency of care.

Open to all MPA students; others with permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9720 Population-Based Health Planning
3 hours; 3 credits
Explores the history, rationale, and practice of population-based health care planning. Major features and issues in the total cycle of planning and control. Framework of classical population-based planning models and practice viewed from the perspective of marketplace scenario. The course assumes knowledge of the structure of the American health care system.
Prerequisite: PAF 9710. Open to all MPA students.

9725 Health Program, Policy, and Performance Evaluation
3 hours; 3 credits
This course applies generic skills in evaluation and performance measurement to the particular circumstances of health and medical care. Topics covered include defining the purposes of an evaluation; different organizational arrangements for evaluation; the specification of evaluation questions; the use of experimental, quasi-experimental, and nonexperimental designs for evaluation; selection of appropriate measures and data collection methods; analysis of evaluation data; generation and presentation of results and recommendations; and maximization of the usefulness of evaluation findings. The course also addresses contemporary trends in health care quality measurement and improvement, and the role of performance measurement in creating a more accountable health care system.
Prerequisite: Grad 8 status or permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs.

9730 Comparative Health Systems
3 hours; 3 credits
Explores the salient features of health systems of several countries. In order to develop an ability to review and critique other systems, and to establish the relevance of the course, the U.S. system will be discussed first. The review of other systems will be done (1) by reviewing the systems descriptively and (2) by assessing how the systems comparatively address issues raised in the review of the U.S. system. Finally, the knowledge attained will be used to discuss possible future changes to the U.S. system. The course assumes a knowledge of the structure of the American health care system.
Prerequisite: PAF 9710. Open to all MPA students.

9760 (ECO 9705) Managerial Economics
3 hours; 3 credits
Application of basic economic concepts to the decision problems of the firm. Demand, supply, cost and profit functions, and capital budgeting are analyzed conceptually and with the use of quantitative tools to give them empirical content.
Open only to MPA students in health policy and administration; not open to students who have completed PAF 9730.

9766 (ECO 9766) (HCA 9766) Health Care Economics
3 hours; 3 credits
Application of economic concepts of demand, supply, production, and investment to the health sector of the economy. Emphasis is placed on the economic factors affecting the allocation and utilization of health resources.
Prerequisites: BUS 9100 or equivalent; ECO 9705, PAF 9760, or equivalent; permission of the Department of Economics and Finance and Health Policy and Administration Program.

9999 Independent Study in Public Affairs
3 hours; 3 credits
Prerequisites: Grad 8 status and permission of the Office of Graduate Admissions and Student Services of the School of Public Affairs. Hours and credits to be arranged.

The following courses will be offered from time to time. The School of Public Affairs is unable to predict the frequency with which these courses will be offered.

9113 Legislative Process in the United States
9115 Political Dynamics in the United States
9131 Ecology of Urban Administration
9135 Metropolitan Areas and Community Power
9166 The Role of the Federal and State Governments in Education
9181 Comparative Public Administration
99301 Research Methodology (Seminar I)
99302 Thesis (Seminar II)
THE FACULTY

Chair: Albert E. Croker

Professors: Ann Brandwein, Albert E. Croker, Dorothy Dologite, M. Barry Dumas, Martin Frankel, Linda W. Friedman, Shulamith Gross, Michael Palley, Jacob Shapiro, Abdullah Uz Tansel, Edward Wolf

Associate Professors: William Ferns, Larry Garnett, Elsie S. Gottlieb, Pai-Chun Ma, Samuel G. Ryan, Jr., Yitzhak P. Sabban, Lawrence Tatum, Bruce W. Weber

Assistant Professors: Richard Holowczak, Marios Koufaris, Hugues Levecq, Zheng Wang

Lecturers: Dessa David, Morris Schwartz

DEPARTMENT AND PROGRAM INFORMATION

The Department of Statistics and Computer Information Systems (STA/CIS) offers programs within three functional sub-areas—Computer Information Systems (CIS), Statistics (STA), and Operations Research (OPR). These programs lead to MBA degrees in computer information systems, operations research, and statistics and MS degrees in business computer information systems, quantitative methods and modeling*, and statistics.

The CIS programs emphasize the application of information technologies to the business, nonprofit, and public sectors. The MBA and MS programs both provide the analytical, managerial, and technical skill base necessary for the design, delivery, and implementation of organizational information systems. Special emphasis is given to the deployment of information technology as a vehicle for strategic advantage in a competitive global marketplace.

The statistics programs are concerned with the methodology used in the design of investigations to collect information and the analysis of this information to draw proper conclusions and make effective decisions.

The operations research program emphasizes the methodology of decision making through the use of structural models describing the internal and external activities of an organization.

*Subject to approval of the State Education Department.

COURSE DESCRIPTIONS

COMPUTER INFORMATION SYSTEMS (CIS)

8000  Introduction to Microcomputers and Applications
1 hour; 1 credit
Designed for students who have no background or limited background in microcomputer usage. Topics covered include fundamental use of a microcomputer-operating system, spreadsheet software, and database software. Students perform a variety of exercises using these tools. Students must have command of this material before taking CIS 9000 and other MBA program courses. Credit for this preliminary course does not count toward the master's degree. The course may be waived based on appropriate undergraduate course work, documented work experience, or the equivalent.

9000  Information Systems for Managers
3 hours; 3 credits
Survey and analysis of information systems and their role in business strategy. The course surveys the various genres of business information systems, including transactions processing systems, management information systems (MIS), decision support systems (DSS) and executive support systems (ESS), and expert systems. The course surveys information technologies, such as hardware, software, data storage, and telecommunication, and provides an analytical basis for the selection of appropriate business strategies in these areas. The course also considers timely issues of emerging technologies, social and ethical concerns, and security and control issues. The course assumes facility with spreadsheet and operating systems software prior to entry.

Pre- or corequisites: CIS 8000 or equivalent; ACC 9100 or ECO 9705.

9310  Object-Oriented Programming I
3 hours; 3 credits
Object-oriented approach to business software development. The need to produce error-free software that is reusable and maintainable has led to a programming paradigm built upon the assignment of responsibilities to objects and upon the abstraction of the objects to form classes. The course will teach the basic concepts of encapsulation and inheritance. Computer projects will be implemented in a widely used object-oriented programming language. No prior knowledge of computer programming is required.

Prerequisite: CIS 9000.
9333  Information Technologies and the Small Business Enterprise
3 hours; 3 credits
This course establishes the linkage between computer information technologies and the small business enterprise. The course introduces a foundation for technology investment in a context of using systems for strategic advantage, electronic data interchange (EDI), and decision support systems. The course addresses issues of concern to the start-up enterprise as well as the ongoing business, e.g., the decision of whether to build systems in-house versus systems acquisition, feasibility analysis, and short-term versus long-term planning. The course considers the impact of technological change and common reasons for systems failure. 
Prerequisite: CIS 9000.
This course will be offered if there is sufficient demand.

9340  Principles of Database Management Systems
3 hours; 3 credits
Fundamental concepts and techniques in the design, implementation, and use of databases. Architecture and evolution of database management systems and database administration are introduced. Conceptual data modeling and relational, network, and hierarchical data models are examined. Students learn abstract query languages, such as relational algebra, relational calculus, and 4GL languages such as SQL. Database design and normalization are examined in detail. Security and recovery of databases and ethical issues are also discussed. Students implement a small-scale business application utilizing a database in a term project. 
Prerequisite: CIS 9000 or STA/OPR 9750.

9350  Networks and Telecommunications
3 hours; 3 credits
Key technical and managerial issues in the development of the telecommunications resource by organizations. The course covers technology (the underlying technology of information communications facilities, networking systems, and communications software), architecture (the way in which hardware, software, and services can be organized to provide computer and terminal interconnection), and applications (how information communications and networking systems can meet the cost constraints and requirements of today's business). 
Prerequisite: CIS 9000.

9365  Operating System Principles
3 hours; 3 credits
Introduction to operating systems and the role they play in modern computer-based business information systems. The course will focus on the components that constitute operating systems and on the facilities and services provided by these systems. Students will be taught how to differentiate between the various types of operating systems and to select an appropriate system to support an organization's information-processing needs. Topics to be covered include resource allocation and scheduling, file management, storage management, and hardware support for operating systems. The course includes a survey of currently available operating systems, such as UNIX, DOS, OS/2, and MVS. 
Prerequisite: CIS 9000.

9410  Object-Oriented Programming II
3 hours; 3 credits
Advanced business software development. The emphasis is on using the extensibility of an object-oriented programming language to produce reusable and maintainable modules, such as linked lists, hash tables, inverted files, and B-trees. The algorithms needed to implement these modules will be covered. Projects will be written in an object-oriented programming language. 
Prerequisite: CIS 9310.

9440  Database Management Systems II
3 hours; 3 credits
Advanced course in database management systems that builds on the concepts covered in CIS 9340 and emphasizes development of integrated business applications. Various issues in database design and implementation are studied in detail: conceptual data modeling, concurrency control, data integrity and security, transaction processing, query processing and optimization, database backup and recovery, and database administration. Object-oriented data models, distributed databases, databases and knowledge bases, and implementation of relational database management systems are also discussed. Students develop database applications from the initial analysis and conceptual design stage to their full implementation. 
Prerequisites: CIS 9000, CIS 9340.

9444  Electronic Commerce
3 hours; 3 credits
This course is a comprehensive introduction to electronic commerce (EC) taken from a CIS perspective. The issues addressed cover the technical infrastructure, business impact, and global considerations surrounding the analysis and implementation of electronic commerce. Students will be exposed to a variety of resources and media, including respected academic articles in the relevant literature, product and service information from EC vendors and the trade press, existing EC implementations on the Internet, and hands-on exposure in our instructional computer lab. 
Prerequisite: CIS 9000.

9467  Microcomputers: Contemporary and Emerging Applications
3 hours; 3 credits
Designed to encourage an awareness of how microcomputers can be of service in enlightened and emerging ways and to enable graduate students to develop the capability of implementing state-of-the-art microcomputer solutions in their professional environments. The course gives students the background to contribute to re-engineering old processes and automating new ones with microcomputer-
based solutions in such areas as business, the arts, government, health care, nonprofit organizations, and other contemporary situations. The course is mainly projects oriented and involves students in (1) microlab hands-on exercises with emerging applications, such as knowledge-based, or expert, systems and work-group decision support systems, (2) a team-developed microcomputer application project, (3) a presentation/discussion of a "technology update" topic, and (4) short exercises on hardware and software evaluation and selection, in addition to case discussions.

Prerequisite: CIS 9000.

9490 Systems Analysis and Design
3 hours; 3 credits
Examination of the various tools, techniques, processes, and issues related to the analysis and design of business information systems. Hands-on experience is provided, using CASE technology. A major component of this course is a group project that develops an enterprise feasibility study, a working system prototype, and an overall systems development plan for a business or nonprofit organizational problem.

Prerequisites: CIS 9000, ACC 9100, FIN 9770, and MGT 9320 or PSY 9788.

9550 Emerging Trends in Information Technologies
3 hours; 3 credits
Seminar-format course exploring important issues currently affecting the field of organizational computer systems and related information technologies. Students research and analyze emerging trends and their resulting business implications, choosing from among topics that address those issues. Written reports and oral presentations are required.

Prerequisites: CIS 9340, CIS 9350, CIS 9490.

9555 Information Technology in Financial Markets
3 hours; 3 credits
Exploration of the application of information technology (IT) in the financial services industry. The student will learn how IT affects the financial services industry, survey the various forms of financial information systems, assess the potential for strategic advantage based on information technology, and measure "value added" by IT in the financial services industry. Topics will be covered through a combination of lectures, case studies, team projects, and software development projects.

Prerequisites: CIS 9000, FIN 9770.

9590 Information Systems Development Project
3 hours; 3 credits
Students work in project teams to perform the entire project development life cycle, including analysis, design, and implementation of a prototype CIS business application. Students draw upon all previous business course experiences in selecting a target application; determining application requirements; performing feasibility, data, process, and constraint analysis; integrating hardware/software into a design specification; and performing the coding, testing, and documentation to implement the application. Project management techniques, including CASE technology, are required of all teams. Relevant ethical issues are discussed during all phases of the project.

Prerequisites: CIS 9490 and completion of 9 additional credits of CIS courses above the CIS 9000 level.

9610 Business Applications of Expert Systems Technology
3 hours; 3 credits
Comprehensive understanding of how expert systems, also called knowledge-based systems, can leverage knowledge-worker decision-making processes and productivity in modern organizations. Students work in teams to develop a prototype expert system in an area of their choice. The project develops skills in modeling decision processes and converting the models into computer-usable form. Projects concentrate on enabling scarce and expensive human expertise to be more widely available at lower costs throughout an organization. Student teams also orally report on trends and organizational uses of related technology, such as neural networks and case-based reasoning.

Prerequisite: CIS 9000.

9700 Integrating Information Technology and Business Processes
3 hours; 3 credits
Relationship between information technology and the fundamental processes driving the business enterprise. A distinguishing objective is to reorient students from a "business as usual" approach to information systems design toward an integrated, cross-functional reassessment of the critical processes of the firm. The role of information technology as both an objective of and a participant in effective change is emphasized in relation to crucial organizational, managerial, and cultural factors. Students work as members of project teams to analyze case studies of actual re-engineering efforts and to participate in original prototype exercises.

Prerequisites: CIS 9490 and 9 additional credits of CIS courses above CIS 9000.

9760 Computer Simulation for Business Problem Solving
3 hours; 3 credits
Use of simulation as a management tool, applying dynamic, probabilistic simulation to a wide variety of business decision areas. Coverage includes financial planning models, inventory models, corporate models, and queuing models as they are currently used in the functional areas of business. Topics in simulation modeling and analysis are covered. Term projects include simulation using spreadsheets and GPSS programming. The relationship of these types of simulation to management games and expert systems is discussed.

Prerequisite: CIS 9000 or STA/OPR 9750.
9771  **Special Topics in Information Technologies**  
3 hours; 3 credits  
Topic in computer systems and information technologies that is not covered in the regular curriculum. The area of study is determined each semester by the instructor offering the course. The course topic will be announced during the preceding semester.  
*Prerequisite: Departmental permission.*

9776  **Comparative Programming Languages**  
3 hours; 3 credits  
Detailed investigation of the structure and use of several programming languages. Topical coverage includes modular programming, storage allocation, data typing, local and global variables, functions and subroutines, and complex structures. A number of projects designed to understand programming language concepts will be assigned.  
*Prerequisite: CIS 9310, CIS 9340, CIS 9420, or departmental permission.*

The following courses will be offered from time to time. The Department of Statistics and Computer Information Systems is unable to predict the frequency with which these courses will be offered.

9101  **Computer Hardware Concepts**
9420  **Mainframe Computer Applications in Business**
9759  **Advanced Programming Techniques for Business Applications**
9762  **Assembly Language and Assemblers**
9775  **Input and Output Media and Devices**
9777  **Computer Applications in Public Administration**
99001  **Research Methodology in Computer Information Systems (Seminar I)**
99002  **Research Seminar in Computer Information Systems (Seminar II)**
99301  **Research Methodology (Thesis I)**
99302  **Thesis (Thesis II)**

**OPERATIONS RESEARCH (OPR)**

9704 (U704)  **Quantitative Analysis for Business Decisions**  
3 hours; 3 credits  
Quantitative techniques in operations research and their application to the decision-making and management planning areas. Emphasis is first placed on problem formulation; quantitative decision models, including deterministic, stochastic, uncertainty, control, and competitive models, are then developed. The components of Bayesian decision models are also developed. Such characteristic operations research tools as linear programming, queuing theory, and inventory theory, as well as mathematical simulations and models of entire complex systems, are developed and applied to management areas of marketing, finance, production, and personnel and health administration.  
*Prerequisites: MTH 9703 or permission of instructor, STA 8000.*

9721  **Introduction to Operations Research**  
3 hours; 3 credits  
The objective of this course is to introduce the student to the more important quantitative analysis methods that are being utilized in business today to assist in the decision-making process. The operations research methodology is presented as an approach to solving business problems rather than merely a collection of techniques. Emphasis is placed on problem formulation, the modeling process, solution approaches, and sensitivity analysis. The models to be studied are divided into deterministic optimization and probabilistic models. Methodologies studied include linear and integer programming, networks, queuing theory, simulation, stochastic processes, and decision theory. Throughout, the student is exposed to a wide variety of decision problems and management planning issues in the areas of marketing, economics and finance, accounting, production planning, personnel issues, and systems analysis.  
*Prerequisite: STA 8000 or equivalent. Credit is given for OPR 9721 or MGT 9500, not both.*

9723  **Probabilistic Models**  
3 hours; 3 credits  
Introduction to probabilistic models in operations research, including problem formulation, model design, and solution methods. Emphasis will be placed on stochastic processes and their use in queuing theory, inventory theory, replacement and maintenance theory, routing and search theory, and reliability. Additional topics discussed include discrete and continuous Markov processes and simulation and Monte Carlo methods.  
*Prerequisite: STA 9715.*

9724  **Mathematical Programming**  
3 hours; 3 credits  
Emphasis on the most recent developments in the theory of nonlinear, integer, stochastic, decomposition, and related programming methods. Topics in linear programming, such as trans-shipment, multidimensional distributions, sensitivity analysis, and parametric programming, are developed. A survey of nonlinear programming methods, including quadratic and convex programming, will be presented. Solution algorithms for various transportation network problems will be examined.  
*Prerequisite: OPR 9704 or 9722 or equivalent.*

9730  **Simulation Modeling and Analysis**  
3 hours; 3 credits  
This course focuses on the application of simulation as a management tool within the information systems environment. All aspects of the simulation process are studied. Special emphasis is placed on input data analysis, modeling methods, experimental design, and output analysis. Students will be introduced to a simulation modeling language, thus enabling them to study a variety of applications and simulation issues. Class problems will focus on such systems...
design considerations as queue configurations, buffers, sequencing, and capacity issues in the manufacturing, service, and health care environments.

Prerequisites: STA 9708 or equivalent; CIS 9000; STA/OPR 9750 or permission of instructor.

9750 (STA 9750) Basic Software Tools for Data Analysis
3 hours; 3 credits
Designed primarily for statistics and operations research majors, PhD candidates, and those interested in solving quantitative problems using the computer. This course provides an understanding of the principles and concepts of current computer tools for data analysis. Students will learn to use and apply a state-of-the-art spreadsheet program (Microsoft Excel for Windows) and a PC-based analysis system (SAS) for the analysis and presentation of both qualitative and quantitative information.

Prerequisite: STA 9708 or equivalent.

9773 Special Topics in Operations Research
3 hours; 3 credits
This course is designed to expose the advanced student to the latest developments in operations research that are not covered in the regular curriculum. Students will be exposed via journal articles and special lectures to such topics as queueing network analysis, multi-objective programming, Markov processes with rewards, decision support systems, and the use of heuristics in operations research models.

9850 (STA 9850) Advanced Statistical Computing
3 hours; 3 credits
This course is designed as a second course in statistical computing for students who have a working knowledge of at least one spreadsheet package and at least one general-purpose large-scale data analysis system. The goal of the advanced course in statistical computing is to enable the student to access large data sets, create a usable library of subsets of the data, and carry out a thorough, multilevel analysis of the data. This course will introduce the student to advanced aspects of data input and system and data access. This will include sequential, direct, and indexed sequential access; observation selection; variable-length records and reading and managing external files; the use of utility routines designed to manage statistical data libraries; and the writing of simple macros for complex data steps. In addition to using a variety of available SAS procedures, the student will also gain experience in writing his/her own statistical routines in the SAS/IML. Applications in SAS/IML and SAS macros will include bootstrapping, jackknifing, and iteratively reweighted least squares. Students taking this course should be familiar with the database aspects of a major statistical package and with basic graphics on large and small data sets and should be able to perform standard statistical analysis, such as regression procedure, one at a time on large or small data sets.

Prerequisites: STA/OPR 9750 or equivalent; STA 9000 or 9700.

9950 Master’s Project
Conference hours to be arranged; 3 credits
Designed primarily to assist students engaged in meeting the project requirement for the Master of Science degree. A real-life problem will be identified for study, and the scope of the work defined. Problems may be based on job-related experiences, the college environment, local hospitals, or the community at large. Discussions will include consulting and presentation skills and creative problem-solving approaches. The faculty advisor will play the role of facilitator, suggesting ideas and problem-solving strategies but leaving responsibility for the final decisions to the student. The final product of the project will include both a written report and an oral presentation of the results at a faculty-student seminar. The successful completion of the project is required of all candidates for the MS degree in quantitative methods and modeling.

Prerequisite: Departmental permission required.

The following courses will be offered from time to time.

9720 Decision Making Under Uncertainty
9722 Linear Programming
9725 Dynamic Programming
9726 Queuing Theory and Markov Processes
9729 Mathematical Programming Modeling Techniques
9737 Computer Problem Solving and Research in Operations Research
99001 Research Methodology in Operations Research (Seminar I)
99002 Research Seminar in Operations Research (Seminar II)
99301 Research Methodology (Thesis I)
99302 Thesis (Thesis II)

STATISTICS (STA)

8000 Introductory Business Statistics
3 hours; 3 credits
Introductory business statistics course that covers descriptive statistics, tables and charts, the normal distribution, an introduction to control charts, confidence intervals and sample size determination, one and two sample tests of hypothesis, simple linear regression, and an introduction to multiple regression.

