IMPORTANT NOTICE OF POSSIBLE CHANGES

The Board of Trustees of The City University of New York reserves the right to make changes of any nature in the academic programs and requirements of The City University of New York and its constituent colleges. All programs, requirements, and courses are subject to termination or change 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.

Every effort has been made to make the material presented herein timely and accurate. As changes occur, they will be communicated via traditional media and reflected on the College’s website. Students are encouraged to check the website to determine the most up-to-date program and course information and to make use of the Student Degree Audit System to track progress toward graduation. Critical points of fact or interpretation should be considered subject to confirmation by the appropriate office or department of the College.

STATEMENT OF NONDISCRIMINATION

Baruch College is an Equal Opportunity/Affirmative Action institution. The College does not discriminate on the basis of race, color, national or ethnic origin, religion, age, sex, sexual orientation, gender identity, marital status, disability, genetic predisposition or carrier status, alienage, citizenship, military or veteran status, or status as a victim of domestic violence 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 in the Newman Vertical Campus, 55 Lexington Avenue, Room 5-209, and her telephone number is 646-312-4542.

John R. Dugan, Jr., is the College coordinator for Title IX, which prohibits sex discrimination in federally assisted education programs, and coordinator for the Age Discrimination Act, which prohibits age discrimination in federally assisted education programs. He is also the College coordinator for the Americans with Disabilities Act and Section 504, which prohibit discrimination on the basis of disability. His office is located in the Newman Vertical Campus, 55 Lexington Avenue, Room 4-230, and his telephone number is 646-312-3320.

Barbara Sirois is the coordinator for disabled student services. Her office is located in the Newman Vertical Campus, 55 Lexington Avenue, Room 2-270, and her telephone number is 646-312-4590.
## CONTENTS

### PART 1: GENERAL INFORMATION 4

**Graduate Studies—An Overview**

**The College**
- Its Mission
- Its History
- Programs and Degrees Offered
- Accreditation

**College Organization**
- Zicklin School of Business
- The Mildred and George Weissman School of Arts and Sciences
- School of Public Affairs
- Division of Continuing and Professional Studies

### PART 2: THE CAMPUS, STUDENT SERVICES, AND STUDENT LIFE 9

**The Campus**
- College Locations
- The William and Anita Newman Library
- Computing Facilities
- Specialized Centers
- Bookstore
- Student Activities Center
- Campus Safety and Security Policies for All Students

**Student Services**
- Student Affairs and Enrollment Management
- Starr Career Development Center
- Graduate Career Management Center of the Zicklin School of Business
- Advisement Services, Office of Graduate Studies of the Weissman School of Arts and Sciences
- Career Services Office of the School of Public Affairs
- Health and Wellness Services
- Early Learning Center
- College Ombuds
- International Student Services Center
- Services for Students with Disabilities
- Veterans’ Services
- Legal Consultation (General and Immigration)

**Extracurriculars**
- Office of Student Life
- Office of Graduate Student Life of the Zicklin School of Business
- Graduate Student Assembly
- The Graduate Voice
- Student Clubs and Organizations

### PART 3: FEES, EXPENSES, FINANCIAL AID, AND PRIZES 19

**Tuition and Fees**
- MS, MA, MPA, and MSEd Students
- MBA Students
- Student Activity and Consolidated Fees
- Technology Fee
- Other Non-instructional Fees
- Tuition Refunds

**Graduate Financial Aid**
- Perkins Loan
- William D. Ford Direct Loans
- Graduate PLUS Loan
- New York State Financial Aid
- Veterans Administration Programs
- Baruch Scholarships
- Baruch Endowment Fund Programs

**Graduate Annual Awards and Prizes**

### PART 4: GENERAL ACADEMIC REGULATIONS 26

**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**
## PART 5: DEGREE PROGRAMS AND REQUIREMENTS BY SCHOOL

### Zicklin School of Business Graduate Programs
- **MBA Programs:** General Information 38, MBA Degree Program Descriptions 48, MS Degree Program Descriptions 57, Professional Certificate in Taxation 61, Executive Degree Program Descriptions 63, Doctoral Program in Business 68
- **Professional Certificate in Taxation**

### Weissman School Graduate Programs
- Graduate Admission 80, MA in Corporate Communication 80, MS in Financial Engineering 80, MS in Industrial/Organizational Psychology 81