Credit for this preliminary course does not count toward the master's degree. The course may be waived based on equivalent course work completed prior to entering Baruch or by examination.

9000 Regression and Forecasting Models for Business Applications
3 hours; 3 credits
Thorough review of regression and forecasting approaches as applied to business applications. Among the topics covered are residual and influence analysis; multiple regression models, including selection criteria, curvilinear regression,
dummy variables, and logistic regression; and time series models, including the classical multiplicative model, moving averages, exponential smoothing, and the autoregressive model.

Prerequisites: STA 8000 or equivalent, CIS 8000. Credit is given for STA 9000 or STA 9700, not both.

9050 (PAF 9050)  Statistical Analysis in Health Care Administration
3 hours; 3 credits
The fundamental statistical tools and concepts needed by health care administrators. Topics include proper tabular and chart presentation, interpretation of descriptive measures, applications of probability and the normal distribution, confidence interval estimation, testing for differences between means and between proportions, the one-way ANOVA with multiple comparisons, and simple linear regression models. Discussions on ethical issues will be presented and statistical software packages will be used throughout the course.

9172 Applying Information, Research, and Analysis II
3 hours; 3 credits
This is the second course in a two-course sequence (following PAF 9170) that provides an introduction to the uses of information in public management. Both courses integrate approaches from research design, statistical analysis, and information systems. In both courses, students develop expertise as consumers of research and capabilities in understanding and using the information within and available to their organizations. Learning is pragmatic and includes the use of illustrative cases, hands-on use of computers, and student-centered activities, such as team projects. Topics in this second course include summarizing and describing data; sampling and estimating population characteristics; testing experimental and quasi-experimental hypotheses; assessing relationships between two variables; and the interpretation of regression analysis.

Prerequisite: Open to all students who have completed PAF 9170; others with departmental permission.

9700 (U700)  Modern Regression Analysis
3 hours; 3 credits
This first course in linear models is designed to present the material related to classical regression as well as relevant modern techniques. The traditional material based on ordinary least squares is blended with the modern methods of diagnosis and combating collinearity. In the area of selecting the optimal subset model, classical and contemporary methodologies are presented. Influence diagnostics to detect data points that exert a disproportionate influence on the regression model are also presented. In addition, procedures that are used when the assumptions of standard methodology are violated are discussed.

Prerequisite: STA 9708 or equivalent. Credit is given for STA 9000 or STA 9700, not both.

9701 Time Series: Forecasting and Statistical Modeling
3 hours; 3 credits
Modern methods of modeling and forecasting time series. The principal topic is the Box-Jenkins method of using autoregressive and moving average models, including non-seasonal and seasonal models, transformations to achieve stationarity, model identification by analysis of the sample autocorrelation and partial autocorrelation functions, criteria for model selection, and the use of SAS. Includes an introduction to the use of control charts.

Prerequisite: STA 9000 or 9700.

9705 (U705)  Multivariate Statistical Methods
3 hours; 3 credits
A comprehensive survey of a large array of widely used multivariate statistical methods intended for the user of advanced statistical methodology. The multivariate normal distribution and related distributions, including Hotelling's T2 and Wishart distribution, are introduced and their use illustrated in statistical estimation and hypothesis testing in multivariate normal models. Additional topics introduced and applied include multivariate analysis of variance and covariance, canonical correlation, principal component analysis, factor analysis, discriminant analysis, and cluster analysis. Students prepare their own database, apply these methods, and prepare both an oral and a written report on their findings.

Prerequisites: MTH 9703; STA 9700 or equivalent.

9706 Modeling Discrete Multivariate Analysis
3 hours; 3 credits
A modern introduction to the analysis of discrete multivariate data. Categorical ordinal and nominal data are very prevalent in survey and in experimental data in such diverse fields as pharmaceutical research, accounting, financial data analysis, market survey, health administration, and health and other insurance data. The course will discuss modeling such data using binary and polytomous nominal and polytomous ordinal logistic regression. The relationship of these modeling techniques to nominal and ordinal log-linear models will be thoroughly investigated. Repeated categorical data (such as are found in surveys that are repeated on the same samples for several successive years), which have only recently been subjected to rigorous modeling, will also be discussed, and the Generalized Mantel-Haentzel testing and estimation procedures will be explored for use in such settings.

Prerequisites: STA 9715; STA 9000 or 9700. STA/OPR 9750 or equivalent is highly desirable.

9708 Applied Statistical Analysis for Business Decisions
3 hours; 3 credits
Comprehensive broad-based introduction to business statistics that focuses on descriptive statistics, control charts, regression and multiple regression, and inferential statistics. Topics covered include graphical methods, descriptive statistics with exploratory data analysis, an introduction to
control charts (with a focus on special cause and common cause variation), linear regression and correlation, multiple regression, an overview of time series methods, the normal distribution and sampling distribution of the mean, estimation for means and proportions, and hypothesis testing for one and two groups. Students will use a software package, such as Microsoft Excel or Minitab, throughout the course. Prerequisites: Only available to students in the Full-Time MBA Program, the Executive MSILR program, and the MS program in industrial/organizational psychology. Students should have a familiarity with microcomputer usage, including operating system, word processing, spreadsheet, and database management software (students without this background are required to take CIS 8000). Not open to students required to take or waived from STA 9470.

9710 Statistical Methods in Sampling and Auditing  
3 hours; 3 credits  
Comprehensive presentation of the methods and recent developments in sampling theory and practice, with particular emphasis on sampling in auditing. The planning of sample surveys and estimation of population characteristics and their precision through unrestricted, stratified, cluster, and probability proportional to size sampling designs are considered. Topics include attribute and variable sampling and ratio, difference, Bayes, and linear regression estimation. Applications to auditing using specialized software are presented. Prerequisite: STA 8000 or equivalent. Credit is given for STA 9710 or 9785, not both.

9712 Advanced Linear Models  
3 hours; 3 credits  
This is the second course in the one-year required sequence in linear models with extensive SAS applications. The (one-way) completely randomized design model is reviewed and extended so that ANACOVA is presented as the integrating link between regression modeling and the design of experiments. This is followed by coverage of randomized block designs; two-factor models without replication; two-factor models with replication (including discussions on interaction and fixed versus random versus mixed-effects models); symmetric factorial designs; fractional factorial designs; unbalanced factorial designs and observational studies; repeated measures and cross-over experiments; and an introduction to one-way MANOVA and multifactor MANOVA. Throughout the course, particular attention will be given to evaluating model assumptions both graphically (EDA) and through confirmatory methods of analysis. Data transformations to meet assumptions are discussed. The course will incorporate individual and team project reports and brief oral presentations to enhance student teamwork and communication skills. Prerequisite: STA 9000 or 9700.

9715 Applied Probability  
3 hours; 3 credits  
A thorough introduction to applied probability and probability distributions. Students will learn probability with an understanding of its applications in statistical inference. Topics include discrete and continuous random variables and distributions, such as the binomial, negative binomial, Poisson, geometric, uniform, normal, exponential, gamma, beta, chi-square, t, and F. Such topics as transformation of variables, joint distributions, bivariate normal, expectations, conditional distributions and expectations, moment-generating functions, distribution of sums of random variables, means and variances of sums, ratios of independent variables, and central limit theorem will be completely developed. Topics will be very thoroughly covered, giving students an excellent background to proceed to statistical inference. Prerequisites: MTH 8010; STA 9708 or equivalent.

9719 Foundations of Statistical Inference  
3 hours; 3 credits  
A thorough introduction to modern statistical inference with theory and applications. Students will learn the mathematical theory of statistical inference with an understanding of its applications. Limiting distributions and limit theorems, empirical distribution functions, bootstrap methods, parametric point estimation (including maximum likelihood estimators and Bayes estimation), confidence intervals, sufficiency and exponential families, and generalized linear models in exponential families with applications to linear regression and logistic regression are all covered. Tests of hypothesis, likelihood ratio tests, UM/ tests, and tests in regression analysis are further developed. Literature on recent problems and methods in statistics are also examined. Prerequisites: STA 9700 and 9715.

9750 (OFR 9750) Basic Software Tools for Data Analysis  
3 hours; 3 credits  
Designed primarily for statistics and operations research majors, PhD candidates, and those interested in solving quantitative problems using the computer, this course provides an understanding of the principles and concepts of current computer tools for data analysis. Students will learn to use and apply a state-of-the-art spreadsheet program (Microsoft Excel for Windows) and a PC-based analysis system (SAS) for the analysis and presentation of both qualitative and quantitative information. Prerequisite: STA 9708 or equivalent.

9783 (U783) Stochastic Processes for Application I  
3 hours; 3 credits  
Fundamental concepts of stochastic processes necessary for understanding the complex probabilistic models currently used in business applications. Stochastic processes covered include the random walk, Markov chains, birth and death,
Markov, and the Poisson renewal processes. Examples are selected from various disciplines to illustrate the use of these processes in application.

Pre- or corequisites: MTH 8010, MTH 9703, or equivalent; STA U702 or STA 9719.

9850 (OPR 9850) Advanced Statistical Computing
3 hours; 3 credits
This course is designed as a second course in statistical computing for students who have a working knowledge of at least one spreadsheet package and at least one general-purpose large-scale data analysis system. The goal of the advanced course in statistical computing is to enable the student to access large data sets, create a usable library of subsets of the data, and carry out a thorough, multilevel analysis of the data. The course will introduce the student to advanced aspects of data input and system and data access. The student will also gain experience in writing his/her own statistical routines in the SAS IML. Applications in SAS IML and SAS macros will include bootstrapping, jackknifing, and iteratively reweighted least squares.

In addition to using a variety of available SAS procedures, the student will also gain experience in writing his/her own statistical routines in the SAS IML. Applications in SAS IML and SAS macros will include bootstrapping, jackknifing, and iteratively reweighted least squares.

Students taking this course should be familiar with the database aspects of a major statistical package and with basic graphics on large and small data sets and should be able to perform standard statistical analysis, such as regression procedure, one at a time on large or small data sets.

Prerequisites: STA/OPR 9750 or equivalent; STA 9000 or 9700.

Thesis Requirements

99301 Research Methodology (Thesis I)
Conference hours to be arranged; 3 credits
Designed primarily to assist students engaged in meeting the thesis requirements for the master’s degree. Each candidate will begin the preparation of a thesis under the guidance of a faculty advisor. Open only to graduate students who have been accepted as candidates for the degree.

Prerequisite: Departmental permission required.

99302 Thesis (Thesis II)
Conference hours to be arranged; 3 credits
A continuation of Research Methodology designed primarily to assist students engaged in meeting the thesis requirements for the master’s degree. Each candidate will complete a thesis under the guidance of a faculty advisor. Open only to those who have successfully completed Research Methodology (99301).
STUDENT RIGHT-TO-KNOW INFORMATION

Under the Student Right-to-Know and Campus Security Act (Public Law 101-542), colleges and universities must publish retention and graduation rates for full-time undergraduate students admitted to degree programs beginning July 1, 1991. Information is available from the Office of the Registrar. In addition, retention and graduation rates for student athletes must be published if the institution provides athletically related student aid. Baruch College does not provide athletically related student aid.

STUDENT RIGHTS AND RESPONSIBILITIES

The rights and responsibilities of students have been codified by the Board of Trustees of The City University of New York (formerly the Board of Higher Education). Articles XV and XVI of the Bylaws of the Board are as follows:

ARTICLE XV—STUDENTS

Section 15.0 Preamble
Academic institutions exist for the transmission of knowledge, the pursuit of truth, the development of students, and the general well-being of society. Student participation, responsibility, academic freedom, and due process are essential to the operation of the academic enterprise. As members of the academic community, students should be encouraged to develop the capacity for critical judgment and to engage in a sustained and independent search for truth.

Freedom to learn and to explore major social, political, and economic issues are necessary adjuncts to student academic freedom, as is freedom from discrimination based on racial, religious, sex, political, and economic differentiations.

Freedom to learn and freedom to teach are inseparable facets of academic freedom. The concomitant of this freedom is responsibility. If members of the academic community are to develop positively in their freedom, if these rights are to be secure, then students should exercise their freedom with responsibility.

Section 15.1 Conduct Standard Defined
Each student enrolled at or in attendance in any college, school, or unit under the control of the Board and every student organization, association, publication, club, or chapter shall obey the laws of the City, State, and Nation; the bylaws and resolutions of the Board; and the policies, regulations, and orders of the college.

The faculty and student body at each college shall share equally the responsibility and the power to establish, subject to the approval of the Board, more detailed rules of conduct and regulations in conformity with the general requirements of this Article.

This regulatory power is limited by the right of students to the freedoms of speech, press, assembly, and petition to others in the academic community and to citizens generally.

Section 15.2 Student Organizations
a. Any group of students may form an organization, association, club, or chapter by filing with the duly elected student government organization of the college or school at which they are enrolled or in attendance and with an officer to be designated by the faculty of the college or school at which they are enrolled or in attendance: (1) the name and purposes of the organization, association, club, or chapter, and (2) the names and addresses of its president and secretary or other officers corresponding in function to president and secretary.

However, no group, organization, or student publication with a program against the religion, race, ethnic origin or identification, or sex of a particular group or which makes systematic attacks against the religion, race, ethnic origin, or sex of a particular group shall receive support from any fees collected by the college or be permitted to organize or continue at any college or school. No organizations, military or semi-military in character, not connected with established college or school courses, shall be permitted without the authorization of the faculty and the duly elected student government and the Board.

b. Extracurricular activities at each college or school shall be regulated by the duly elected student government organization to ensure the effective conduct of such college or school as an institution of higher learning and for the prevention of activities which are hereafter proscribed or which violate the standards of conduct of the character set forth in Bylaw 15.1. Such powers shall include:
1. The power to charter or otherwise authorize teams (excluding intercollegiate athletics), publications, organizations, associations, clubs, or chapters and, when appropriate in the exercise of such regulatory power, the power to refuse, suspend, or revoke any charter or other authorization for cause after hearing on notice.
2. The power to delegate responsibility for effective implementation of its regulatory functions hereunder to any officer or committee that it may appoint. Any aggrieved student or group whose charter or other authorization has been suspended, revoked, or revoked may appeal such adverse action by such officer or committee of student government to the duly elected student government. On appeal, an aggrieved student or group shall be entitled to a hearing following the due process procedures as set forth in Section 15.
3. Following such hearings, the duly elected student government shall have the authority to set aside, decrease, or confirm the adverse action.

c. Any person or organization affiliated with the college may file charges with the Office of the Dean of Students (through these bylaws in any college or unit where the title “Dean of Students” does not exist, the same shall refer to the officer performing the functions that would otherwise be performed by a dean of students) alleging that a student publication has systematically attacked the religion, race, ethnic origin, or sex of a particular group, or has otherwise contravened the laws of the City, State, or Nation, or any bylaw or resolution of the Board, or any policy, regulation, or order of the college, within a reasonable period of time after such occurrence. If the Dean of Students determines, after making such inquiries as he/she shall attempt to resolve the dispute, failing which he/she shall promptly submit the charges to the faculty-student disciplinary committee for disposition in accordance with the due process procedures of Section 15.3 hereof.

If the Committee sustains the charges or any part thereof against the student publication, the Committee shall be empowered to:
1. reprimand the publication,
2. recommend to the appropriate funding bodies the withdrawal of budget funds. The funding body shall have the authority to implement fully, modify, or overrule the recommendations.

d. Each college shall establish a Student Election Review Committee in consultation with the various Student Governments. The Student Election Review Committee shall approve the election procedures and certify the results of elections for student governments and student body referenda.
Section 15.3 Student Disciplinary Procedures

a. Any charge, accusation, or allegation that is to be presented against a student, and which, if proved, may subject a student to disciplinary action, must be submitted promptly in writing, in complete detail, to the Office of the Dean of Students by the individual, organization, or department making the charge.

b. The chief student affairs officer of the college or his or her designee will conduct a preliminary investigation in order to determine whether disciplinary charges should be preferred. The chief student affairs officer or his or her designee will advise the student of the charge(s) against him or her, consult with other parties who may be involved or who have information regarding the incident, and review other relevant evidence. Following this preliminary investigation, which shall be concluded within thirty calendar days of the filing of the complaint, the chief student affairs officer or designee shall take one of the following actions:

(i) dismiss the matter if there is no basis for the allegation(s) or the allegation(s) does not warrant disciplinary actions. The individuals involved shall be notified that the complaint has been dismissed;

(ii) refer the matter to conciliation. If a matter is referred to conciliation the accused student shall receive a copy of the notice required pursuant to section 15.3(e) of this bylaw; or

(iii) prefer formal disciplinary charges.

Conciliation Conference:

c. The conciliation conference shall be conducted by the counselor in the Office of the Dean of Students or a qualified staff or faculty member designated by the chief student affairs officer. The following procedures shall be in effect at this conference:

1. An effort will be made to resolve the matter by mutual agreement.

2. If an agreement is reached, the counselor shall report his/her recommendation to the chief student affairs officer for approval and, if approved, the complainant shall be notified.

3. If no agreement is reached, or if the student fails to appear, the counselor shall refer the matter back to the chief student affairs officer, who will prefer disciplinary charges.

4. The counselor is precluded from testifying in a college hearing regarding information received during the conciliation conference.

Notice of Hearing and Charges:

d. Notice of the charge(s) and of the time and place of the hearing shall be personally delivered or sent by the chief student affairs officer or his or her designee to the student at the address appearing on the records of the college by registered or certified mail and by regular mail. The hearing shall be scheduled within a reasonable time following the filing of the charges or the conciliation conference. Notice of at least five business days shall be given to the student in advance of the hearing unless the student consents to an earlier hearing.

e. The notice shall contain the following:

1. A complete and itemized statement of the charge(s) being brought against the student, including the rule, bylaw, or regulation he/she is charged with violating, and the possible penalties for such violation.

2. A statement that the student has the following rights:
   (i) to present his/her side of the story;
   (ii) to present witnesses and evidence on his/her behalf;
   (iii) to cross-examine witnesses presenting evidence against the student;
   (iv) to remain silent without assumption of guilt; and
   (v) to be represented by legal counsel or an advisor at the student’s expense.

3. A warning that anything the student says may be used against him/her in a noncollege hearing.

Faculty-Student Disciplinary Committee Procedures:

f. The following procedures shall apply at the hearing before the faculty-student disciplinary committee:

1. The chairperson shall preside at the hearing. The chairperson shall inform the student of the charges, the hearing procedures, and his or her rights.

2. After informing the student of the charges, the hearing procedures, and his or her rights, the chairperson shall ask the student charged to plead guilty or not guilty. If the student pleads guilty, the student shall be given an opportunity to explain his/her actions before the committee. If the student pleads not guilty, the college shall present its case. At the conclusion of the college’s case, the student may move to dismiss the charges. If the motion is denied by the committee, the student shall be given an opportunity to present his or her defense.

3. Prior to accepting testimony at the hearing, the chairperson shall rule on any motions questioning the impartiality of any committee member or the adequacy of the notice of the charge(s). Subsequent thereto, the chairperson may only rule on the sufficiency of the evidence and may exclude irrelevant, immaterial, or unduly repetitive evidence. However, if either party wishes to question the impartiality of a committee member on the basis of evidence that was not previously available at the inception of the hearing, the chairperson may rule on such a motion. The chairperson shall exclude all persons who are to appear as witnesses, except the accused student.

4. The college shall make a record of each fact-finding hearing by some means, such as a stenographic transcript, a tape recording, or the equivalent. A disciplined student is entitled upon request to a copy of such a transcript, tape, or equivalent without cost.

5. The student is entitled to a closed hearing but has the right to request an open public hearing. However, the chairperson has the right to hold a closed hearing when an open public hearing would adversely affect and be disruptive of the committee’s normal operations.

6. The college bears the burden of proving the charge(s) by a preponderance of the evidence.

7. The role of the faculty-student disciplinary committee is to listen to the testimony, ask questions of the witnesses, review the testimony and evidence presented at the hearing and the papers filed by the parties, and render a determination as to guilt or innocence. In the event the student is found guilty, the committee shall then determine the penalty to be imposed.

8. At the end of the fact-finding phase of the hearing, the student may introduce additional records, such as character references. The college may introduce a copy of the student’s previous disciplinary record, where applicable, provided the student was shown a copy of the record prior to the commencement of the hearing. The disciplinary record shall be submitted to the committee in a sealed envelope and shall not be opened until after the committee has made its findings of fact. In the event the student has been determined to be guilty of the charge or charges, the records and documents introduced by the student and the college shall be opened and used by the committee for dispositional purposes, i.e., to determine an appropriate penalty if the charges are sustained.

9. The committee shall deliberate in closed session. The committee’s decision shall be based solely on the testimony and evidence presented at the hearing and the papers filed by the parties.

10. The student shall be sent a copy of the faculty-student disciplinary committee’s decision within five days of the conclusion of the hearing. The decision shall be final subject to the student’s right of appeal.
Section 15.4 Appeals
An appeal from the decision of the faculty-student disciplinary committee may be made to the president, who may confirm or decrease the penalty but not increase it. His/her decision shall be final except in the case of dismissals or suspension for more than one term. An appeal from a decision of dismissal or suspension for more than one term may be made to the appropriate committee of the Board. Any appeal under this section shall be made in writing within fifteen days after the delivery of the decision appealed from. His requirement may be waived in a particular case for good cause by the president or board committees as the case may be. If the president is a party to the dispute, his/her functions with respect to an appeal shall be discharged by an official of the University to be appointed by the chancellor.

Section 15.5 Committee Structure
a. Each faculty-student disciplinary committee shall consist of two faculty members, two student members, and a chairperson. A quorum shall consist of the chair and any two members. Hearings shall be scheduled at a convenient time, and efforts shall be made to ensure full student and faculty representation.

b. The president shall select, in consultation with the head of the appropriate campus governance body or where the president is the head of the governance body, its executive committee, three members of the instructional staff of that college to receive training and to serve in rotation as chair of the disciplinary committees. If none of the chairpersons appointed from the campus can serve, the president, at his/her discretion, may request that a chairperson be selected by lottery from the entire group of chairpersons appointed by other colleges. The chairperson shall preside at all meetings of the faculty-student disciplinary committee and decide and make all rulings for the committee. He/she shall not be a voting member of the committee but shall vote in the event of a tie.

c. The faculty members shall be selected by lot from a panel of six elected annually by the appropriate faculty body from among the persons having faculty rank or faculty status. The student members shall be selected by lot from a panel of six elected annually in an election in which all students registered at the college shall be eligible to vote. In the event that the student or faculty panel or both are not elected, or if more panel members are needed, the president shall have the duty to select the panel or panels that have not been elected. No individuals on the panel shall serve on the panel for more than two consecutive years.

d. In the event that the chairperson cannot continue, the president shall appoint another chairperson. In the event that a student or faculty seat becomes vacant and it is necessary to fill the seat to continue the hearing, the seat shall be filled from the faculty or student panel by lottery.

e. Persons who are to be participants in the hearings as witnesses or have been involved in preferring the charges or who may participate in the appeals procedures, or any other person having a direct interest in the outcome of the hearing, shall be disqualified from serving on the committee.

Section 15.6 Suspension or Dismissal
The Board reserves full power to dismiss or suspend a student or suspend a student organization for conduct that impedes, obstructs, or interferes with the orderly and continuous administration and operation of any college, school, or unit of the University in the use of its facilities or in the achievement of its purposes as an educational institution. The Chancellor or Chancellor's designee, a president, or any dean may in emergency or extraordinary circumstances temporarily suspend a student or temporarily suspend the privileges of a student organization or group for cause, pending an early hearing as provided in Bylaw 15.3 to take place within not more than seven school days. Prior to the commencement of a temporary suspension of a student, the college shall give such student oral or written notice of the charges against him/her and, if he/she denies them, the college shall forthwith give such student an informal oral explanation of the evidence supporting the charges and the student may present informally his/her explanation or theory of the matter. When a student's presence poses a continuing danger to persons or property or an ongoing threat of disrupting the academic process, notice and opportunity for denial and explanation may follow suspension, but shall be given as soon as feasible thereafter.

Section 15.7 The University Student Senate
There shall be a University Student Senate responsible, subject to the Board, for the formulation of University-wide student policy relating the academic status, role, rights, and freedoms of the student. The authority and duties of the University Student Senate shall not extend areas of interest that fall exclusively within the domain of the student governments of the constituent units of the University. Consistent with the authority of the Board of Trustees in accordance with the education law and the bylaws of the Board of Trustees, the University Student Senate shall make its own bylaws providing for the election of its own officers, for the establishment of its own rules and procedures, for its internal administration, and for such other matters as is necessary for its existence. The University Student Senate shall have the full rights and responsibilities accorded student organizations as provided in these bylaws. The delegates and alternate delegates to the University Student Senate shall be elected by their respective constituencies, or their student governments from the elected members of the respective student governments.

Section 15.8 College Governance Plans
The provisions in a duly adopted college governance plan shall not be inconsistent with the provisions contained in this Article.

Article XVI—Student Activity Fees and Auxiliary Enterprises

Section 16.1 Student Activity Fee
The student activity fee is the total of the fees for student government and other student activities. Student activity fees, including student government fees collected by a college of the University, shall be deposited in a college central dispository and, except where earmarked by the Board, allocated by a college association budget committee subject to review by the college association as required in these bylaws.

Section 16.2 Student Activity Fees Use—Expenditure Categories
Student activity fee funds shall be allocated and expended only for the following purposes:
1. Extracurricular educational programs;
2. Cultural and social activities;
3. Recreational and athletic programs;
4. Student government;
5. Publications and other media;
6. Assistance to registered student organizations;
7. Community service programs;
8. Enhancement of the college and University environment;
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<th>STUDENT RIGHTS AND RESPONSIBILITIES</th>
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<td>9. Transportation, administration, and insurance related to the implementation of these activities;</td>
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<tr>
<td>10. Student services to supplement or add to those provided by the university;</td>
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<td>11. Stipends to student leaders.</td>
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**Section 16.3 Student Government Fee**

The student government fee is that portion of the student activity fee levied by resolution of the Board that has been established for the support of student government activities. The existing student government fees now in effect shall continue until changed.

Student government fees shall be allocated by the duly elected student government or each student government where more than one duly elected student government exists, for its own use and for the use of student organizations, as specified in Section 15.2 of these bylaws, provided, however, that the allocation is based on a budget approved by the duly elected student government after notice and hearing, subject to the review of the college association.

Where more than one duly elected student government exists, the college association shall apportion the student government fees to each student government in direct proportion to the amount collected from members of each student government.

**Section 16.4 Student Government Activity Defined**

A student government activity is any activity operated by and for the students enrolled at any unit of the university, provided (1) such activity is for the direct benefit of students enrolled at the college, (2) that participation in the activity and the benefit thereof is available to all students enrolled in the unit or student government thereof, and (3) that the activity does not contravene the laws of the State, State, or Nation or the published rules, regulations, and orders of the University.

**Section 16.5 College Association**

a. The college association shall have responsibility for the supervision and review over college student activity fee-supported budgets. All budgets of college student activity fees, except where earmarked by the Board to be allocated by another body, should be developed by a college association budget committee and recommended to the college association for review by the college association prior to expenditure. The college association shall review all college student activity fees, including student government fee allocations and expenditures, for conformance with the expenditure categories defined in Section 16.2 of this article, and the college association shall disapprove any allocation or expenditure if it finds does not so conform, or is inappropriate, improper, or inequitable.

b. A college association shall be considered approved for purposes of this article if it consists of thirteen (13) members, its governing documents are approved by the college president, and the following requirements are met:

1. The governing board of the college association is composed of:
   - (i) Two faculty members appointed by the college president;
   - (ii) Three administrative members appointed by the college president;
   - (iii) Three faculty members appointed by the college president from a panel whose size is twice the number of seats to be filled and that is elected by the appropriate college faculty governance body;
   - (iv) Six student members comprised of the student government president(s) and other elected students with the student seats allocated on a basis that will provide representation to each government, where more than one exists, as nearly as practicable in proportion to the student activity fees provided by the students from the respective constituencies.

2. The college association structure provides a budget committee composed of members of the governing board, at least a majority of whom are students selected in accordance with Section 16.5(b)(1)(iv) of these bylaws. The budget committee shall be empowered to receive and review student activity fee budget requests and to develop a budget subject to the review of the college association. The college association may choose to not approve the budget or portions of the budget if in their opinion such items are inappropriate, improper, or inequitable. The budget shall be returned to the budget committee with the specific concerns of the college association noted for further deliberation by the budget committee and subsequent resubmittal to the college association.

If the budget is not approved within thirty days those portions of the budget voted upon and approved by the college association board will be allocated. The remainder shall be held until the college association and the budget committee agree.

3. The governing documents of the college association have been reviewed by the Board's general counsel and approved by the Board.

**Section 16.6 Management and Disbursement of Funds**

The college and all student activity fee-allocation bodies shall employ generally accepted accounting and investment procedures in the management of all funds. All funds for the support of student activities are to be disbursed only in accordance with approved budgets and be based on written documentation. A requisition for disbursement of funds must contain two signatures: one, the signature of a person with responsibility for the program; the other, the signature of an approved representative of the allocating body.

**Section 16.7 Revenues**

All revenues generated by student activities funded through student activity fees shall be placed in a college central depository subject to the control of the allocating body. The application of such revenues to the account of the income-generating organization shall require the specific authorization of the allocating body.

**Section 16.8 Fiscal Accountability Handbook**

The chancellor or his/her designee shall promulgate regulations in a fiscal accountability handbook to regulate all aspects of the collection, deposit, financial disclosure, accounting procedures, financial payments, documentation, contracts, travel vouchers, investments, and surpluses of student activity fees and all other procedural and documentary aspects necessary, as determined by the chancellor or his/her designee to protect the integrity and accountability of all student activity fee funds.

**Section 16.9 College Purposes Fund**

a. A college purposes fund may be established at each college and shall be allocated by the college president. The fund may have up to 25 percent of the un-earmarked portion of the student activity fee earmarked to it by resolution of the Board, upon the presentation to the Board of a list of activities that may be properly funded by student activity fees that are deemed essential by the college president.

b. Expenditures from the college purposes fund shall be subject to full disclosure under Section 16.13 of these bylaws.

c. Referenda of the student body with respect to the use and amount of the college purposes fund shall be permitted under the procedures and requirements of Section 16.12 of these bylaws.

**Section 16.10 Auxiliary Enterprise Board**

a. The auxiliary enterprise board shall have responsibility for the oversight, supervision, and review over college auxiliary enterprises. All budgets of auxiliary enterprise funds and all contracts for
auxiliary enterprises shall be developed by the auxiliary enterprise budget and contract committee and reviewed by the auxiliary enterprise board prior to expenditure or execution.

b. The auxiliary enterprise board shall be considered approved for the purposes of this article if it consists of at least eleven members, its governing documents are approved by the college president, and the following requirements are met:

1. The governing board is composed of the college president or his/her designee, as chair, plus an equal number of students and the combined total of faculty and administrative members.

2. The administrative members are appointed by the college president.

3. The faculty members are appointed by the college president from a panel whose size is twice the number of seats to be filled and the panel is elected by the appropriate college faculty governance body.

4. The student members are the student government president(s) and other elected students and the student seats are allocated on a basis that will provide representation to each government, where more than one exists, as nearly as practicable, in proportion to the student enrollment by head count from the respective constituencies.

5. The auxiliary enterprise board structure provides for a budget and contract committee composed of a combined total of faculty and administrative members that is one more than the number of student members. The budget and contract committee shall be empowered to develop all contract and budget allocation proposals subject to the review and approval of the auxiliary enterprise board.

6. The governing documents of the auxiliary enterprise board have been reviewed by the Board's general counsel and approved by the Board.

Section 16.11 The Review Authority of College Presidents Over Student Activity Fee–Allocating Bodies and Auxiliary Enterprise Boards

a. The president of the college shall have the authority to disapprove any student activity fee, including student government fee, or auxiliary enterprise allocation or expenditure, which in his/her opinion contravenes the laws of the City, State, or Nation or any bylaw or policy of the University or any policy, regulation, or order of the college. If the college president chooses to disapprove an allocation or expenditure, he/she shall consult with the general counsel and vice chancellor for legal affairs and thereafter communicate his/her decision to the allocating body or auxiliary enterprise board.

b. The president of the college shall have the authority to suspend and send back for further review any student activity fee, including student government fee, allocation, or expenditure, which in his or her opinion is not within the expenditure categories defined in Section 16.2 of this article. The college association shall, within ten days of receiving a proposed allocation or expenditure for further review, study it and make a recommendation to the president with respect to it. The college president shall thereafter consider the recommendation, shall consult with the general counsel and vice chancellor for legal affairs, and thereafter communicate his/her final decision to the allocating body as to whether the allocation or expenditure is disapproved.

c. The chancellor or his/her designee shall have the same review authority with respect to University student activity fees that the college president has with respect to college student activity fees.

d. All disapprovals exercised under this section shall be filed with the general counsel and vice chancellor for legal affairs.

e. Recipients of extramural student activity fees shall present an annual report to the chancellor for the appropriate board committee detailing the activities, benefits, and finances of the extramural body as they pertain to the colleges where students are paying an extramural fee.

Section 16.12 Referenda

A referendum proposing changes in the student activity fee shall be initiated by a petition of at least ten percent of the appropriate student body and voted upon in conjunction with student government elections.

a. Where a referendum seeks to earmark student activity fees for a specific purpose or organization without changing the total student activity fee, the results of the referendum shall be sent to the college association for implementation.

b. Where a referendum seeks to earmark student activity fees for a specific purpose or organization by changing the total student activity fee, the results of such referendum shall be sent to the Board by the president of the college together with his/her recommendation.

c. At the initiation of a petition of at least ten percent of the appropriate student body, the college president may schedule a student referendum at a convenient time other than in conjunction with student government elections.

d. Where the referendum seeks to affect the use or amount of student activity fees in the college purposes fund, the results of the referendum shall be sent to the Board by the college president together with his/her recommendation.

Section 16.13 Disclosure

a. The college president shall be responsible for the full disclosure to each of the student governments of the college of all financial information with respect to student activity fees.

b. The student governments shall be responsible for the full disclosure to their constituents of all financial information with respect to student government fees.

c. The student activity fee–allocating bodies shall be responsible for the full disclosure of all financial information to its membership, to the college, and to the student governments with respect to all of its activities.

d. The auxiliary enterprise board shall be responsible for the full disclosure of all financial information to its membership, to the college, and to the student governments with respect to auxiliary enterprises.

e. For purposes of the foregoing paragraphs, full disclosure shall mean the presentation each semester of written financial statements which shall include, but need not be limited to, the source of all fee income by constituency, income from other sources creditable to student activity fee accounts, disbursements, transfers, past reserves, surplus accounts, contingency, and stabilization funds. Certified independent audits performed by a public auditing firm shall be conducted at least once each year.

Section 16.14 Stipends

The payment of stipends to student leaders is permitted only within those time limits and amounts authorized by the Board.
**STATEMENT BY THE BOARD OF HIGHER EDUCATION ON THE MAINTENANCE OF CAMPUS ORDER**

Adopted by the Board of Higher Education at its meeting held November 23, 1970.

In adopting the “student process bylaws” (Article XV), it was the intention of this Board to provide the means to enable the administration, faculty, and students of each college of the University to administer a system of student conduct and discipline designed to maintain campus order and protect the rights of members of the college community.

The legislation creating the Board of Higher Education granted to the Board the power and the responsibility to govern and administer the college system under its jurisdiction and to prescribe the conditions of student admission, attendance, and discharge. Accordingly, the Board, mindful of this responsibility, provided in bylaws (Section 15.6) that “[t]he Board reserves full power to dismiss or suspend a student or suspend a student organization for conduct that impedes, obstructs, or interferes with the orderly and continuous administration and operation of any college, school, or unit of the University in the use of its facilities or in the achievement of its purposes as an educational institution.”

The Board believes that in situations involving the enforcement of its Rules and Regulations for the Maintenance of Public Order pursuant to Article 129A of the Education Law (popularly known as the “Henderson Rules”), the procedures outlined in Article XV will be inadequate to the protection of individual rights and the maintenance of order at a particular campus and that in such cases the Board has the responsibility to exercise the powers reserved in Section 15.6.

Accordingly, the Board now serves notice that it will exercise its powers under Section 15.6 when the Chancellor determines, on his/her own motion or when a president so certifies to the Chancellor, that a violation of the Henderson Rules exists, and that such violation constitutes conduct that impedes, obstructs, or interferes with the orderly and continuous administration of a unit of the University in the use of its facilities or in the achievement of its purposes as an educational institution, and requests the Chancellor to constitute a hearing panel as hereinafter provided. In such case, the Board will invoke the following procedures:

1. Written charges assigned by the president, the acting president, or a full dean shall be personally delivered or sent to the student at the address appearing on the records of the college by registered or certified mail. The charges shall contain a complete and itemized statement of the charges being brought against the student, including the rule that he/she is charged with violating and the possible penalties for such violation.

2. Along with the charges, there shall be served upon the student involved a written direction to appear at a time and place to be designated by the chairman of the hearing panel for a hearing upon such charges and statement of the student’s rights in the proceeding and possible consequence. The student shall be notified that anything he/she may say at the hearing may be used against him/her at a nonuniversity hearing, that the student may remain silent at the hearing without assumption of guilt, and that the student has a right to have legal counsel and witnesses participate at the hearing.

3. The student shall be notified of the time, place, and date of the hearing at least five school days prior thereto unless the student consents to an earlier hearing. The notice may be personally delivered or sent to the student by first-class mail to the address appearing on the college records. In the event the student has been temporarily suspended by the president or a full dean, the hearing shall be scheduled for a date not later than seven school days after the effective date of the suspension.

4. At the hearing, the proof in support of the charges will be adduced and the student, with such advisor as he/she deems appropriate, shall have the opportunity to controvert the charges or to make such explanation as he/she deems to be appropriate. Both sides may introduce evidence and cross-examine witnesses. In the event the student does not appear, the hearing nevertheless shall proceed.

5. A record of each such hearing by some means, such as a stenographic transcript, a tape recording, or the equivalent, shall be made. The student involved is entitled upon request to a copy of such transcript without cost.

6. The hearing shall be public or private as the hearing panel as hereinafter provided shall determine, except that the hearing shall be private if the student so requests.

7. As soon after the conclusion of the hearing as may be practical, the hearing panel shall make a decision and shall communicate it to the president and to each student involved. The decision shall be that the charges or any of them are sustained or dismissed. If the charges or any of them are sustained, the hearing panel shall state the penalty therefor. The penalty may consist of censure, disciplinary probation, restitution, suspension for a period of time, or expulsion. The decision of the hearing panels shall be final except that a suspension for a year or longer or expulsion shall be appealable to a committee designated by the Board. Any appeal under this section shall be made in writing within fifteen days after the delivery of the hearing panel’s decision. The requirement may be waived in a particular case for good cause by the Board Committee.

8. The hearing panel shall consist of such persons as the Chancellor may designate. One such person shall be designated by the Chancellor as the presiding officer. One person shall be a student selected from a roster submitted by the University Student Senate, but such student shall not be from the college attended by the student under charge. One person shall be a member of the permanent instructional staff selected from a roster submitted by the University Faculty Senate, but such faculty member shall not be from the college attended by the University Student Senate or by the University Faculty Senate, or in the event that no person on one or the other rosters is available or willing to serve in a particular case, the Chancellor shall designate a student or a member of the permanent instructional staff, as the case may be, to serve on the hearing panel. The presiding officer shall be in charge of the hearing and shall make such rulings in the course of the hearing as he/she deems appropriate for a fair hearing. The presiding officer shall be empowered to proceed in the absence of the faculty or student member or both.

9. A request by the president that a hearing be constituted under the provisions of this statement shall not affect the power of a president or full dean to temporarily suspend a student or temporarily suspend the privileges of a student organization as provided in Section 15.6 of the bylaws.

10. In the event that a student is suspended or expelled under these procedures or the procedures of Section 15.3 of the Bylaws and the suspension or expulsion is subsequently vacated on appeal or by the
courts, the college will provide, at no cost to the student, the academic services lost as a result and will delete the suspension or expulsion from the student’s academic record.

**BOARD OF HIGHER EDUCATION RULES ON PUBLIC ORDER**

The following resolution (sometimes called the “Henderson Rules”) was adopted for all units of the City University by the Board of Higher Education on June 23, 1969.

The tradition of the University as a sanctuary of academic freedom and center of informed discussion is an honored one, to be guarded vigilantly. The basic significance of that sanctuary lies in the protection of intellectual freedom: the right of professors to teach, of scholars to engage in the advancement of knowledge, of students to learn and to express their views, free from external pressures or interference. These freedoms can flourish only in an atmosphere of mutual respect, civility, and trust among teachers and students, only when members of the University community are willing to accept self-restraint and reciprocity as the condition upon which they share in its intellectual autonomy.

Academic freedom and the sanctuary of the University campus extend to all who share these aims and responsibilities. They cannot be invoked by those who would subordinate intellectual freedom to political ends or who violate the norms of conduct established to protect that freedom. Against such offenders the University has the right, and indeed the obligation, to defend itself. We accordingly announce the following rules and regulations to be in effect at each of our colleges, which are to be administered in accordance with the requirements of due process as provided in the Bylaws of the Board of Higher Education.

With respect to enforcement of these rules and regulations we note that the Bylaws of the Board of Higher Education provide that:

"THE PRESIDENT. The president, with respect to his/her education unit, shall:

a. Have the affirmative responsibility of conserving and enhancing the educational standards of the college and schools under his/her jurisdiction;

b. Be the advisor and executive agent of the Board or his/her respective College Committee and as such shall have the immediate supervision with full discretionary power in carrying into effect the bylaws, resolutions, and policies of the Board; the lawful resolutions of any of its committees; and the policies, programs, and lawful resolutions of the several faculties;

c. Exercise general superintendence over the concerns, offices, employees, and students of his/her education unit . . . ."}

1. **Rules**

1. A member of the academic community shall not intentionally obstruct and/or forcibly prevent others from the exercise of their rights. Nor shall he/she interfere with the institution’s educational processes or facilities or the rights of those who wish to avail themselves of any of the institution’s instructional, personal, administrative, recreational, and community services.