### School of Public Affairs Graduate Programs
- Graduate Admission 82, Master of Public Administration Program 82, National Urban Fellowship 85, Master of Science in Education Programs: General Information 85, Executive Programs 87

### Special Program Options
- Study Abroad Programs 89, The Post-Master’s Program 89

## PART 6: COURSE DESCRIPTIONS

### Accountancy (including Taxation)

### Business

### Communication Studies

### Economics and Finance (including Insurance)

### Education

### Health Care Administration

### Industrial and Labor Relations

### International Business

### Law

### Management

### Marketing and International Business

### Mathematics

### Psychology

### Public Administration

### Real Estate

### Statistics and Computer Information Systems (including Operations Research)
GRADUATE STUDIES—AN OVERVIEW

Baruch's graduate programs provide college graduates with the opportunity to acquire the knowledge and skills they need for a successful career in the new millennium. Our 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 ideal location in the heart of the financial and management center of the United States, the College is well equipped to serve students who seek advanced study in their fields.

The staff for graduate instruction includes the distinguished 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 College has over a 150-year history of excellence in public higher education with an emphasis on business. It draws bright and ambitious students who are serious about preparing themselves to succeed. Just like students from generations past, Baruch students today change their lives through hard work, education, internships, networking, and exposure to new ways of thinking. Baruch is located within easy reach of Wall Street, Midtown, and the global headquarters of major financial, government, and not-for-profit organizations. Our “real-world classroom” and our diverse student body mean that our students understand business and cultural mores worldwide, which puts Baruch graduates at a competitive advantage.

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 founded 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. In 1953, 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 became a separate senior college in CUNY. Baruch College was authorized to offer arts and sciences and education programs in addition to its business and public administration programs. Today the College consists of the Zicklin School of Business, the Mildred and George Weissman School of Arts and Sciences, and the School of Public Affairs.

PROGRAMS AND DEGREES OFFERED

The College offers undergraduate and graduate programs of study leading to the BBA, BA, BS, MBA, MS, MPA, MA, MSED, Executive MBA, Executive MS, Executive MSILR, and Executive MPA 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. Our combination of specialized and traditional arts and sciences subjects is designed to meet contemporary demand for the kind of 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 Commission on Accreditation of Healthcare Management Education. 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

Three major educational components make up the College: the Zicklin School of Business, the Weissman School of Arts and Sciences, and the School of Public Affairs. Baruch College’s Division of Continuing and Professional Studies is the non-degree-granting unit of the College.

ZICKLIN SCHOOL OF BUSINESS

MISSION STATEMENT

The Zicklin School of Business, the largest accredited school of business in the United States, provides high-quality, high-value education to advance the professional aims of its students in a competitive, dynamic, global environment. Zicklin is the largest of the three schools of Baruch College, a senior unit of The City University of New York.

In a world city, the business and financial capital of the United States, and with a uniquely diverse student body, Zicklin fosters an educational environment that encourages different perspectives and graduates individuals who contribute to and lead varied enterprises in New York and beyond.

Zicklin serves undergraduates primarily from New York City through increasingly selective programs and more widely drawn master’s and doctoral students through programs that meet internationally competitive standards.

To build greater understanding of business among its student, academic, and business constituencies, Zicklin faculty conduct and disseminate quality theoretical, empirical, and applied research.

The Zicklin School intends to build on its tradition of excellence in public higher education in business. With an emphasis on quality, Zicklin seeks to realize the fullest potential of its educational mission by energetically responding to the aspirations of its students, faculty, staff, and alumni.

PROGRAMS OF STUDY

Named the Zicklin School in 1998, the school offers BBA, MBA, MS, MSILR, and PhD degree programs. The school’s Flex-Time MBA Program has been nationally ranked in the top 25 consistently over the years. Its Full-Time Honors MBA Program 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.

This AACSB-accredited school includes the Stan Ross Department of Accountancy, the Bert W. Wasserman Department of Economics and Finance, and the Departments of Law, Management, Marketing and International Business, Real Estate, and Statistics and Computer Information Systems.

The 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 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 website at www.baruch.cuny.edu/zicklin for an overview of its programs. For additional information about admissions, see pages 36–37.