2. Individuals are liable for failure to comply with lawful directions issued by representatives of the University when they are acting in their official capacities. Members of the academic community are required to show their identification cards when requested to do so by an official of the college.

2. Unauthorized occupancy of University/college facilities or blocking access to or from such areas is prohibited. Permission from appropriate college authorities must be obtained for removal, relocation, and use of University/college equipment and/or supplies.

3. Theft from or damage to University/college premises or property, or theft or damage to property of any person on University/college premises, is prohibited.

4. Each member of the academic community or an invited guest has the right to advocate his/her position without having to fear abuse—physical, verbal, or otherwise—from others supporting conflicting points of view. Members of the academic community and other persons on the college grounds shall not use language or take actions reasonably likely to provoke or encourage physical violence by demonstrators, those demonstrated against, or spectators.

5. Actions may be taken against any and all persons who have no legitimate reason for their presence on any campus within the University/college, or whose presence on any such campus obstructs and/or forcibly prevents others from the exercise of their rights, or interferes with the institution’s educational processes or facilities, or the rights of those who wish to avail themselves of any of the institution’s instructional, personal, administrative, recreational, and community services.

6. Disorderly or indecent conduct on University/college-owned or -controlled property is prohibited.

7. No individual shall have in his possession a rifle, shotgun, or firearm or knowingly have in his possession any other dangerous instruments or material that can be used to inflict bodily harm on an individual or damage upon a building or the grounds of the University/college without the written authorization of such educational institution. Nor shall any individual have in his possession any other instrument or material that can be used and is intended to inflict bodily harm on any individual or damage upon a building or the grounds of the University/college.

8. Any action or situation that recklessly or intentionally endangers mental or physical health or involves the forced consumption of liquor or drugs for the purpose of initiation into or affiliation with any organization is prohibited.

9. The unlawful manufacture, distribution, dispensation, possession, or use of illegal drugs or other controlled substances by University/college students or employees on University/college premises or as part of any University/college activities is prohibited. Employees of the University must also notify the College Personnel Director of any criminal drug statute conviction for a violation occurring in the workplace not later than five days after such conviction.

10. The unlawful possession, use, or distribution of alcohol by students or employees on University/college premises or as part of any University/college activities is prohibited.

2. **Penalties**

1. Any student engaging in any manner in conduct prohibited under substantive Rules 1–11 shall be subject to the following range of sanctions as hereafter defined in the attached Appendix: admonition, warning, censure, disciplinary probation, restitution, suspension, expulsion, ejection, and/or arrest by the civil authorities.
STUDENT RIGHTS AND RESPONSIBILITIES

2. Any tenured or nontenured faculty member or tenured or nontenured member of the administrative or custodial staff engaging in any manner in conduct prohibited under substantive Rules 1–11 shall be subject to the following range of penalties: warning, censure, restitution, fine not exceeding those permitted by law or by the Bylaws of the Board of Higher Education, suspension with or without pay pending a hearing before an appropriate college authority, dismissal after a hearing, ejection, and/or arrest by the civil authorities. In addition, in the case of a tenured faculty member or tenured member of the administrative or custodial staff engaging in any manner in conduct prohibited under substantive Rules 1–11, he/she shall be entitled to be treated in accordance with applicable provisions of the Education Law or Civil Service Law.

3. Any visitor, licensee, or invitee engaging in any manner of conduct prohibited under substantive Rules 1–11 shall be subject to ejection and/or arrest by civil authorities.

APPENDIX

Sanctions Defined:

A. Admonition. An oral statement to the offender that he/she has violated University rules.

B. Warning. Notice to the offender, orally or in writing, that continuation or repetition of the wrongful conduct, within a period of time stated in the warning, may cause far more severe disciplinary action.

C. Censure. Written reprimand for violation of specified regulation, including the possibility of more severe disciplinary sanction in the event of conviction for the violation of any University regulation within a period stated in the letter of reprimand.

D. Disciplinary Probation. Exclusion from participation in privileges or extracurricular University activities as set forth in the notice of disciplinary probation for a specified period of time.

E. Restitution. Reimbursement for damage to or misappropriation of property. Reimbursement may take the form of appropriate service to repair or otherwise compensate for damages.

F. Suspension. Exclusion from classes and other privileges or activities as set forth in the notice of suspension for a definite period of time.

G. Expulsion. Termination of student status for an indefinite period. The conditions of readmission, if any is permitted, shall be stated in the order of expulsion.

H. Complaint to Civil Authorities.

I. Ejection.

Regulations Governing Student Conduct

Baruch College is dedicated not only to learning and the advancement of knowledge but also to the development of ethical and responsible persons. It seeks to achieve these goals through a sound educational program and policies that encourage independence and maturity. Regulations governing student conduct have been formulated with these objectives in view.

The regulations described below have been promulgated by the duly established college authorities pursuant to Article XV, Section 15.1, of the Bylaws of the Board of Higher Education of the City of New York (see page 152). Procedures for the enforcement of rules and regulations are described in Article XV, Sections 152–54. Nothing contained herein shall conflict with the rules and regulations of The City University of New York as stated in the Bylaws and Regulations for the Maintenance of Campus Order pursuant to Article 123A of the Educational Law of New York State (see pages 157–58).

Members of the Baruch College community are bounded by federal, state, and municipal laws as well as by the regulations enacted by the Board of Trustees of the City University of New York and by the duly established college authorities designated by the president and dean of students.

Institutional discipline is aimed at conduct that directly and significantly impairs the opportunities of members of the college community to attain their educational objectives. The rules are intended to protect the health and safety of persons in the college community and to maintain and protect property. There are, also, guidelines for the keeping of records and the sponsoring of non-classroom activities, such as lectures, concerts, athletic events, and social functions.

Offenses

Sanctions can result from the commission of any of the following offenses:

1. Academic cheating or plagiarism.

2. Knowingly furnishing false information to the college, forgery, alteration or use of college documents or instruments of identification with intent to deceive.

3. Lending a Baruch College identification card to anyone or failure to present it when requested by a duly authorized and identified college official.

4. Misrepresenting oneself as a Baruch College or City University of New York representative.

5. Violation of regulations relating to the entry and use of institutional facilities, including cleaning hour restrictions.

6. Physical or verbal abuse or harassment of any person on college premises or at college-sponsored or supervised functions.

7. Theft, willful destruction, damage, or misuse of college property, including library materials.

8. Theft, willful destruction, or damage of property belonging to a member of the college community on college premises.

9. Advertising, soliciting, or selling any merchandise or service or soliciting of information on campus without permission of the Office of the Dean of Students.

10. Use or sale of unlawful drugs on campus.

11. Use of alcohol on campus at other than duly authorized social functions. (The sponsoring organization must obtain prior permission from the Dean of Students or his/her authorized representative in compliance with all applicable civil laws pertaining to the consumption of alcoholic beverages and provide for adequate supervision.)
12. Gambling. The Penal Law of New York State prohibits loitering in a public place for the purpose of gambling with cards, dice, or other gambling paraphernalia.

13. Intentional disruption or obstruction of teaching, research, administration, disciplinary proceedings, or other institutional activities.

14. Failure to comply with directions of duly authorized and identified college officials acting in performance of their official duties.

_Sanctions_

The commission of any of the above offenses shall be subject to the following sanctions: admonition, warning, censure, disciplinary probation, restitution, suspension, expulsion, ejection, or complaint to civil authorities. The definition of these sanctions can be found on page 159. The procedures for the administration of these penalties are detailed in the section on disciplinary procedures on pages 153–54.

_Sale and Purchase of Research Papers for Course Use_

The sale or purchase of term papers, student essays, reports, and other written assignments intended for use in credit courses is prohibited. Purchase from commercial term paper firms for use as course papers is illegal and subjects a student to disciplinary proceedings.

_Smoking Regulation_

Smoking is prohibited in all Baruch facilities.

_Notification under FERPA of Student Rights Concerning Education Records and Directory Information_

The Family Educational Rights and Privacy Act (FERPA) affords students certain rights with respect to their education records. See paragraph 6 below on students' right to prevent the disclosure of directory information. The FERPA rights of students are as follows:

1. Students have the right to inspect and review their education records. Students should submit to the registrar, dean, head of the academic department, or other appropriate official written requests that identify the record(s) they wish to inspect. If the records are not maintained by the college official to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed.

All requests shall be granted or denied in writing within 45 days of receipt. If the request is granted, the student will be notified of the time and place where the records may be inspected. If the request is denied or not responded to within 45 days, the student may appeal to the college’s FERPA appeals officer. Additional information regarding the appeal procedures will be provided if a request is denied.

2. Students have the right to request an amendment of their education records that they believe are inaccurate or misleading. Students may ask the college to amend a record that they believe is inaccurate or misleading. Students should write to the college official responsible for the record, clearly identify the part of the record they want changed, and specify why it is inaccurate or misleading.

3. The college will make the following “directory information” concerning current and former students available to those parties having a legitimate interest in the information: name, attendance dates (periods of enrollment), address, telephone number, date and place of birth, photograph, e-mail address, full- or part-time status, enrollment status (undergraduate, graduate, etc.), level of education (credits) completed, major field of study, degree enrolled for, participation in officially recognized activities and sports, height and weight of athletic team members, previous schools attended, and degrees, honors, and awards received. By filing a form with the Registrar’s Office, students may request that any or all of this directory information not be released without their prior written consent. This form is available in the Registrar’s Office and may be filed, withdrawn, or modified at any time.

_Policy Against Sexual Harassment_

It is the policy of The City University of New York to promote a cooperative work and academic environment in which there exists mutual respect for all University students, faculty, and staff. Harassment of employees or students based upon sex is inconsistent with this objective and contrary to the University policy of equal employment and academic opportunity without regard to
age, sex, sexual orientation, alienage or citizenship, religion, race, color, national or ethnic origin, handicap, and veteran or marital status. Sexual harassment is illegal under Federal, State, and City laws and will not be tolerated within the University.

The University, through its colleges, will disseminate this policy and take other steps to educate the University community about sexual harassment. The University will establish procedures to ensure that investigations of allegations of sexual harassment are conducted in a manner that is prompt, fair, thorough, and as confidential as possible under the circumstances and that appropriate corrective and/or disciplinary action is taken as warranted by the circumstances when sexual harassment is determined to have occurred. Members of the University community who believe themselves to be aggrieved under this policy are strongly encouraged to report the allegations of sexual harassment as promptly as possible. Delay in making a complaint of sexual harassment may make it more difficult for the college to investigate the allegations.

A. Prohibited Conduct
It is a violation of University policy for any member of the University community to engage in sexual harassment or to retaliate against any member of the University community for raising an allegation of sexual harassment, for filing a complaint alleging sexual harassment, or for participating in any proceeding to determine if sexual harassment has occurred.

B. Definition of Sexual Harassment
For purposes of this policy, sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other oral or written communications or physical conduct of a sexual nature when:
1. submission to such conduct is made either explicitly or implicitly a term or condition of an individual’s employment or academic standing;
2. submission to or rejection of such conduct by an individual is used as a basis for employment or academic decisions affecting such individual; or
3. such conduct has the purpose or effect of unreasonably interfering with an individual’s work or academic performance or creating an intimidating, hostile, or abusive work or academic environment.

Sexual harassment can occur between individuals of different sexes or of the same sex. Although sexual harassment most often exploits a relationship between individuals of unequal power (such as between faculty/staff member and student, supervisor and employee, or tenured and untenured faculty members), it may also occur between individuals of equal power (such as between fellow students or co-workers) or in some circumstances even where it appears that the harasser has less power than the individual harassed (for example, a student sexually harassing a faculty member). A lack of intent to harass may be relevant to, but will not be determinative of, whether sexual harassment has occurred.

C. Examples of Sexual Harassment
Sexual harassment may take different forms. Using a person’s response to a request for sexual favors as a basis for academic or employment decision is one form of sexual harassment. Examples of this type of sexual harassment (known as quid pro quo harassment) include, but are not limited to, the following:
1. requesting or demanding sexual favors in exchange for employment or academic opportunities (such as hiring, promotions, grades, or recommendations);
2. submitting unfair or inaccurate job or academic evaluations or grades, or denying training, promotion, or access to any other employment or academic opportunity, because sexual advances have been rejected.

Other types of unwelcome conduct of a sexual nature can also constitute sexual harassment, if sufficiently severe or pervasive that the target does find, and a reasonable person would find, that an intimidating, hostile, or abusive work or academic environment has been created. Examples of this kind of sexual harassment (known as hostile environment harassment) include, but are not limited to, the following:
1. sexual comments, teasing, or jokes;
2. sexual slurs, demeaning epithets, derogatory statements, or other verbal abuse;
3. graphic or sexually suggestive comments about an individual’s attire or body;
4. inquiries or discussions about sexual activities;
5. pressure to accept social invitations, to meet privately, to date, or to have sexual relations;
6. sexually suggestive letters or other written materials;
7. sexual touching, brushing up against another in a sexual manner, graphic or sexually suggestive gestures, cornering, pinching, grabbing, kissing, or fondling;
8. coerced sexual intercourse or sexual assault.

D. Consensual Relationships
Amorous, dating, or sexual relationships that might be appropriate in other circumstances have inherent dangers when they occur between a faculty member, supervisor, or other member of the University community and any person for whom he or she has a professional responsibility. These dangers can include that a student or employee may feel coerced into an unwanted relationship because he or she fears that refusal to enter into the relationship will adversely affect his or her education or employment; that conflicts of interest may arise when a faculty member, supervisor, or other member of the University community is required to evaluate the work or make personnel or academic decisions with respect to an individual with whom he or she is having a romantic relationship; that students or employees may perceive that a fellow student or co-worker who is involved in a romantic relationship will receive an unfair advantage; and that if the relationship ends in a way that is not amicable, either or both of the parties may wish to take action to injure the other party.

Faculty members, supervisors, and other members of the University community who have professional responsibility for other individuals, accordingly, should be aware that any romantic or sexual involvement with a student or employee for whom they have such a responsibility may raise questions as to the mutuality of the relationship and may lead to charges of sexual harassment. For the reasons stated above, such relationships are strongly discouraged.

For purposes of this section, an individual has “professional responsibility” for another individual at the University if he or she performs functions including, but not limited to, teaching, counseling, grading, advising, evaluating, hiring, supervising, or making decisions or recommendations that confer benefits, such as promotions, financial aid or awards, or other remuneration, or that may impact upon other academic or employment opportunities.

E. Academic Freedom
This policy shall not be interpreted so as to constitute interference with academic freedom.

F. False and Malicious Accusations
Members of the University community who make false and malicious complaints of sexual harassment, as opposed to complaints that, even if erroneous, are made in good faith, will be subject to disciplinary action.
G. Procedures
The University shall develop procedures to implement this policy.
The president of each constituent college of the University, the
Deputy Chancellor at the Central Office, and the Dean of the Law
School shall have ultimate responsibility for overseeing compliance
with this policy at his or her respective unit of the University. In
addition, each dean, director, department chairperson, executive
officer, administrator, or other person with supervisory responsibil-
ity shall be required to report any complaint of sexual harassment
to an individual or individuals to be designated in the procedures.
All members of the University community are required to coopera-
tive in any investigation of a sexual harassment complaint.

H. Enforcement
There is a range of corrective actions and penalties available to the
University for violations of this policy. Students, faculty, or staff
who are found, following applicable disciplinary proceedings, to
have violated this policy are subject to various penalties, including
termination of employment and permanent dismissal from the
University.

CAMPUS SAFETY AND SECURITY POLICIES
A safe and secure campus depends on the cooperation and assistance
of everyone—Baruch students and staff—to be aware of possible
safety hazards and of the potential for crime on campus. Crime
prevention and prompt reporting of unsafe conditions should be
the objectives of every member of the Baruch community.

Campus peace officers make vertical patrols in all Baruch buildings,
and an officer is stationed in the lobby of each building. The officers
carry portable radios to communicate with other officers and to
summon aid if necessary.

Baruch’s policy is that students and employees must report safety
hazards, crimes, loss of property, illness, or injury. Proper reporting
facilitates apprehension of criminals and assists in making Baruch
safe. Incidents can be reported to any uniformed peace or security
officer by calling or visiting the Office of Campus Security and
Public Safety. A member of this office is in constant touch with the
local precinct to monitor and record off-campus crime.

A daily crime log is maintained in the public safety office that records
by date any crime that occurred on or off campus within the patrol
jurisdiction of the campus Public Safety Department and was
reported to the department or the 13th Precinct of the New York
City Police Department. Entries into the crime log must include
the nature, date, time, and general location of each crime and the
disposition of the complaint, if known. The College is further
required to issue a timely warning to the College community when
a crime that the institution considers to be a threat to students and
employees is reported to a campus security authority or a local
police agency. A warning and entry into the log must be made
within two business days unless disclosing this information is pro-
hibited by law or would jeopardize the confidentiality of the victim.
The 1998 amendments to the Clery Act also permit an institution
to withhold this information if release of the information would
jeopardize an ongoing criminal investigation or jeopardize the safety
of an individual, cause a suspect to flee or evade detection, or result
in the destruction of evidence. However, once the adverse effect of
disclosing the crime information is no longer likely to occur, the
institution must disclose the information.

PUBLIC SAFETY AND SECURITY SERVICES
The Office of Campus Security and Public Safety consists of the
director of security, an associate director for operations, and three
assistant directors who oversee training and procedures, fire safety/
fire drills, special events, scheduling, records, officer discipline and
supervision, alarm systems, technical equipment, investigations and
crime prevention, key control and supervision of locksmiths, lost
and found, assignment and maintenance of College vehicles, and
the supervision of the CUNY Card ID and Access Control Center.
The security unit also includes 62 campus peace officers (6 sergeants
and 56 patrol officers), augmented by contract security. Deployment
to Baruch College of campus peace officers is part of The City
University of New York’s security initiative. Campus peace officers
are sworn and have arrest powers.

Campus security operates 24 hours a day, seven days a week. An
assistant director is always present on campus while classes are in
session, including Saturdays.

The office is located at 17 Lexington Avenue, Suite 102, phone:
(212) 802-3000. To report an emergency, call Baruch ext. 3333.
However, in the event of immediate danger, dial 911, New York
City’s emergency assistance phone number.

PERSONAL SAFETY AND SECURITY ON CAMPUS
Baruch College’s security and public safety office believes that
the best methods for reducing crime are vigilance and education.
Vigilance includes limiting access to campus facilities to only those
people who have proper Baruch identification.

Students, faculty, and staff must display identification cards while
on campus. Invalid ID cards are subject to confiscation. If a visitor
does not have a valid Baruch identification card, he/she must show
the officer on duty other valid photo identification and sign a roster.
When the College is not in session, advance notice must be given
to the Office of Campus Security and Public Safety before access
can be granted to any Baruch building. The Office of Campus
Security and Public Safety is in continuous contact with the Office
of Campus Facilities on security considerations related to campus
projects.

Members of the security office provide guidance and assistance to
crime victims in reporting incidents to the police. If a serious incident
occurs on campus, the Baruch security office and the local police
should be called. The security office’s primary concern is the safety
and well-being of the victim. Apprehension of the assailant and
preservation of evidence of the crime are secondary albeit important
considerations.

When an officer arrives, the initial information needed is a brief
account of what happened, a physical description of the assailant, and
the assailant’s direction of flight. The sooner a crime is reported, the
better the chance that the criminal will be caught. Even if a victim
does not want to file an official police report, he/she can still provide
the police with information that could help in an arrest and the
possible prevention of another crime. If necessary, a member of the
Baruch security office will guide a victim through the criminal
justice system.
**Prevention**

General Security on Campus

- Lock office doors while offices are unoccupied.
- Do not bring unnecessary valuable items on campus.
- Do not leave purses, briefcases, or books unattended.
- Call College security (ext. 3000) to report crimes or suspicious activities.
- Call the police (911) or security (emergency ext. 3333) if immediate danger is suspected or if you are threatened.

In Elevators

- If you are alone and someone suspicious enters, stand near the controls. If necessary, press the alarm button. Security officers will respond.

**Sexual Assault**

This information serves to increase awareness and knowledge about sexual assault and to help you cope with sexual assault if it does happen. (Further detailed information is found in the Sexual Encounter's booklet.)

Friendly Stranger and “Acquaintance Rape”

Many attacks start with casual conversation. If your gut-level response to a stranger or friend is uneasiness, try to get out of the situation as quickly as possible, even if it means being rude or making a scene. Acquaintance rape occurs more frequently than reports seem to indicate. The keys to prevention are awareness, trusting your intuition, and asserting behavior. People have deterred assailants in a variety of ways. Talking and thinking about what you might do if attacked increases your chance of defending yourself.

Who Is the Victim?