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 corporate communication, and an MS program in financial engineering.
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 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 MS in financial engineering is designed to provide students with the mathematical background required for modeling and solving problems that arise in the financial services 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 Graduate Studies in Room 8-211 of the William and Anita Newman Vertical Campus, located at 55 Lexington Avenue at 24th Street. Students may also contact the office by phoning 646-312-4490 or e-mailing wsas.graduate.studies@baruch.cuny.edu. Applications are online at the Baruch website, www.baruch.cuny.edu/wsas/academics/graduate.htm. The office’s mailing address is Office of Graduate Studies, Weissman School of Arts and Sciences, Baruch College/CUNY, One Bernard Baruch Way, Box B 8-211, New York, NY 10010-5585.

**SCHOOL OF PUBLIC AFFAIRS**

The mission of the School of Public Affairs is to enhance the performance of governmental and nonprofit institutions in New York and the nation in the interest of effective and equitable public service and public policy in a diverse society. Using insights from theory, research, and practice, the school’s multidisciplinary community of scholars and practitioners is engaged in teaching, research, and outreach in order to understand the social, political, and economic foundations of public affairs and devise solutions to the pressing issues confronting contemporary public policymaking.

The school places special emphasis on educating responsive and accountable leaders who combine managerial expertise, creative and critical thinking, and rigorous analysis in the formation and execution of public policy. The school also serves as a site for debate and reflection on issues of public importance to New York and beyond.

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 Fellows MPA Program;
- Master of Science in Education (MSEd) in educational leadership;
- Master of Science in Education in higher education administration; and

For information regarding admission to the school, students may visit the School of Public Affairs at 135 East 22nd Street (between Lexington and Third Avenues), 10th floor, Suite 1011. Students may also contact the School of Public Affairs Office of Student Affairs and Graduate Admissions by phoning 646-660-6750, faxing 646-660-6751, or e-mailing spa.admissions@baruch.cuny.edu. The office’s mailing address is Office of Student Affairs and Graduate Admissions, School of Public Affairs, Baruch College/CUNY, One Bernard Baruch Way, Box D-901, New York, NY 10010-5585.

**DIVISION OF CONTINUING AND PROFESSIONAL STUDIES**

Designed for outreach into the community, Baruch’s Division of Continuing and Professional Studies (CAPS) offers all members of the community nondegree certificate programs and courses designed to provide knowledge and skills for career advancement, a new career, or workforce development.

Realizing the value of external professional certificates, CAPS has aligned several programs with these certifications: Project Management, Bookkeeping, Professional in Human Resources/ Senior Professional in Human Resources (EBS/SHRM), and Certified Financial Planning. Other areas of study include accounting, bookkeeping, and finance; management; marketing; information technology; computer graphics; database administration; desktop publishing; modern languages; English as a second language; fitness; and personal development. CAPS also offers a real estate certificate and courses through the Steven L. Newman Real Estate Institute.

To assist in readiness for taking entrance exams, the division offers courses in test preparation for the GMAT, GRE, LSAT, and SAT, among others.

The division offers Continuing Education Units (CEU) and Continuing Professional Education (CPE) Units to students who satisfactorily complete designated courses for certificate programs and most individual courses.

To serve the needs of the business community, CAPS has extensive experience and in-depth knowledge in designing, delivering, and evaluating corporate training programs in a wide variety of subjects. For additional information, please contact the corporate training director at 646-312-5000.

*The Advanced Certificate is also offered in an executive format through contracts with individual school districts.*
Students register for CAPS courses through a process separate from the degree-granting schools of the College. For further information on courses and registration, please visit the CAPS website at www.baruch.cuny.edu/caps or call the enrollment office at 646-312-5000 (fax 646-312-5101).

The CAPS offices are located in Baruch’s William and Anita Newman Vertical Campus, 55 Lexington Avenue at 24th Street, Room 1-116. The mailing address is Continuing and Professional Studies, Baruch College, One Bernard Baruch Way, Box B 1-116, New York, NY 10010-5585.
THE CAMPUS, STUDENT SERVICES, AND STUDENT LIFE
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 202–203 illustrate the components of the Baruch campus.

COLLEGE LOCATIONS

The Zicklin School of Business and the Weissman School of Arts and Sciences are housed in Baruch's William and Anita Newman Vertical Campus, a 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 serves as a campus hub. The building is structured on a novel 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 more than a hundred 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.