Everyone is a potential victim of sexual assault. The most vulnerable target is a woman alone. While a large number of reported victims are in the 13-25 age bracket, indications are that this is due to an increase in reporting in this age group. Studies do not indicate a preference for the young by sexual assailants, nor do they support the myth that assault is provoked by a woman’s dress or mannerisms. Opportunity and vulnerability are key factors.

Who Is the Sexual Assailant?

A sexual assailant is generally a person who is emotionally unstable, yet conducts his or her day-to-day life in a reasonably normal and competent manner. He or she often has difficulty in relating to others on a permanent or lasting basis. He or she is often a friend, date, relative, co-worker, or casual acquaintance of the victim.

Where Can Sexual Assault Occur?

Sexual assault can happen virtually anywhere, but most reported incidents occur in the home of the victim or the home of the offender. It is important to be aware that many areas of daily activity are potentially dangerous. Sexual assault often occurs in conjunction with other crimes, such as burglary, and the more commonsense precautions one takes, the less the chance of becoming a victim. Remember: a locked door can give a potential victim adequate time to call the police (911). Remember, too: the victim does not provoke the attack. Sexual assault is a crime of violence and not of sex.

Survival Is the Goal

Preventive measures can reduce the risk of attack, but they are not 100 percent effective. Recent studies show that, if you are attacked, an immediate aggressive response will be twice as likely to increase the possibility of escape but can also aggravate the situation. However, submitting does not guarantee that violence will not occur. Look for ways of escape. If one method does not work, try another.

Checklist for Victims of Assault

Report the crime immediately to the police by dialing 911 and to the Baruch College Office of Campus Security and Public Safety at (212) 802-3000.
- Do not disturb any evidence.
- Do not bathe or shower.
- Have a medical examination as soon as possible.
- Report every detail of the attack to the police officer.
- When calm, make notes of the attack, including any unusual details and description of the attacker.

Procedures for Rape Survivors

If you are assaulted at Baruch, call security's emergency number: (212) 802-3333. Security personnel understand that sexual assault victims experience emotional trauma and will follow a procedure designed to help the victim. This will include finding out details about the assault, taking action toward detaining the assailant, and informing the victim of services available at Baruch and elsewhere.

Students should report all incidents of sexual assault to the Office of Campus Security and Public Safety at (212) 802-3000 and to the Office of the Vice President for Student Development at (646) 312-4570. A professional staff member will meet with you confidentially and will pursue formal disciplinary action only with your consent. After a complaint is lodged, the vice president for student development will arrange an investigation and hearing to determine culpability and the appropriate sanctions, if any. Both the accused and the accuser are entitled to the same opportunities to have others present during such proceedings, and both the accused and the accuser are informed of the outcome of such proceedings. Anyone may initiate such an action against a Baruch student.

A Baruch student who is found to have committed rape, sexual assault, or any other sexual offense, either forcible or nonforcible, is subject to arrest and disciplinary action that can include admonition, deprivation of certain privileges, probation, suspension, or expulsion. The sexual assault survivor will have the option and all available assistance to change classes.

**Alcohol and Drug Use Policies**

Baruch College is dedicated not only to teaching and to the advancement of knowledge but also to the development of ethical and responsible individuals. The College seeks to achieve these goals through a sound educational program and policies that encourage maturity and independence. The regulations that govern student and employee conduct have been formulated with those objectives in view.

The U.S. Department of Education has issued regulations implementing the provisions of the Drug-Free Schools and Communities Act Amendments of 1989. These regulations require that a college distribute information annually about the possession, use, and distribution of alcohol and illicit drugs at that college.
Members of the Baruch College community are bound by federal, state, and municipal laws as well as by the regulations of the Board of Trustees of The City University of New York.

The unlawful manufacture, distribution, possession, or use of illegal drugs or other controlled substances and the unauthorized use of alcohol by students on campus and by College employees at work is prohibited. Student clubs and organizations may petition the Office of Student Life or the Office of the Vice President for Student Development in advance of a planned event for the use of beer or wine at “duly authorized functions.” Organizations must adhere to stringent guidelines that comply with the New York State Alcoholic Beverage Control Law prohibiting the sale, delivery, or providing of alcoholic beverages to people under the age of 21. In addition, organizations granted permission to serve alcoholic beverages must provide adequate supervision for distribution and consumption. Specific details pertaining to the “Permit for the Use of Alcoholic Beverages at an Authorized Student Program” may be found in the student organization handbook, The Informer, available in the Office of Student Life, Vertical Campus, Room 02-210.

Any person found to have violated the College’s policy on alcohol and drug use is subject to discipline by City University officials.

The legal age for drinking alcohol in New York State is 21, and state laws deal harshly with underage drinking. As stated earlier, it is also against the law in New York State to sell or give away alcohol to anyone under the age of 21.

The possession or use of illegal drugs is a crime in the State of New York. Anyone found in possession of or using such drugs on College property will be dealt with severely and may be suspended from the College, in addition to facing criminal charges and arrest.

WEAPONS

No one within the University community, except peace officers pursuant to authorization of the college presidents, shall have in their possession a rifle, shotgun, firearm, or any other dangerous instrument or material that can be used to inflict bodily harm on an individual or damage to a building or the grounds of a campus.

INSTITUTIONAL SANCTIONS

Students are expected to comply with the Rules of Conduct printed in the Undergraduate Bulletin and Graduate Bulletin (see pages 159-60). A student found to be in violation of these rules can be subject to disciplinary action. Sanctions may include admonition, warning, censure, disciplinary probation, restitution, suspension, expulsion, and/or complaint to civil authorities, as stated in full in Baruch College’s Bulletins.

A student who is experiencing difficulty with alcohol or chemical dependency may seek direct assistance or be referred by members of the institutional staff to the Office of the Vice President for Student Development or to the appropriate counseling center. The vice president for student development may take disciplinary action or recommend that the student meet with a counselor for assistance through self-help organizations or other outside agencies.

COUNSELING, TREATMENT, AND REHABILITATION PROGRAMS

Baruch College provides educational and counseling services to students and employees through the Department of Student Development and Counseling, located in Room 02-210 of the Vertical Campus. A full list of off-campus resources is available in the Counseling Center.

CAMPUS SAFETY, SECURITY PROGRAMS, AND INFORMATION

Crime prevention seminars, coordinated with the New York City Police Department, are held concerning subway and travel safety, sex offenses, and confidence games. Professional speakers from the police department instruct students and employees in safety matters. The date, time, and location of each seminar is posted conspicuously and listed well in advance in both undergraduate newspapers, The Ticker and The Reporter. These topics are also addressed by an assistant security director at every freshman and transfer student orientation and international student advisement session. Crime prevention pamphlets are prepared and distributed periodically. These pamphlets include safety tips and reminders to safeguard property. In addition, special “safe campus” flyers are published as needed.

SECURITY AND THE LOCAL POLICE

Members of Baruch’s security office attend monthly meetings of the local NYC Police 13th Precinct’s community council and maintain excellent rapport with the local police. Although the majority of Baruch security personnel are not empowered as police officers, Baruch’s director of campus security and public safety and several assistant directors are former members of the New York City Police Department and are trained in police procedures, investigative techniques, and New York State law.

IMPORTANT TELEPHONE NUMBERS

Baruch College Security
Director of Security and Public Safety:
Henry J. McLaughlin
Office of Campus Security and Public Safety: 212-802-3000
Emergency: 212-802-3333
New York City Police
13th Precinct: 212-477-7411
Emergency: 911
Baruch Student Services: 646-312-4450

Report all crimes to the Office of Campus Security and Public Safety and to the New York City Police Department.
**Crime Statistics for the Baruch Community**

Baruch College Office of Campus Security and Public Safety submits a monthly Uniform Crime Report to the vice president for finance and administration and to the Office of the University Director of Security and Public Safety. The following chart reflects the number of crimes for the most recent three years.

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<td>Nonforcible Sex Offenses</td>
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<td>Robbery</td>
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<td>1</td>
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<tr>
<td>Aggravated Assault</td>
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<tr>
<td>Motor Vehicle Theft</td>
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<td>Hate Crimes</td>
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<td>Liquor Violation*</td>
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<tr>
<td>Weapons Possession*</td>
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</table>

*Arrests only

**New York State Laws and Penalties Related to Sexual Offenses**

<table>
<thead>
<tr>
<th>Applicable NYC Penal Law</th>
<th>Classification</th>
<th>Fine</th>
<th>Prison</th>
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</thead>
<tbody>
<tr>
<td>P/L 130.20 Sexual Misconduct</td>
<td>Class “A” Misdemeanor</td>
<td>Up to $1,000</td>
<td>Excess of 15 days—Not in excess of 1 year</td>
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<td>P/L 130.25 Rape 3rd Degree</td>
<td>Class “E” Felony</td>
<td>Up to $5,000</td>
<td>1 to 4 years</td>
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<td>P/L 130.30 Rape 2nd Degree</td>
<td>Class “D” Felony</td>
<td>Up to $5,000</td>
<td>1 to 7 years</td>
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<td>P/L 130.35 Rape 1st Degree</td>
<td>Class “C” Felony</td>
<td>Up to $5,000</td>
<td>1 to 25 years</td>
</tr>
<tr>
<td>P/L 130.55 Sexual Abuse 3rd Degree</td>
<td>Class “B” Misdemeanor</td>
<td>Up to $1,000</td>
<td>Excess of 15 days—Up to 3 months</td>
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<tr>
<td>P/L 130.60 Sexual Abuse 2nd Degree</td>
<td>Class “A” Misdemeanor</td>
<td>Up to $5,000</td>
<td>Excess of 15 days—Up to 1 year</td>
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<td>P/L 130.65 Sexual Abuse 1st Degree</td>
<td>Class “D” Felony</td>
<td>Up to $5,000</td>
<td>1 to 7 years</td>
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<td>P/L 130.67 Aggravated Sexual Abuse 2nd Degree</td>
<td>Class “C” Felony</td>
<td>Up to $5,000</td>
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<td>P/L 130.70 Aggravated Sexual Abuse 1st Degree</td>
<td>Class “B” Felony</td>
<td>Up to $5,000</td>
<td>1 to 25 years</td>
</tr>
</tbody>
</table>

**Emergency Closing Announcements**

If it should become necessary to cancel classes or to close Baruch College buildings because of severe weather conditions or other emergencies, notification will be broadcast on the following radio stations after 6 am on the day involved. Announcements will indicate whether day classes, evening classes, or both have been canceled.

**AM Radio**
- WCBS 880
- WIN 1010
- WLIB 1190
- WFAS 1230
- WADO 1280

**FM Radio**
- WCBS 101.1
- WFAS 104
- WBL 107.5
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Byron N. McClennan  
Kingsborough Community College  
Eduardo J. Marti  
Queensborough Community College  
Frances Degen Horowitz  
Graduate School and University Center  
Kristin Booth Glen, Dean  
The City University School of Law at Queens College  
Stanford A. Roman, Jr., Dean  
The City University Medical School

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Assistant to the Dean
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Maria K. DiBenedetto  
Director, Advisement Services, Full-Time MBA Program
Elaine H. Bernstein  
Manager, Advisement Services, Flex-Time MBA and M S Programs
Patricia Lewis  
Program Advisor, Flex-Time MBA and M S Programs
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Administrative Director, Executive Programs
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Academic Director, Baruch/Mount Sinai Graduate Program in Health Care Administration

DOCTORAL PROGRAM IN BUSINESS

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Executive Officer

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Associate Dean (Acting)
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Assistant to the Director of Graduate Studies

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Dean
David S. Birdsell  
Executive Director of Academic Programs
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Executive Director of External Relations
Pamela Ferner  
Director of Graduate Admissions and Student Services
Allison Douglas-Chicoye  
Director of Executive Programs
Sandra Benavides  
Coordinator of Academic Advisement (Acting)
Elyse Mendel  
Coordinator of Career Services
INSTRUCTIONAL STAFF

Ronald M. Aaron  
Professor of Student Development and Counseling and Associate Dean of Students  
BA, Hunter College; MS, Indiana State University; EdD, Indiana University

Ervand Abrahamian  
Distinguished Professor of History  
BA, MA, Oxford University; MA, PhD, Columbia University

Saad Abulhab  
Director of Technology, Newman Library  
BSEE, Polytechnic University; MSLIS, Pratt University

Ellen Adelman  
Senior Career Advisor, Department of Student Development and Counseling  
BA, University of Rochester; MA, EdM, Columbia University

Ruth Adler  
Professor of Modern Languages and Comparative Literature  
BA, City College; MA, Hunter College; PhD, New York University

Maureen Ahearn  
Identification Center Coordinator, Campus Security and Public Safety  
BA, Fordham University

Glenn Albright  
Associate Professor of Psychology  
BS, Parsons College; MS, Southern Illinois University; PhD, CUNY

Tuzyline Allan  
Associate Professor of English  
BA, Durham University (England); MA, New York University; PhD, SUNY at Stony Brook

Linda Allen  
Professor of Economics and Finance  
BA, Queens College; PhD, New York University

Stan Altman  
Professor of Public Affairs and Dean of the School of Public Affairs  
BEE, City College; MSEE, Purdue University; PhD, Polytechnic Institute of Brooklyn

Valentina Amusina  
Disability Accommodation Specialist, Department of Student Development and Counseling

James Anastasio  
Director of Baruch Computing and Technology Center  
BBA, Baruch College

John L. Andreassi  
Professor of Psychology  
BA, City College; MA, Fordham University; PhD, Case Western Reserve University

Angela Anselmo  
Assistant Professor of Student Development and Counseling and Director of SEEK  
BA, City College; MSED, CUNY; MSc, New Seminary; MA, PhD, Yeshiva University

Francis Antonucci  
Assistant to the Director of Campus Facilities and Operations  
BBA, Baruch College

Arthur Apter  
Professor of Mathematics  
BS, PhD, Massachusetts Institute of Technology

Ivonne R. Arauz  
Coordinator of Academic Services, School of Public Affairs  
BBA, Baruch College

Nancy Aries  
Associate Professor of Public Affairs  
AB, University of Michigan; PhD, Brandeis University

Paul Arpaia  
Director, Bernard L. Schwartz Communications Institute, Director/Coordinator, Baruch Preparatory Program  
BA, Washington and Lee University; MA, PhD, Georgetown University; Perfezionando, Scuola Normale Superiore Di Pisa

Anne Austin  
Director of Baruch College Early Learning Center, Department of Student Development and Counseling  
BS, City College; MS, Bank Street College of Education

Elliot Axelrod  
Professor and Chair of Law  
BS, New York University; JD, New York Law School

Carl E. Aylman  
Director of Student Life, Department of Student Development and Counseling  
BS, City College; MA, Teachers College, Columbia University; JD, Brooklyn Law School

Turan G. Bali  
Assistant Professor of Economics and Finance  
BA, Bogazici University; MPhil, PhD, CUNY

Moshe Banai  
Associate Professor of Management  
BA, Ben Gurion University; MSc, Tel-Aviv University; PhD, London Business School, University of London

Harvey Barocas  
Professor of Psychology  
BBA, MA, City College; PhD, CUNY
<table>
<thead>
<tr>
<th>Name</th>
<th>Position and Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jack R. Barone</td>
<td>Associate Professor of Mathematics, BS, MA, St. John's Unive</td>
</tr>
<tr>
<td>Joyce E. Barrett</td>
<td>Lecturer, Law, BSEd, Temple Univ; MA, New York U; JD, New</td>
</tr>
<tr>
<td>Sudipta Basu</td>
<td>Associate Professor of Accounting, BA, St. Stephen's College;</td>
</tr>
<tr>
<td>Kapil Bawa</td>
<td>Professor of Marketing, BA, St. Stephen's College; Postgrad</td>
</tr>
<tr>
<td>Jana O'Keefe Bazzoni</td>
<td>Associate Professor of Communication Studies, BA, St. Mary-</td>
</tr>
<tr>
<td>Sandra Benavides</td>
<td>Coordinator of Academic Services, School of Public Affairs;</td>
</tr>
<tr>
<td>Martin Benis</td>
<td>Professor of Accounting, BS, Pennsylvania; MA, PhD, New</td>
</tr>
<tr>
<td>Neil Bennett</td>
<td>Professor of Public Affairs, BS, Brown Univ; PhD, Princeton</td>
</tr>
<tr>
<td>Paula S. Berggren</td>
<td>Professor of English, BA, Barnard College; MA, PhD, Yale U</td>
</tr>
<tr>
<td>Sidney R. Bergquist</td>
<td>Professor of Public Affairs, BA, California Univ at Berkeley;</td>
</tr>
<tr>
<td>Carol R. Berkin</td>
<td>Professor of History, AB, Barnard College; MA, PhD, Columb</td>
</tr>
<tr>
<td>Terry Berkowitz</td>
<td>Professor of Art, Department of Fine and Performing Arts,</td>
</tr>
<tr>
<td>Nigara Tashkent Bermek</td>
<td>Manager, Client Services and Documentation, Baruch Computing</td>
</tr>
<tr>
<td>Elaine Bernstein</td>
<td>Manager of Advisement Services, Flex-Time MBA and MS Prog</td>
</tr>
<tr>
<td>Roslyn Bernstein</td>
<td>Professor of English, BA, Brandeis Univ; MA, PhD, New York</td>
</tr>
<tr>
<td>Zane Berzins</td>
<td>Manager, News and Public Information, AB, Barnard College;</td>
</tr>
<tr>
<td>Julia Irizarry Bhasin</td>
<td>Lecturer, English, BA, Brandeis Univ; MA, Harvard Univ; Ed</td>
</tr>
<tr>
<td>Mara Bianco</td>
<td>Campus Project Administrator, Baruch Computing and Technolo</td>
</tr>
<tr>
<td>Debra B. Bick-Duggan</td>
<td>Associate Director of Student Life, BA, Lehman College; MA,</td>
</tr>
<tr>
<td>Stanton F. Biddle</td>
<td>Professor, Library, BA, Howard Univ; MLS, Clark Atlanta Un</td>
</tr>
<tr>
<td>Shirley Bishop</td>
<td>Human Resources Generalist, BBA, Baruch College</td>
</tr>
<tr>
<td>Harry N. Bixler</td>
<td>Associate Professor of Mathematics, BA, Pennsylvania State</td>
</tr>
<tr>
<td>Michael L. Black</td>
<td>Associate Professor of English, BA, Middlebury College; MA,</td>
</tr>
<tr>
<td>Lea K. Bleyman</td>
<td>Professor of Biology, Department of Natural Sciences, BA,</td>
</tr>
<tr>
<td>Ellen Block</td>
<td>Associate Professor of English, BA, City College; MAT, Univ</td>
</tr>
</tbody>
</table>

**INSTRUCTIONAL STAFF**
Lauren G. Block  
Associate Professor of Marketing  
BS, SUNY at Albany; MBA, Emory University; PhD, Columbia University

Jean Boddewyn  
Professor of Marketing and Coordinator of the International Business Program  
BA, Catholic University of Louvain; MBA, University of Oregon; PhD, University of Washington

William Boddy  
Professor of Communication Studies and Director of Graduate Studies, Weissman School of Arts and Sciences  
BA, York University (Toronto); MA, PhD, New York University

Louis Bolce  
Associate Professor of Political Science  
BA, MA, PhD, University of Cincinnati

Jane Bond  
Associate Professor of History  
BA, Sarah Lawrence College; BA, PhD, University of London; MA, University of Birmingham (England)

Alvin L. Booke  
Lecturer, Management  
BBA, MBA, City College

Jerry Bornstein  
Assistant Professor, Library  
BA, New York University; MLS, Pratt Institute; MA, Hunter College

Etan Bourkoff  
Professor of Physics, Department of Natural Sciences, and Director of the Undergraduate Honors Program  
BS, MS, Massachusetts Institute of Technology; PhD, University of California at Berkeley

David A. Boxill  
Human Resources Assistant  
BS, Edgar Evers College

Eugenia M. Bragen  
Lecturer, English  
BAE, University of Mississippi; MA, New York University

Ann C. Brandwein  
Professor of Statistics and Computer Information Systems  
BS, City College; MS, PhD, Rutgers University

John Brenkman  
Distinguished Professor of English  
BA, PhD, University of Iowa

Harold P. Brent  
Professor of English  
AB, Providence College; MA, University of Nevada; PhD, University of Wisconsin–Madison

David A. Bresnick  
Professor of Public Affairs  
BA, Oberlin College; JD, PhD, Columbia University

Joel Brind  
Professor of Natural Sciences  
BS, Yale University; MS, PhD, New York University

Richard Brody  
Coordinator, Study Abroad Program, Weissman Center for International Business  
BS, MEd, Temple University; EdD, Rutgers University

Dionne Brown  
Curricular Information Specialist, Center for Advisement and Orientation  
BBA, MSED, Baruch College

Scott S. Bryson  
Professor of Modern Languages and Comparative Literature  
BA, University of California, Los Angeles; MA, PhD, University of California at Berkeley

Fred Buckley  
Professor of Mathematics  
BA, Pace University; PhD, CUNY

Stanley Buder  
Professor of History  
BA, City College; MA, PhD, University of Chicago

Vernon Bunce  
Senior College Lab Technician, English Department  
BA, Boston University

Joseph Calliste  
Assistant Director of Scheduling, Campus Security and Public Safety  
BA, Brooklyn College

Athelstan S. Canagarajah  
Associate Professor of English  
BA, University of Kelaniya; MA, Bowling Green University; PhD, University of Texas at Austin

Dionisio Canas  
Professor of Modern Languages and Comparative Literature  
BS, Mercy College; MA, Hunter College; PhD, New York University

Juan Caraballo  
Lecturer, Student Development and Counseling  
BA, Hunter College; MA, New York University

Douglas R. Carmichael  
Wollman Distinguished Professor of Accountancy  
BS, MAS, PhD, University of Illinois; CPA, Illinois

Olga Casanova  
Professor of Modern Languages and Comparative Literature  
BA, Lehman College; MA, Hunter College; PhD, CUNY
<table>
<thead>
<tr>
<th>Name</th>
<th>Position and Department</th>
<th>Education and Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alessandra Castagnetto</td>
<td>Financial Aid Counselor</td>
<td>BS, Brooklyn College</td>
</tr>
<tr>
<td>Mildred Castillo</td>
<td>Payroll/Financial Aid Distribution and TAP Processing Supervisor</td>
<td>BA, M SEd, Baruch College</td>
</tr>
<tr>
<td>Sultan Catto</td>
<td>Professor of Physics, Department of Natural Sciences</td>
<td>BSc, New York Institute of Technology; M Ph, M Sc, PhD, Yale University</td>
</tr>
<tr>
<td>Danny Cayas</td>
<td>Information Systems Assistant, Weissman School of Arts and Sciences</td>
<td>BA, Queens College</td>
</tr>
<tr>
<td>Mark Lincoln Chadwin</td>
<td>Professor of Marketing and Director of the Weissman Center for International Business</td>
<td>BA, Yale University; MA, PhD, Columbia University</td>
</tr>
<tr>
<td>Archishman Chakraborty</td>
<td>Assistant Professor of Economics and Finance</td>
<td>BSc, Calcutta University; MA, Delhi University; PhD, Princeton University</td>
</tr>
<tr>
<td>Robert Chambee</td>
<td>Assistant Professor of Marketing</td>
<td>BS, MA, Columbia University; MA, PhD, New York University</td>
</tr>
<tr>
<td>Susan Maizel Chambre</td>
<td>Professor of Sociology and Anthropology</td>
<td>BA, Queens College; AM, PhD, University of Pennsylvania</td>
</tr>
<tr>
<td>Michael N. Chanin</td>
<td>Professor of Management</td>
<td>BS, City College; MBA, Baruch College; PhD, CUNY</td>
</tr>
<tr>
<td>Sheau-Yueh Chao</td>
<td>Associate Professor, Library</td>
<td>BA, Tamkang University; MLS, University of Wisconsin-Madison; M S, New York City Technical College</td>
</tr>
<tr>
<td>Carolle Charles</td>
<td>Associate Professor of Sociology and Anthropology</td>
<td>BA, MA, University of Montreal; PhD, SUNY at Binghamton</td>
</tr>
<tr>
<td>Mario Charles</td>
<td>Associate Professor, Library</td>
<td>BA, Brooklyn College; MLS, Pratt Institute; M S, Baruch College</td>
</tr>
<tr>
<td>Myrna Chase</td>
<td>Professor of History</td>
<td>BA, Washington University; PhD, CUNY</td>
</tr>
<tr>
<td>W. David Cheng</td>
<td>Associate Professor of Student Development and Counseling and Director of Counseling</td>
<td>BA, Lafayette College; MS, PhD, Rutgers University</td>
</tr>
<tr>
<td>Susan Cheon</td>
<td>Assistant Professor of Accountancy</td>
<td>BBA, Chung-Ang University; MA, PhD, University of Georgia</td>
</tr>
<tr>
<td>T. William Chien</td>
<td>Professor of Management</td>
<td>BA, National Chiao Tung University; PhD, Purdue University</td>
</tr>
<tr>
<td>Eva Shan Chou</td>
<td>Assistant Professor of English</td>
<td>AB, Radcliffe College; MA, PhD, Harvard</td>
</tr>
<tr>
<td>Mitchell Cohen</td>
<td>Professor of Political Science</td>
<td>BA, Case Western Reserve University; MA, M Phil, PhD, Columbia University</td>
</tr>
<tr>
<td>Yochi Cohen-Charash</td>
<td>Assistant Professor of Psychology</td>
<td>BA, M S, Tel-Aviv University; MA, PhD, University of California, Berkeley</td>
</tr>
<tr>
<td>Joseph E. Collison</td>
<td>Assistant Professor of Mathematics</td>
<td>BS, Manhattan College; MS, PhD, New York University</td>
</tr>
<tr>
<td>Crescentia Coutinho</td>
<td>Conferences Coordinator, Campus Facilities and Operations</td>
<td>BSc, Bombay University</td>
</tr>
<tr>
<td>James Coyle</td>
<td>Assistant Professor of Marketing</td>
<td>BA, Rockhurst College; MA, PhD, University of Missouri</td>
</tr>
<tr>
<td>Daniel L. Creange</td>
<td>Vice President for Student Services</td>
<td>BS, Seton Hall University; MBA, New York University; M S, Baruch College</td>
</tr>
<tr>
<td>Albert E. Croker</td>
<td>Professor and Chair of Statistics and Computer Information Systems</td>
<td>BS, MS, PhD, SUNY at Stony Brook</td>
</tr>
<tr>
<td>Patrice Crosby</td>
<td>Director of Administrative and Financial Services, Weissman School of Arts and Sciences</td>
<td>BA, Holy Cross College; MPA, Baruch College</td>
</tr>
<tr>
<td>Jane Crotty</td>
<td>Director of Community and Economic Development</td>
<td>BS, Elmira College; MS, Nazareth College</td>
</tr>
<tr>
<td>Name</td>
<td>Title and Affiliations</td>
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</tr>
<tr>
<td>David Cruz de Jesús</td>
<td>Assistant Professor of Modern Languages and Comparative Literature, BA, MA, PhD, SUNY at Albany</td>
<td></td>
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<tr>
<td>Eleonora Curlo</td>
<td>Associate Professor of Marketing, BS, University of Milan; MSc, California Institute of Technology; PhD, University of Maryland</td>
<td></td>
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<tr>
<td>Gerard Dalgis</td>
<td>Professor of English, BA, Lehman College; MA, PhD, University of Illinois</td>
<td></td>
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<tr>
<td>Marianne D’Amato</td>
<td>Assistant Director for Purchasing, BA, Lehman College; MA, Fordham University; MBA, Baruch College</td>
<td></td>
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<tr>
<td>David G. Dannenbring</td>
<td>Provost and Senior Vice President for Academic Affairs, BS, California State Polytechnic University; PhD, Columbia University</td>
<td></td>
</tr>
<tr>
<td>Miriam G. D’Aponte</td>
<td>Professor of Theatre, Department of Fine and Performing Arts, BA, Bryn Mawr College; MFA, Columbia University; PhD, CUNY</td>
<td></td>
</tr>
<tr>
<td>Doris daRin</td>
<td>Associate Professor of English, BA, Wayne State University; MA, University of Michigan; PhD, New York University</td>
<td></td>
</tr>
<tr>
<td>Masako Darrough</td>
<td>Professor of Accountancy, BA, International Christian University; PhD, University of British Columbia</td>
<td></td>
</tr>
<tr>
<td>Ajay Das</td>
<td>Associate Professor of Management, BA, University of Lucknow (India); MBA, University of Northern Iowa; PhD, Michigan State University</td>
<td></td>
</tr>
<tr>
<td>T.K. Das</td>
<td>Professor of Strategic Management, BSc (Hons.), University of Calcutta; MSc, Jadavpur University; MMS, Asian Institute of Management, Philippines; PhD, University of California, Los Angeles</td>
<td></td>
</tr>
<tr>
<td>Dessa David</td>
<td>Lecturer, Statistics and Computer Information Systems, BSc, MA, Brooklyn College</td>
<td></td>
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<tr>
<td>Bridgett Davis</td>
<td>Associate Professor of English, BA, Spelman College; MS, Columbia University</td>
<td></td>
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<tr>
<td>Harry Z. Davis</td>
<td>Professor of Accountancy, BA, Yeshiva University; MBA, Baruch College; MPhil, PhD, Columbia University</td>
<td></td>
</tr>
<tr>
<td>Rosa Alvarado DeJesus</td>
<td>Assistant to the Director of Technology and Support Services, Zicklin School of Business; BBA, Baruch College</td>
<td></td>
</tr>
<tr>
<td>Gayle DeLong</td>
<td>Associate Professor of Economics and Finance, BA, American University; MA, University of South Carolina; PhD, Columbia University</td>
<td></td>
</tr>
<tr>
<td>Gerald D. DeMaio</td>
<td>Associate Professor of Political Science, BA, Manhattan College; MA, PhD, New York University</td>
<td></td>
</tr>
<tr>
<td>Zhen Deng</td>
<td>Assistant Professor of Accounting, BA, Beijing University; MA, Columbia University; PhD, New York University</td>
<td></td>
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<tr>
<td>Anthony DeRosa</td>
<td>Systems Analyst/Programmer, Baruch Computing and Technology Center, AAS, College of Staten Island</td>
<td></td>
</tr>
<tr>
<td>Thomas Deschi-Obi</td>
<td>Assistant Professor of History, BA, Harvard University; MA, PhD, University of California at Los Angeles</td>
<td></td>
</tr>
<tr>
<td>Maria K. DiBenedetto</td>
<td>Director of Advisement Services, Full-Time MBA Program, Zicklin School of Business, BA, Queens College; MA, EdM, Columbia University</td>
<td></td>
</tr>
<tr>
<td>Alan DiGaetano</td>
<td>Professor of Political Science, BA, University of Michigan; BA, Wayne State University; PhD, Boston University</td>
<td></td>
</tr>
<tr>
<td>Michael DiMarco</td>
<td>Bursar, BS, Wagner College; MBA, Baruch College</td>
<td></td>
</tr>
<tr>
<td>Diane DiMartino</td>
<td>Associate Professor, Library, BA, Brooklyn College; MLS, Pratt Institute; MPA, Baruch College</td>
<td></td>
</tr>
<tr>
<td>Emily Comstock DiMartino</td>
<td>Associate Professor of English, BA, Syracuse University; MS, PhD, Fordham University</td>
<td></td>
</tr>
<tr>
<td>Jacqueline DiSalvo</td>
<td>Associate Professor of English, BA, Antioch College; MA, PhD, University of Wisconsin–Madison</td>
<td></td>
</tr>
<tr>
<td>Wanda Dobson</td>
<td>Assistant to the Director of Graduate Studies and to the Director of Technology and Research, BA, City College; MSEd, Baruch College</td>
<td></td>
</tr>
</tbody>
</table>
Dorothy Dologite  
Professor of Statistics and Computer Information Systems  
BS, Rider College; MA, PhD, St. John’s University

Algeo D. Douglas  
Human Resources Assistant  
BS, SUNY at Albany

Joel M. Douglas  
Professor of Public Affairs  
BA, Boston University; MA, SUNY at Albany; MA, New School for Social Research; PhD, New York University

Allison Douglas-Chicoye  
Director of Executive Programs, School of Public Affairs  
BA, University of the West Indies; MA, New York University

Elizabeth Douthitt  
Assistant Professor of Management  
BA, MA, University of Missouri; MS, PhD, Rutgers University

Arthur Downing  
Professor and Chief Librarian, Library  
AB, MLS, Rutgers University; MA, New York University

Douglas Duchin  
Associate Professor, Library  
BA, University of Nevada; MLS, University of Southern California; MSEd, Baruch College

Robert Ducoffe  
Associate Professor of Marketing and Assistant Dean, Zicklin School of Business  
BA, McGill University; MA, University of Southern California; PhD, Michigan State University

John R. Dugan, Jr.  
Dean of Faculty and Staff Relations/Counsel to the President  
BA, Harvard University; JD, New York Law School

M. Barry Dumas  
Professor of Statistics and Computer Information Systems  
AB, BSIE, MSOR, PhD, Columbia University

William Eng  
Professor of Student Development and Counseling and Director of Intercollegiate Athletics; Department of Student Development and Counseling  
BS, MSED, City College; EdD, New York University

Mindy Engle-Friedman  
Associate Professor of Psychology  
BS, SUNY at Binghamton; MS, PhD, Northwestern University

Judith Entes  
Associate Professor of English  
BA, SUNY at Stony Brook; MS, City College; PhD, Fordham University

Michele R. Epstein  
Director of Telephony Planning and Technology  
BA, Lehman College; MA, New York University; MBA, Baruch College

Shelly Eversley  
Assistant Professor of French  
BA, Columbia College, Columbia University; MA, PhD, Johns Hopkins University

Hanan T. Eytan  
Associate Professor of Economics and Finance  
BS, Technion-Israel Institute of Technology; MBA, Tel-Aviv University; PhD, Massachusetts Institute of Technology

Nermin Eyuboglu  
Associate Professor of Marketing  
BA, Middle East Technical University; MBA, Fairleigh Dickinson University; PhD, University of North Carolina

Carmen Fedrik  
Assistant Director of Human Resources  
BA, Lehman College; MS, City College

Barbara Feknous  
Instructional Design and Support Specialist, Library  
BA, Vassar College; MA, New York University

Kyzyl Fennon-Smith  
Instructor, Library  
BA, Evergreen State College; MLS, University of Washington

Cheryl Fenton  
Assistant Director, Lawrence N. Field Center for Entrepreneurship and Small Business  
BA, Long Island University; MPA, Baruch College

Pamela Ferner  
Director of Graduate Admissions and Student Services, School of Public Affairs  
BA, Wooster College; MSED, Baruch College
INSTRUCTIONAL STAFF

William J. Ferns  
Associate Professor of Statistics and 
Computer Information Systems  
BA, Trinity College; MS, Baruch College; PhD, CUNY

Frances Ferrara  
Verification Coordinator/Fianancial Aid Counselor  
BBA, Baruch College

Barbara Fife  
Executive Director of External Relations; School of Public Affairs  
BA, Bryn Mawr College; MUP, Hunter College

Wayne Finke  
Associate Professor of Modern Languages and 
Comparative Literature  
BA, MA, PhD, New York University

Mary Finnen  
Director of Budget and Fianancial Planning and Analysis  
BBA, MBA, Baruch College

Benedetto Fontana  
Assistant Professor of Political Science  
BA, Brooklyn College; M Phil, PhD, City University of New York

Tracy Ford  
Graduate Admissions Counselor  
BA, University of Pennsylvania; MBA, Columbia University

Robert C. Foskey  
Lecturer, Management  
BBA, Baruch College; MBA, Fordham University

Clark (Jack) Francis II  
Professor of Economics and Finance  
BS, MBA, Indiana University; PhD, University of Washington

Murray Frank  
Assistant Professor of Law  
BA, Queens College; JD, LLM, New York University Law School

Kevin Frank  
Assistant Professor of English  
BA, University of Southern California; MA, PhD, University of California at Los Angeles

George D. Frankel  
Systems Analyst/Programmer, Baruch Computing and Technology Center  
BA, City College; MFA, Columbia University

Martin Frankel  
Professor of Statistics and Computer Information Systems  
AB, University of North Carolina; MA, PhD, University of Michigan

Robert A. Freedman  
Lecturer and Counselor, Dean’s Office, Zicklin School of Business  
AB, Columbia University; MEd, Teachers College, Columbia University

Alfred W. Friedland  
Lecturer, Mathematics  
BA, MA, Brooklyn College

Lewis Friedman  
Associate Professor of Public Affairs  
BA, Hunter College; MA, PhD, Michigan State University

Linda Weiser Friedman  
Professor of Statistics and Computer Information Systems  
BA, Baruch College; MS, PhD, Polytechnic Institute of New York

Andrea Gabor  
Assistant Professor of English  
BA, Wesleyan University; MS, Columbia University

David Gallagher  
Vice President for College Advancement  
BA, MA, St. John’s University

Eric M. Gander  
Assistant Professor of Communication Studies  
BA, M A, University of Virginia; PhD, Northwestern University

Ramonita Garcia  
Financial Aid Counselor  
BA, Baruch College

Elizabeth Gareis  
Assistant Professor of Communication Studies  
BA, Friedrich-Alexander University; MA, PhD, University of Georgia

David Garlock  
Director of Purchasing and Auxiliary Services  
AB, MA, Columbia University; PhD, CUNY

Lucy Garnett  
Assistant Professor of Statistics and Computer Information Systems  
BS, Massachusetts Institute of Technology; MA, PhD, Dartmouth College

Michael Gartenberg  
Associate Professor of Mathematics  
BS, Brooklyn College; MA, PhD, Yeshiva University

Charles Gengler  
Associate Professor of Marketing  
BS, University of Illinois; MS, PhD, University of Texas

Antoinette Georgiades  
College Laboratory Technician, Office of Communications and Marketing
Judith Gerber  
Manager of Educational and User Services,  
Computer Center for Visually Impaired People  
BA, SUNY Empire State College

Emil Gernert, Jr.  
Associate Professor of Biology, Department of Natural Sciences  
BS, Manhattan College; MS, PhD, New York University

Aloke Ghosh  
Associate Professor of Accountancy  
BS, St. Xavier College; MA, PhD, Tulane University

Christos Giannikos  
Assistant Professor of Economics and Finance  
MS, PhD, Columbia University

Diane Gibson  
Assistant Professor of Public Affairs  
BS, University of Wisconsin; MA, PhD, University of Chicago

Tamara Giles-Vernick  
Assistant Professor of History  
BA, Pomona College; MA, PhD, Johns Hopkins University

Martin Gill  
Associate Director of Campus Security and Public Safety (Operations)  
BS, New York Institute of Technology

Jeffrey Golland  
Associate Professor of Psychology  
AB, Brandeis University; MA, PhD, New York University

Stephanie Golob  
Assistant Professor of Political Science  
BA, Yale University; MA, PhD, Harvard University

Joan C. Gondola  
Professor of Student Development and Counseling  
BA, Hunter College; MS, Purdue University; PhD, Texas Woman's University

Martha Goodson  
Assistant Professor of Black and Hispanic Studies  
BA, Antioch College; MA, Rutgers University; PhD, Union Graduate School

Gilbert R. Gordon  
Associate Professor of Statistics and Computer Information Systems  
BA, Polytechnic Institute of Brooklyn; MS, Purdue University; PhD, Polytechnic Institute of Brooklyn

Warren B. Gordon  
Associate Professor and Chair of Mathematics  
BE, City College; MS, PhD, New York University

Hyman Gorenberg  
Professor of Accountancy  
BBA, City College; JD, Brooklyn Law School; LLM, New York University; CPA, New York

Janet Gornick  
Associate Professor of Political Science  
BA, MA, PhD, Harvard University

Elsie Sterbin Gottlieb  
Associate Professor of Statistics and Computer Information Systems  
BA, Cornell University; MA, MPhil, PhD, New York University

Stephen Gould  
Professor of Marketing  
BA, Washington University; MBA, Baruch College; MPhil, PhD, CUNY

Stephanie Govan  
Assistant to the Associate Dean, Weissman School of Arts and Sciences  
BA, Lehman College; MA, Baruch College

Jamie Greiff  
Financial Aid Counselor  
BS, SUNY at New Paltz

Andreas F. Grein  
Associate Professor of Marketing and Director, Full-Time MBA Program, Zicklin School of Business  
BBA, University of New Brunswick; MA, University of South Carolina; PhD, New York University
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Education</th>
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<tbody>
<tr>
<td>Alison Griffiths</td>
<td>Assistant Professor of Communication Studies</td>
<td>BA, University of Leicester, London; MA, University of London; PhD, New York University</td>
</tr>
<tr>
<td>Wayne Grofik</td>
<td>Media Resources Manager, Baruch Computing and</td>
<td>Technology Center</td>
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<tr>
<td>Shulamith T. Gross</td>
<td>Professor of Statistics and Computer Information Systems</td>
<td>BS, Hebrew University of Israel; PhD, University of California at Berkeley</td>
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<tr>
<td>Peter M. Gutmann</td>
<td>Professor of Economics and Finance</td>
<td>AB, Williams College; BS, Massachusetts Institute of Technology; MA, Columbia University; PhD, Harvard University</td>
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<td>James F. Guyot</td>
<td>Professor of Public Affairs</td>
<td>BA, Michigan State University; MA, PhD, Yale University</td>
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<tr>
<td>Richard Hallex</td>
<td>Manager of Computer Maintenance and Inventories, Baruch Computing and Technology Center</td>
<td>BA, Queens College</td>
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<tr>
<td>Christopher Hallowell</td>
<td>Associate Professor of English and Director of Undergraduate Journalism Programs</td>
<td>BA, Harvard College; MSJ, Columbia University</td>
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<tr>
<td>Thomas Halper</td>
<td>Professor and Chair of Political Science</td>
<td>AB, St. Lawrence University; MA, PhD, Vanderbilt University</td>
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<tr>
<td>Frederick J. Hammon, Jr.</td>
<td>Vice President for Finance and Facilities, Certified Public Accountant</td>
<td>BS, M BA, Fairleigh Dickinson University</td>
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<tr>
<td>Tracy Handler</td>
<td>Director, Graduate Career Services, Zicklin School of Business</td>
<td>BA, SUNY at Albany; M Ed, MA, Columbia University</td>
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<td>Bert Hansen</td>
<td>Associate Professor of History</td>
<td>AB, Columbia University; PhD, Princeton University</td>
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<td>Giora Harpaz</td>
<td>Professor of Economics and Finance</td>
<td>BA, MBA, Hebrew University; DBA, PhD, Indiana University</td>
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<tr>
<td>Diane Harrigan</td>
<td>Editor, Office of Communications and Marketing</td>
<td>AB, Boston College</td>
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<td>Heather Harriss</td>
<td>Assistant Professor of Communication Studies</td>
<td>BA, Concordia University; MA, PhD, Howard University</td>
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<td>Miriam Hausman</td>
<td>Professor of Mathematics</td>
<td>BS, City College; MS, PhD, Courant Institute, New York University</td>
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<tr>
<td>Bryant T. Hayes</td>
<td>Lecturer, English</td>
<td>BA, University of Kansas; MA, University of Wisconsin-Madison</td>
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<td>Thomas Hayes</td>
<td>Professor of English</td>
<td>BA, Western Maryland College; MA, American University; PhD, New York University</td>
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<tr>
<td>Ramona K. Z. Heck</td>
<td>Peter S. Jonas Distinguished Professor of Entrepreneurship, Department of Management</td>
<td>BS, MS, PhD, Purdue University</td>
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<tr>
<td>Thomas Heinrich</td>
<td>Assistant Professor of History</td>
<td>BA, University of Bielefeld (Germany); MA, SUNY at Buffalo; PhD, University of Pennsylvania</td>
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<td>Gary P. Hentzi</td>
<td>Associate Professor of English</td>
<td>BA, Oberlin College; MA, PhD, Columbia University</td>
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<td>Edwin Hertz</td>
<td>Assistant Professor of Sociology and Anthropology</td>
<td>BA, MA, Hunter College; PhD, New York University</td>
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<td>Christopher A. Hessel</td>
<td>Associate Professor of Economics and Finance</td>
<td>BS, Long Island University; MA, PhD, New York University</td>
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<tr>
<td>Mary Gorman Hetherington</td>
<td>Executive Assistant to the President</td>
<td>BA, New York University</td>
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<td>Marina Heung</td>
<td>Associate Professor of English</td>
<td>BA, Cornell University; MA, PhD, Northwestern University</td>
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<tr>
<td>Wendy Heyman</td>
<td>Assistant Professor and Senior Counselor, Dean's Office, Weissman School of Arts and Sciences</td>
<td>BA, University of Maryland; MA, Hunter College; PhD, New York University</td>
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<tr>
<td>George R. Hill</td>
<td>Associate Professor of Music, Department of Fine and Performing Arts</td>
<td>AB, Stanford University; MA, University of Chicago; PhD, New York University</td>
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</tbody>
</table>
Peter Hitchcock  
Professor of English  
MA, University of Massachusetts; PhD, CUNY

Linda M. Hoffman  
Professor of Chemistry, Department of Natural Sciences  
BS, Queens College; MS, PhD, New York University

Mary Jean Carey Holland  
Professor of Biology, Department of Natural Sciences  
AB, Vassar College; MS, PhD, New York University

Richard Holowczak  
Assistant Professor of Statistics and Computer Information Systems  
BS, The College of New Jersey; MA, Rutgers University; MS, New York University

Armen Hovakimian  
Assistant Professor of Economics and Finance  
BS, Yerevan Polytechnic Institute (Armenia); MA, American University; PhD, Boston College

Douglas Howard  
Associate Professor of Mathematics  
BS, Massachusetts Institute of Technology; MA, Columbia University; PhD, Courant Institute, New York University

Lie-Fern Hsu  
Associate Professor of Management  
BS, National Chiao-Tung University; MA, Courant Institute, New York University

Larry Huckins  
Assistant Professor of Economics and Finance  
BS, University of New Hampshire; MA, PhD, University of Chicago

Jonathan Huntley  
Professor of Mathematics  
BS, Yale University; MS, PhD, Stanford University

Lee Seok Hwang  
Associate Professor of Accountancy  
BA, Yonsei University; MA, PhD, New York University

Patricia Imbimbo  
Director of Career Services, Department of Student Development and Counseling  
BA, Oakland University; MA, New York University; PhD, Teachers College, Columbia University

Curtis E. Izen  
Manager of Network Support, Baruch Computing and Technology Center  
BBA, Baruch College

Harvey M. Jackson  
Lecturer, Student Development and Counseling  
BA, Ellsworth Community College; BS, Seattle University; MS, Long Island University

Joan Japha  
Professor of Biology, Department of Natural Sciences  
BS, Brooklyn College; PhD, University of Connecticut

Qun Gerry Jiao  
Associate Professor, Library  
BA, Beijing Institute of Aeronautics and Astronautics; MA, Miami University; PhD, University of South Carolina

Jean Jofen  
Professor of Modern Languages and Comparative Literature  
BA, Brooklyn College; MA, Brown University; MS, Yeshiva University; PhD, Columbia University

Beth Hillman Johnson  
Administrative Director of the National Center for the Study of Collective Bargaining in Higher Education and the Professions  
BA, Illinois Wesleyan University; MA, PhD, New York University

Patricia J. Johnson  
Lecturer, Psychology  
BBA, Baruch College; MS, City College

David R. Jones  
Assistant Professor of Political Science  
BA, Haverford College; MA, PhD, University of California, Los Angeles

Bruce W. Jordan  
Professor of Mathematics  
AB, Princeton University; MA, PhD, Harvard University

Carmel Jordan  
Associate Professor of English  
BA, Lehman College; MA, PhD, Fordham University

Eileen A. Josephart  
Transfer Evaluation Specialist, Office of the Registrar  
BA, Baruch College

Ted Joyce  
Professor of Economics and Finance and Academic Director of the MBA in Health Care Administration Program  
BA, University of Massachusetts at Amherst; PhD, CUNY
<table>
<thead>
<tr>
<th>Name</th>
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<tr>
<td>Gayana Jurkevich</td>
<td>Professor of Modern Languages and Comparative Literature</td>
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<td>AB, Mount Holyoke College; MA, University of Minnesota; MPhil, PhD, New York University</td>
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<td>Professor of Public Affairs</td>
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<td></td>
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<td>Debbie Kaminer</td>
<td>Assistant Professor of Law</td>
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<td></td>
<td>BA, University of Pennsylvania; JD, Columbia University</td>
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<tr>
<td>Donna Katz</td>
<td>Assistant Director of Human Resources</td>
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<tr>
<td></td>
<td>BA, SUNY at Stony Brook; M S, Baruch College</td>
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<td>Steven Katz</td>
<td>Associate Professor of Economics and Finance</td>
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<td></td>
<td>BA, Yeshiva University; MS, MBA, PhD, New York University</td>
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<tr>
<td>Daniel G. Kaufmann</td>
<td>Associate Director of Campus Operations, Campus Facilities and Operations</td>
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<td>AAS, Queensborough Community College</td>
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<tr>
<td>Elaine M. Kauvar</td>
<td>Professor of English</td>
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<td></td>
<td>BA, University of Colorado; MA, Duke University; PhD, Northwestern University</td>
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<td>David Keller</td>
<td>Admissions Counselor</td>
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<tr>
<td></td>
<td>BA, SUNY Purchase</td>
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<tr>
<td>W. Yvette Kelley</td>
<td>Director of Technology, School of Public Affairs</td>
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<tr>
<td></td>
<td>BA, Pace University; JD, Rutgers University</td>
</tr>
<tr>
<td>Joseph J. Kerstein</td>
<td>Eli and Claire Mason Professor of Accountancy</td>
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<tr>
<td></td>
<td>BA, University of Cincinnati; MBA, New York University</td>
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<td>Roberta L. Kessler</td>
<td>Assistant to the Associate Dean, Weissman School of Arts and Sciences</td>
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<tr>
<td></td>
<td>BA, Baruch College; M SW, Wurzweiler School of Social Work, Yeshiva University</td>
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<tr>
<td>Ramzi Raja Khuri</td>
<td>Associate Professor of Physics, Department of Natural Sciences</td>
</tr>
<tr>
<td></td>
<td>BS, M S, Yale University; PhD, Princeton University</td>
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<tr>
<td>Joseph Kij</td>
<td>Systems Specialist/Database Administrator, Baruch Computing and Technology Center</td>
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<tr>
<td></td>
<td>BA, University of Arizona</td>
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<tr>
<td>Beverly King-Hall</td>
<td>Assistant Registrar</td>
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<td>BBA, M S, Baruch College</td>
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<tr>
<td>Laurence A.S. Kirby</td>
<td>Professor of Mathematics</td>
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<td></td>
<td>BA, MA, Cambridge University; PhD, Manchester University</td>
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<tr>
<td>Carl Kirschner</td>
<td>Director of Student Support Services, Department of Student Development and Counseling</td>
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<tr>
<td></td>
<td>BA, Queens College; MA, PhD, New York University</td>
</tr>
<tr>
<td>Leo Klein</td>
<td>Web Coordinator and Digital Resources Developer, Library</td>
</tr>
<tr>
<td></td>
<td>BA, University of Illinois at Chicago; MLS, Queens College</td>
</tr>
<tr>
<td>Norman L. Kleinberg</td>
<td>Associate Professor of Economics and Finance</td>
</tr>
<tr>
<td></td>
<td>BS, University of Pennsylvania; MS, Courant Institute, New York University; PhD, Massachusetts Institute of Technology</td>
</tr>
<tr>
<td>Linda H. Kneller</td>
<td>Associate Registrar</td>
</tr>
<tr>
<td></td>
<td>AB, Albion College; MS, Brooklyn College; MPA, Baruch College</td>
</tr>
<tr>
<td>Judith Komaki</td>
<td>Professor of Psychology</td>
</tr>
<tr>
<td></td>
<td>AB, University of Southern California; PhD, University of Illinois</td>
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<tr>
<td>Richard E. Kopelman</td>
<td>Professor of Management</td>
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<tr>
<td></td>
<td>BS, MBA, University of Pennsylvania; DBA, Harvard University</td>
</tr>
<tr>
<td>Sanders D. Korenman</td>
<td>Professor of Public Affairs</td>
</tr>
<tr>
<td></td>
<td>BA, University of California at Berkeley; PhD, Harvard University</td>
</tr>
<tr>
<td>Abraham K. Korman</td>
<td>Wollman Distinguished Professor of Management</td>
</tr>
<tr>
<td></td>
<td>BA, Brooklyn College; MA, University of Illinois; PhD, University of Minnesota</td>
</tr>
<tr>
<td>Helaine Korn</td>
<td>Associate Professor of Management</td>
</tr>
<tr>
<td></td>
<td>BS, Cornell University; MBA, PhD, Stern School of Business, New York University</td>
</tr>
<tr>
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<td>Position/Role</td>
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<tr>
<td>Viatchesla Kosmina</td>
<td>Information Systems Analyst, Department of Communication Studies</td>
</tr>
<tr>
<td></td>
<td>BBA, Moscow State Institute of International Relations (MGIMO)</td>
</tr>
<tr>
<td>Marios Koufaris</td>
<td>Assistant Professor of Statistics and Computer Information Systems</td>
</tr>
<tr>
<td></td>
<td>BS, University of Pennsylvania; MPhil, PhD, New York University</td>
</tr>
<tr>
<td>Chris Koutsouris</td>
<td>Administrative Director of Executive Programs, Zicklin School of Business</td>
</tr>
<tr>
<td></td>
<td>BA, Hunter College; JD, Yeshiva University</td>
</tr>
<tr>
<td>Paul Kran</td>
<td>Grants Manager</td>
</tr>
<tr>
<td></td>
<td>BA, Hunter College; MA, Rutgers University</td>
</tr>
<tr>
<td>Sandra Kraskin</td>
<td>Director, Sidney Ishkin Gallery</td>
</tr>
<tr>
<td></td>
<td>BS, MA, PhD, University of Minnesota</td>
</tr>
<tr>
<td>Allen I. Kraut</td>
<td>Professor of Management</td>
</tr>
<tr>
<td></td>
<td>BA, City College; MA, Columbia University; PhD, University of Michigan</td>
</tr>
<tr>
<td>Shyam Kumar</td>
<td>Assistant Professor of Management</td>
</tr>
<tr>
<td></td>
<td>BS, Indian Institute of Technology; MBA, Indian Institute of Management</td>
</tr>
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<td>Wendy Kyman</td>
<td>Assistant Professor of Student Development and Counseling</td>
</tr>
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<td>Douglas P. Lackey</td>
<td>Professor of Philosophy</td>
</tr>
<tr>
<td></td>
<td>AB, Michigan State University; PhD, Yale University</td>
</tr>
<tr>
<td>Barbara M. Lambert</td>
<td>Associate Director of Career Development, Office of Career Planning and Services</td>
</tr>
<tr>
<td></td>
<td>BA, City College; MA, Hunter College</td>
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<tr>
<td>Philip Lambert</td>
<td>Professor of Music and Chair of Fine and Performing Arts</td>
</tr>
<tr>
<td></td>
<td>BM, BM E, University of Oklahoma; MA, PhD, Eastman School of Music, University of Rochester</td>
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<td>Professor of Public Affairs</td>
</tr>
<tr>
<td></td>
<td>BS, MA, University of Florida; PhD, Syracuse University</td>
</tr>
<tr>
<td>Eleanor Langstaff</td>
<td>Professor, Library</td>
</tr>
<tr>
<td></td>
<td>BA, Colorado State University; MA, Fordham University; MSLS, Catholic University of America; PhD, CUNY</td>
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<tr>
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<td>Associate Provost</td>
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<tr>
<td></td>
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<tr>
<td>Jae Won Lee</td>
<td>Associate Professor of Economics and Finance</td>
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<td></td>
<td>BA, Seoul National University; MA, City College; PhD, CUNY</td>
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<td>Controller</td>
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<td>Minja P. Lee</td>
<td>Associate Professor, Library</td>
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<td></td>
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<td>Myung-Soo Lee</td>
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<td>Professor of Political Science</td>
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<td>BS, Miami University; MA, PhD, Syracuse University</td>
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<td>Hugues Leveccq</td>
<td>Assistant Professor of Statistics and Computer Information Systems</td>
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<td></td>
<td>BS, University of Paris, Dauphine; MS, University of Paris; MBA, PhD, Stern School of Business, New York University</td>
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<td>Professor of Art, Department of Fine and Performing Arts</td>
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Arthur Lewin  
Associate Professor of Black and Hispanic Studies  
BA, Queens College; PhD, CUNY

Patricia Lewis  
Graduate Program Advisor, Zicklin School of Business  
BA, Fordham University; MA, New York University

J. David Lichtenenthal  
Professor of Marketing  
BA, SUNY at Potsdam; MA, SUNY at Buffalo; PhD, Pennsylvania State University

Steven B. Lilien  
Irving Weinstein Professor of Accountancy and Chair of Accountancy  
BS, M S, PhD, New York University; CPA, New York

Seth Lipner  
Professor of Law  
BS, Rensselaer Polytechnic Institute; JD, Albany Law School; LL M, New York University

Sidney I. Litzman  
Saxe Distinguished Professor of Management and Vice President and Dean of the Zicklin School of Business  
BS, City College; MA, PhD, Columbia University

Lewis Liu  
Associate Professor, Library  
BA, Beijing Teacher’s College (China); M Ed, SUNY at Buffalo; MBA, Niagara University; MS, University of Illinois at Urbana-Champaign; PhD, SUNY at Buffalo

Susan Locke  
Professor of Psychology  
BA, Vassar College; PhD, Adelphi University

M. Paul Loomba  
Professor of Management  
BSME, BSEE, University of Nebraska; MS, Massachusetts Institute of Technology; PhD, University of Wisconsin-Madison

Meir Lubetski  
Professor of Modern Languages and Comparative Literature  
BA, MA, Hebrew University; MS, Brooklyn College; PhD, New York University

Andrew Luiz  
Senior College Laboratory Technician, Office of Services for Students with Disabilities  
AAS, Long Beach City College

Honghong Luo  
Senior College Lab Technician, Department of Natural Sciences  
BS, Nanjing University; MS, Zhongshan University; PhD, University of Alaska, Fairbanks

Steven Lustgarten  
Professor of Economics and Finance  
BA, City College; MS, PhD, University of California, Los Angeles

Nita L. Lutwak  
Associate Professor of Psychology  
BA, Baruch College; MA, Hunter College; PhD, Fordham University

John M. Lux  
Lecturer, English  
BA, City College; MA, Ohio State University

Karen Luxton-Gourgey  
Director of the Computer Center for Visually Impaired People  
BA, Oberlin College; MA, New York University; EdD, Teachers College, Columbia University

Bernard E. Lynch  
Manager of Business Programs, Continuing Studies  
BS, Fordham University; M BA, New York University

Karen Lyness  
Associate Professor of Management  
BA, Miami University; MA, PhD, Ohio State University

Barry Kai-Fai Ma  
Associate Professor of Economics and Finance  
BA, University of Toronto; MS, PhD, Stanford University

Pai-Chun Ma  
Associate Professor of Statistics and Computer Information Systems  
BS, National Chiao-Tung University; MBA, SUNY at Buffalo; PhD, New York University

Thomas Main  
Assistant Professor of Public Affairs  
BA, University of Chicago; MPA, Kennedy School of Government, Harvard University; PhD, Princeton University

Teri Maiorca  
Associate Director of Communications and Marketing  
BA, Fordham University

Clayton Majete  
Lecturer, Sociology and Anthropology  
BA, Morgan State University; MA, PhD, New York University

Augusta Malacarne  
Director of Rassias Method® Language Programs  
BA, Hunter College

Charles J. Malerich  
Associate Professor of Chemistry, Department of Natural Sciences  
BA, St. John’s University; PhD, Yale University
<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Institution</th>
<th>Degrees/Institutions</th>
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<tbody>
<tr>
<td>Brenda Maller</td>
<td>Transfer Evaluation Specialist, Office of the Registrar</td>
<td>BA, Queens College</td>
</tr>
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<td>Eugene Marlow</td>
<td>Professor of English</td>
<td>BA, Hunter College; MA, Golden Gate University; PhD, New York University</td>
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<td>Terrence Martell</td>
<td>Professor of Economics and Finance</td>
<td>BA, Iona College; PhD, Pennsylvania State University</td>
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<tr>
<td>Elena M. Martinez</td>
<td>Professor and Chair of Modern Languages and Comparative Literature</td>
<td>BA, University of Puerto Rico; MA, PhD, New York University</td>
</tr>
<tr>
<td>Marta W. Martino</td>
<td>Lecturer, English</td>
<td>BA, Adelphi University; MA, PhD, New York University</td>
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<tr>
<td>Alvin L. Marty</td>
<td>Professor of Economics and Finance</td>
<td>AB, University of California, Los Angeles; PhD, University of California at Berkeley</td>
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<tr>
<td>Alyce Mayo</td>
<td>Director, Baruch College Programs</td>
<td>BA, Brooklyn College; MA, Teachers College, Columbia University</td>
</tr>
<tr>
<td>Christopher Mazzeo</td>
<td>Assistant Professor of Public Affairs</td>
<td>MA, PhD, Stanford University</td>
</tr>
<tr>
<td>Deborah Mazzia</td>
<td>Assistant to the Registrar</td>
<td>BBA, Baruch College</td>
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<tr>
<td>Cecelia McCall</td>
<td>Associate Professor of English</td>
<td>BS, Massachusetts State College at Boston; MA, PhD, New York University</td>
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<tr>
<td>Thomas P. McCarty</td>
<td>Senior Registrar</td>
<td>BA, St. Joseph's University; MA, University of Kentucky</td>
</tr>
<tr>
<td>William Mcclellan</td>
<td>Associate Professor of English</td>
<td>BA, Syracuse University; M Phil, PhD, CUNY</td>
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<tr>
<td>William W. McCutchen, Jr.</td>
<td>Associate Professor of Management</td>
<td>BSC, Duke University; MA, Harvard University; PhD, Indiana University</td>
</tr>
<tr>
<td>John McGarraghy</td>
<td>Professor of Public Affairs</td>
<td>BA, St. Mary's University; MA, Catholic University of America; EdD, Harvard University</td>
</tr>
<tr>
<td>Mary McGlynn</td>
<td>Assistant Professor of English</td>
<td>BA, University of Texas at Austin; MA, M Phil, PhD, Columbia University</td>
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<tr>
<td>Henry J. Mclaughlin</td>
<td>Director of Campus Security and Public Safety</td>
<td>BA, Iona College; MS, Lehman College</td>
</tr>
<tr>
<td>Spencer Means</td>
<td>Associate Professor, Library</td>
<td>BA, University of Houston; MA, Duke University; MSLS, University of North Carolina</td>
</tr>
<tr>
<td>Steven V. Melnik</td>
<td>Assistant Professor of Accounting</td>
<td>BBA, Baruch College; JD, New York Law School; LL M, New York University</td>
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<tr>
<td>Donald Mengay</td>
<td>Associate Professor of English</td>
<td>BA, Metropolitan State College; MA, University of Denver; PhD, New York University</td>
</tr>
<tr>
<td>Donald Menzi</td>
<td>Director, Regional Education Center for Economic Development</td>
<td>BA, Berlin College; M Div, Rochester Eastman Theological School; MUP, Hunter College; PhD, New York University</td>
</tr>
<tr>
<td>Trudy Milburn</td>
<td>Assistant Professor of Communication Studies</td>
<td>BA, University of California, Davis; MA, Texas A&amp;M University; PhD, University of Massachusetts at Amherst</td>
</tr>
<tr>
<td>Stacey N. Miles</td>
<td>Assistant for Affirmative Action</td>
<td>BA, SUNY at Binghamton; MSED, Baruch College</td>
</tr>
<tr>
<td>Lisa Miller</td>
<td>Assistant Director of Student Life for New Students and Peer Programs, Student Development and Counseling</td>
<td>BA, SUNY College at New Paltz; MA, Hunter College</td>
</tr>
<tr>
<td>Joshua E. Mills</td>
<td>Director of the Master's Program in Business Journalism and Professor of English</td>
<td>MA, City College</td>
</tr>
<tr>
<td>Darryl G. Minor</td>
<td>Assistant Supervisor of Open Access Computing Facilities, Baruch Computing and Technology Center</td>
<td>BBA, Baruch College</td>
</tr>
<tr>
<td>Peter Miroshnik</td>
<td>Senior College Laboratory Technician, Department of English</td>
<td>BS, Polytechnic College, Kiev, Ukraine</td>
</tr>
</tbody>
</table>
Kenneth M. Mischel  
Associate Professor of Economics and Finance  
BA, University of Pennsylvania; PhD, Columbia University  

Jerry Mitchell  
Associate Professor of Public Affairs  
BS, Southwest Missouri State University; MPA, Texas A&M University; PhD, University of Kansas  

Jeanne R. Moore  
Deputy Director of Human Resources  
BA, SUNY at Albany; MSILR, Baruch College/Cornell University  

Hugo Morales  
Admissions Counselor  
BA, City College  

Carlos Julio Moreno  
Professor of Mathematics  
BA, PhD, New York University  

Kathleen Morgan  
Executive Assistant to the Vice President for Academic Affairs  
BA, Fordham University  

Susan S. Morgulas  
Director of Institutional Research and Analysis  
BA, University of Michigan; M.A, Teachers College, Columbia University; PhD, CUNY  

Vicki Morris  
Financial Officer, Manager of Test Preparation Programs  
BBA, MPA, Baruch College  

Joseph Mui  
Systems Analyst/Programmer, Baruch Computing and Technology Center  
BA, Lehman College; MBA, Baruch College  

Gary P. Mulikowsky  
Assistant Professor of Management  
BBA, City College; MBA, Baruch College; PhD, New York University  

Sandra Mullings  
Associate Professor of Law  
BA, MS, Queens College; JD, Yale University  

Frances Murphy  
Acting Director, Graduate Admissions, Zicklin School of Business  
BBA, Cardinal Cushing College; MBA, Baruch College  

James F. Murphy  
Director of Undergraduate Admissions and Financial Aid Services  
BA, St. John’s University; M.S, Baruch College  

Samuel Murray  
Financial Aid Counselor  
BBA, MSED, Baruch College  

Douglas Muzzio  
Professor of Public Affairs  
BA, Fordham University; MA, PhD, New York University  

Robert J. Myers  
Associate Professor and Chair of Communication Studies  
BA, MA, Queens College; PhD, St. John’s University  

Linda Nahum  
Director of Continuing and Professional Studies  
BS, City College of New York; MBA, Baruch College  

Bruce E. Nebel  
Graphic Arts Reproduction Manager  

Marilyn Neimark  
Professor of Accountancy  
BA, Cornell University; M.A, MPhil, PhD, New York University; CPA, New York  

Eric Neubacher  
Assistant Professor, Library  
BA, Bucknell University; MLS, Rutgers University; MPA, Baruch College  

Sue Y. Ng  
Senior College Laboratory Technician, Department of Modern Languages and Comparative Literature  
BBA, Baruch College  

Bogdan Nicolescu  
College Laboratory Technician, Department of Natural Sciences  
BS, Clarkson College  

Hugo Nurnberg  
Professor of Accountancy  
BA, Queen’s College; MBA, Baruch College; PhD, Columbia University; CPA, New York  

David O’Brien  
Professor of Psychology  
BA, Boston University; PhD, Temple University  

David Olan  
Professor of Music, Department of Fine and Performing Arts  
AB, Columbia College; M.S, M.M., University of Wisconsin–Madison; DMA, Columbia University  

Veena Oldenberg  
Associate Professor of History  
BA, MA, University of Lucknow (India); MA, University of Bridgeport; PhD, University of Illinois  

June O’Neill  
Bert and Sandy Wasserman Professor of Finance and Director of the Center for the Study of Business and Government  
BA, Sarah Lawrence College; PhD, Columbia University
Joseph Onochie  
Associate Professor of Economics and Finance  
BBA, University of Nigeria; MBA, Tulane University;  
MS, University of Southwestern Louisiana; MA, PhD,  
University of New Orleans

Peter Orland  
Professor of Natural Sciences  
PhD, University of California, Santa Cruz

Rita Ormsby  
Instructor, Library  
BA, University of Iowa; MLS, University of  
Wisconsin–Madison

George Otte  
Associate Professor of English  
BA, Claremont Men’s College; MA, Claremont Graduate  
School; PhD, Stanford University

Michael A. Palley  
Professor of Statistics and Computer Information Systems  
BS, Wharton School, University of Pennsylvania; MS,  
MPhil, PhD, Stern School of Business, New York University

Jai Park  
Assistant Professor of Psychology  
BA, MA, Seoul National University; MS, PhD, Yale  
University

Andrew Parker  
Assistant Professor of Public Affairs  
BS, University of London; MUP, Hunter College; MPhil,  
PhD, Columbia University

Vince Passaro  
Director of Public Relations  
AB, MFA, Columbia University

Meenakshi Pasupathay  
Assistant Professor of Economics and Finance  
BSc, MA, Madras University; MA, PhD, Washington  
University

Gloria Paulus  
Curricular Information Specialist, Center for Advisement  
and Orientation  
BA, Montclair State College; MA, Hunter College

Alan Pearlman  
Senior College Laboratory Technician, Weissman School  
of Arts and Sciences  
BSEd, MSED, Baruch College

Carmen Pedrogo  
Affirmative Action Officer  
BA, M University of Miami

Katherine Pence  
Assistant Professor of History  
BA, Pomona College; MA, PhD, University of Michigan

Glenn Petersen  
Professor of Sociology and Anthropology  
BA, California State College, Bakersfield; MA, MPhil, PhD,  
Columbia University

Sally Pinto  
Professor of Economics and Finance  
BA, Fordham University; MBA, Baruch College

Michael P. Plekon  
Professor of Sociology and Anthropology  
BA, Catholic University of America; MA, PhD, Rutgers  
University

Bobbie J. Pollard  
Assistant Professor of Psychology  
BA, Jackson State College; MLS, Atlanta University;  
MA, New York University

Debra Popkin  
Professor of Modern Languages and Comparative Literature  
BA, City College; MA, PhD, Columbia University; Diplome,  
University of Paris (Sorbonne)

David Potash  
Director of Academic Services  
BA, Rice University; MA, New York University;  
PhD, Cambridge University

J. Greg Price  
Associate Registrar  
BA, Baruch College

Wendell Pritchett  
Assistant Professor of History  
BA, Brown University; JD, Yale University School of Law;  
PhD, University of Pennsylvania

Alvin N. Puryear  
Field Distinguished Professor of Entrepreneurship,  
Department of Management  
BA, Yale University; MBA, PhD, Columbia University

Joey Quiñones  
Information Systems Assistant, Weissman School of Arts  
and Sciences

Eloise Quiñones-Keber  
Professor of Art, Department of Fine and Performing Arts  
BA, Immaculate Heart College; MA, University of  
California, Los Angeles; MA, PhD, Columbia University

Alfonso Quiroz  
Professor of History  
BA, Universidad Catolica; MA, PhD, Columbia University

David Rachman  
Professor of Marketing  
BS, University of Scranton; MBA, City College;  
PhD, New York University
<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Affiliation</th>
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<tbody>
<tr>
<td>Keith Ramig</td>
<td>Associate Professor of Chemistry, Department of Natural Sciences, BS, Indiana University of Pennsylvania; PhD, University of Pittsburgh</td>
</tr>
<tr>
<td>Denyse Ramkaran</td>
<td>Director of Testing and Evaluation, BA, MA, John Jay College</td>
</tr>
<tr>
<td>Ester Ramos</td>
<td>Head of Circulation, Library, BBA, Baruch College</td>
</tr>
<tr>
<td>Daichand Rampaul</td>
<td>Chief College Laboratory Technician, Department of Natural Sciences, BA, Baruch College</td>
</tr>
<tr>
<td>Raymond Rankis</td>
<td>Assistant Athletic Director and Director of Intramural Athletics and Recreation, BS, M S, Lehman College</td>
</tr>
<tr>
<td>Ned Regan</td>
<td>President, BA, Hobart College; JD, State University of New York School of Law</td>
</tr>
<tr>
<td>Jakob Reich</td>
<td>Associate Professor of Mathematics, BS, MA, PhD, University of New Mexico</td>
</tr>
<tr>
<td>Walter Reichman</td>
<td>Professor of Psychology, BA, M BA, City College; MA, EdD, Columbia University</td>
</tr>
<tr>
<td>Elizabeth M. Reis</td>
<td>Associate Professor of Psychology, BA, University of Massachusetts; M Ed, PhD, Columbia University</td>
</tr>
<tr>
<td>Alexander Reisz</td>
<td>Assistant Professor of Economics and Finance, BBA, M BA, HEC School of Management; PhD, New York University</td>
</tr>
<tr>
<td>Joel Rentzler</td>
<td>Professor of Economics and Finance, BA, BS, M S, Columbia University; PhD, New York University</td>
</tr>
<tr>
<td>Johann J.K. Reusch</td>
<td>Assistant Professor of Art, Arts Administration, Department of Fine and Performing Arts; Dipl., School of Trade and Commerce (Hamburg, Germany); BA, M A, PhD, University of California, Los Angeles</td>
</tr>
<tr>
<td>David Reynolds</td>
<td>Distinguished Professor of English, BA, Amherst College; PhD, University of California at Berkeley</td>
</tr>
<tr>
<td>Sharon Ricks</td>
<td>Director of Advising, Center for Advisement and Orientation, BSW, SUNY at Stony Brook; M SEd, Baruch College</td>
</tr>
<tr>
<td>Charles A. Riley</td>
<td>Associate Professor of English, BA, Princeton University; M Phil, PhD, CUNY</td>
</tr>
<tr>
<td>Alvany Rocha</td>
<td>Professor of Mathematics, BS, M S, Universidad Federal de Pernambuco; PhD, Rutgers University</td>
</tr>
<tr>
<td>Marvin Rodriguez</td>
<td>Curricular Information Specialist, Center for Advisement and Orientation, BBA, Baruch College</td>
</tr>
<tr>
<td>Sandra Roff</td>
<td>Associate Professor, Library, BA, Hunter College; MA, SUNY at Oneonta; M A, University of Pennsylvania; M LS, Pratt Institute</td>
</tr>
<tr>
<td>Edward G. Rogoff</td>
<td>Associate Professor of Management and Director, Lawrence N. Field Center for Entrepreneurship and Small Business, BA, M BA, PhD, Columbia University</td>
</tr>
<tr>
<td>Carl Rollyson</td>
<td>Professor of English, BA, Michigan State University; MA, PhD, University of Toronto</td>
</tr>
<tr>
<td>Barry Rosen</td>
<td>Associate Professor of Marketing, BS, M S, SUNY College of Environmental Science and Forestry; M BA, Syracuse University; PhD, SUNY at Buffalo</td>
</tr>
<tr>
<td>Harry M. Rosen</td>
<td>Professor and Chair of Management, BS, University of Pennsylvania; M S, Columbia University; PhD, Cornell University</td>
</tr>
<tr>
<td>David Rosenberg</td>
<td>Assistant Professor of Law, BA, Oberlin College; JD, Cornell University</td>
</tr>
<tr>
<td>Geanne Rosenberg</td>
<td>Assistant Professor of English, BA, Bryn Mawr College; MS, Columbia University; JD, Columbia University</td>
</tr>
<tr>
<td>Ruth D. Rosenthal</td>
<td>Associate Professor of Communication Studies, BA, M S, Brooklyn College; PhD, CUNY</td>
</tr>
<tr>
<td>Howard N. Ross</td>
<td>Professor of Economics and Finance, AB, MA, PhD, Columbia University</td>
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<tr>
<td>Barbara Katz Rothman</td>
<td>Professor of Sociology and Anthropology</td>
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<tr>
<td>Hannah Rothstein</td>
<td>Professor of Management</td>
</tr>
<tr>
<td>Murray Rubinstein</td>
<td>Professor of History</td>
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<td>Anna Jo Ruddel</td>
<td>Lecturer, Mathematics</td>
</tr>
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<td>William Ruland</td>
<td>Professor of Accountancy</td>
</tr>
<tr>
<td>James Russell</td>
<td>Project Manager, Baruch Computing and Technology Center</td>
</tr>
<tr>
<td>Reade Ryan</td>
<td>Assistant Professor of Mathematics</td>
</tr>
<tr>
<td>Samuel G. Ryan, Jr.</td>
<td>Associate Professor of Statistics and Computer Information Systems</td>
</tr>
<tr>
<td>Yitzchak P. Sabban</td>
<td>Associate Professor of Statistics and Computer Information Systems</td>
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<tr>
<td>Savita Sahay</td>
<td>Assistant Professor of Accountancy</td>
</tr>
<tr>
<td>Deborah Saivetz</td>
<td>Assistant Professor of Fine and Performing Arts</td>
</tr>
<tr>
<td>Paul Salkind</td>
<td>Director, Student Academic Consulting Center</td>
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<tr>
<td>Ora F. Saloman</td>
<td>Professor of Music</td>
</tr>
<tr>
<td>Jorge Sanchez</td>
<td>Budget Analyst, Budget Office</td>
</tr>
<tr>
<td>Aurea Santana</td>
<td>Coordinator, Academic Personnel and Budget Systems</td>
</tr>
<tr>
<td>Miguel Santos</td>
<td>Professor of Biology and Ecology, Department of Natural Sciences</td>
</tr>
<tr>
<td>Parmatma Saran</td>
<td>Professor of Sociology and Anthropology</td>
</tr>
<tr>
<td>Bharat Sarath</td>
<td>Associate Professor of Accountancy</td>
</tr>
<tr>
<td>Karen Sauvigné</td>
<td>Executive Director of Administration, Schol of Public Affairs</td>
</tr>
<tr>
<td>E.S. Savas</td>
<td>Professor of Public Affairs</td>
</tr>
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<td>Barbara E. Savedoff</td>
<td>Associate Professor of Philosophy</td>
</tr>
<tr>
<td>William J. Sawyer</td>
<td>Assistant Director of Campus Security and Public Safety (Key Control)</td>
</tr>
<tr>
<td>Sarah Sayeed</td>
<td>Assistant Professor of Public Affairs</td>
</tr>
<tr>
<td>Talia Schenkel</td>
<td>Associate Professor of English</td>
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<td>Donald Schepers</td>
<td>Assistant Professor of Management</td>
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<tr>
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<td>Professor of Marketing</td>
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<tr>
<td>Susan Schindler</td>
<td>Associate Professor of Mathematics</td>
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<tr>
<td>Karl Schmid</td>
<td>Assistant Vice President for Campus Facilities and Operations</td>
</tr>
<tr>
<td>Steven Schnaars</td>
<td>Professor of Marketing</td>
</tr>
<tr>
<td>Eugene Schoftns</td>
<td>Senior College Laboratory Technician, Department of Fine and Performing Arts</td>
</tr>
<tr>
<td>Grace Schulman</td>
<td>Distinguished Professor of English</td>
</tr>
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<td>Seymour Schulman</td>
<td>Professor of Natural Sciences</td>
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<tr>
<td>Morris Schwartz</td>
<td>Lecturer, Statistics and Computer Information Systems</td>
</tr>
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<td>Robert Schwartz</td>
<td>Marvin M. Speizer Professor of Finance and University</td>
</tr>
<tr>
<td>Myron Schwartzman</td>
<td>Professor of English and Ombuds</td>
</tr>
<tr>
<td>Sibyl Schwarzenbach</td>
<td>Associate Professor of Philosophy</td>
</tr>
<tr>
<td>Susan S. Sciusco</td>
<td>Manager of Satellite Operations and Installation, Baruch Computing and Technology Center</td>
</tr>
<tr>
<td>Robert M. Scotto</td>
<td>Assistant Professor of English</td>
</tr>
<tr>
<td>Tansen Sen</td>
<td>Assistant Professor of History</td>
</tr>
<tr>
<td>Carroll Seron</td>
<td>Professor of Public Affairs</td>
</tr>
<tr>
<td>S. Prakash Sethi</td>
<td>University Distinguished Professor of Management and Academic Director, Executive Programs, Zicklin School of Business</td>
</tr>
<tr>
<td>Mary Seto</td>
<td>Assistant to the Dean, Zicklin School of Business</td>
</tr>
<tr>
<td>Violet Seung</td>
<td>Lecturer, Student Development and Counseling</td>
</tr>
<tr>
<td>Henry Seward</td>
<td>Assistant Professor of Accounting</td>
</tr>
<tr>
<td>Jack S. Shapiro</td>
<td>Associate Professor of Mathematics</td>
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<tr>
<td>Jacob Shapiro</td>
<td>Professor of Statistics and Computer Information Systems</td>
</tr>
<tr>
<td>Beryl I. Shaw</td>
<td>Associate Professor of Mathematics</td>
</tr>
<tr>
<td>Mark Sheingorn</td>
<td>Professor of Mathematics</td>
</tr>
<tr>
<td>Pamela Sheingorn</td>
<td>Professor of History</td>
</tr>
<tr>
<td>Robert F. Shogan</td>
<td>Lecturer, Communication Studies</td>
</tr>
<tr>
<td>Lauren Silberman</td>
<td>Professor of English</td>
</tr>
<tr>
<td>Name</td>
<td>Position/Department</td>
</tr>
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</tr>
<tr>
<td>Bliss B. Siman</td>
<td>Assistant Professor, Library</td>
</tr>
<tr>
<td>Isabel Cid Sirgado</td>
<td>Professor of Modern Languages and Comparative Literature</td>
</tr>
<tr>
<td>Ralph A. Sirianni</td>
<td>Senior College Laboratory Technician, Department of Student Development</td>
</tr>
<tr>
<td>Barbara Sirois</td>
<td>Coordinator of Services for Students with Disabilities, Department of Student Development and Counseling</td>
</tr>
<tr>
<td>Lene Skou</td>
<td>Deputy Director, Weissman Center for International Business, Zicklin School of Business</td>
</tr>
<tr>
<td>Dennis Slavin</td>
<td>Associate Professor of Music, Department of Fine and Performing Arts, and Acting Dean, Weissman School of Arts and Sciences</td>
</tr>
<tr>
<td>Glova Smith</td>
<td>Director of Technology Support Services, Zicklin School of Business</td>
</tr>
<tr>
<td>Patricia Smith</td>
<td>Professor of Philosophy</td>
</tr>
<tr>
<td>Virginia G. Smith</td>
<td>Professor of Art, Department of Fine and Performing Arts</td>
</tr>
<tr>
<td>Shoshanna Sofeaer</td>
<td>Robert P. Ludano Chair of Health Care Policy and Professor of Public Affairs</td>
</tr>
<tr>
<td>Gary F. Soldow</td>
<td>Professor and Chair of Marketing</td>
</tr>
<tr>
<td>Alisa Solomon</td>
<td>Professor of English</td>
</tr>
<tr>
<td>Kristen Sommer</td>
<td>Assistant Professor of Psychology</td>
</tr>
<tr>
<td>Young Kyu Son</td>
<td>Associate Professor of Management</td>
</tr>
<tr>
<td>Mark Spergel</td>
<td>Director of Orientation and CUNY BA Program</td>
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<td>John H. Wahlert</td>
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<td>Ronny G. Widenen</td>
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</table>
Baruch is close to many subway lines, Penn Station, and Grand Central Terminal (all indicated below), making it a convenient commute from areas throughout the five boroughs; the suburbs of Westchester, Rockland, and Long Island; and New Jersey and Connecticut. Several bus lines also run near the College.
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*This directory was compiled prior to the opening of the Vertical Campus. Some room assignments may have changed. Students are encouraged to check for updated location information on the Web site www.baruch.cuny.edu or by calling the main College phone number at (646) 312-1000.
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This photograph, taken in March 1999 from the top story of Baruch’s new 17-floor Vertical Campus at the midpoint of construction, places the new building in the context of the famous midtown Manhattan skyline. The front cover shows a detail from this photo.

*Photograph by Judith Turner.*