The historical center of Baruch is the Lawrence and Eris Field 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 Field Building houses many classrooms, an auditorium, and faculty and administrative offices. Students take School of Public Affairs courses in both the Newman Vertical Campus and the Field Building.

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. Administrative offices of the School of Public Affairs are located in the 135 East 22nd Street building. Several Baruch offices, including the College's information center, are located at 137 East 25th Street, the “Annex.”

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 at 151 East 25th Street. The library has book and periodical collections of over 460,000 volumes. In addition, over 4,000 current periodical titles are received. More than 2 million items are available in microformats, as well as selected federal, state, and local documents, are also held.

In 2003 the library received the Excellence in Academic Libraries Award from the Association of College and Research Libraries for the quality and range of its services.

The library provides on-site and remote access to over 200 research databases, including online services that offer full-text coverage of over 20,000 journals and newspapers. 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 webpages 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 Bert W. and Sandra Wasserman Trading Floor in the Subotnick Financial Services Center. 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 is a member of many organizations and associations that generate research materials. 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 8-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 METRO Card, 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 computer workstations, wireless network access, and group study rooms on every floor. Following is a description of the layout and facilities of the 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 computer workstations. The Marketing Resource Lab is located here.

The reserve, circulation, and current periodicals desks are located on the second floor.

**Third Floor**
The laptop loan desk circulates 300 notebook computers to students for 3-hour and 3-day periods. Digital video cameras and graphing calculators are also available for loan. The microforms area has newspapers, bound journals, and materials on microform, including Baruch master’s theses on microfilm.

**Fourth Floor**
The library's chief administrative offices are housed here.

**Fifth Floor**
The circulating books in education, art, music, literature, mathematics, computer science, and technology are located here, along with the College Archives and Special Collections.

**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 646-312-1600.

Additional information on library facilities, resources, and services is available on the library home page at www.baruch.cuny.edu/library.

**COMPUTING FACILITIES**
The Baruch Computing and Technology Center (BCTC) provides computing facilities and services for the College community.

The College's open-access computer lab/classroom facility, which occupies the sixth floor at the 151 East 25th Street facility, offers a full range of computing services to all Baruch students. Academic departments across campus also have smaller labs, and the library provides its own extensive computer-based services. The College maintains a 10:1 student-computer ratio.

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

**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 a number of specialized centers.

**The Baruch Survey Research Unit** in the School of Public Affairs designs and conducts surveys for government agencies, nonprofit organizations, and other clients on a wide range of public affairs topics. Combining a state-of-the-art telephone-polling center with the expertise in survey research available at Baruch College and other CUNY campuses, the Baruch Survey Research Unit specializes in careful, objective survey research on policy-relevant issues at both the national and local levels. Recent Survey Research Unit projects include a comprehensive survey of resident satisfaction with New York City government services, a study of perceptions of racial and ethnic fairness in the federal courts, and a survey of how nonprofit organizations utilize information technology in delivering services to their constituents.

**The Center for Educational Leadership (CEL)** provides opportunities for research, training, and technical assistance in educational leadership. The primary 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. Key areas of research activity include the effectiveness of different instructional delivery systems, comparative analysis of governance structures in various urban settings, and management strategies for implementing change. CEL works closely with the School of Public Affairs’s Aspiring Leadership Program (ALPS), which works in partnership with a New York City school district and prepares educators for administrative positions in the city’s public schools.

**The Center on Equality, Pluralism, and Policy (CEPP)** explores the opportunities and pitfalls associated with government policy in a racially, ethnically, and culturally diverse society. The center’s primary objective is to develop rigorous analytical approaches to issues of economic and social policy
in societies, such as New York City and the United States, where the government must formulate and implement policy that promotes economic growth and equal opportunity for all persons in a setting of racial, ethnic, and class conflict. The center encourages and supports scholarly research, popular writing, and curriculum projects. It also houses the Lillie and Nathan Ackerman Visiting Professorship of Equality and Justice in America.

The Center for Innovation and Leadership in Government was created to preserve continuity and institutional memory in municipal government by preparing prospective and newly elected or appointed government officials for effective public service. The center also provides access to nonpartisan, interdisciplinary, scholarly, academically rigorous policy research that provides government officials with the ability to address complex issues without years of on-the-job experience. The center has adopted a broad range of activities and recently became the home of the archives on the New York City 1975 fiscal crisis. Additionally, the center works to keep members of the civic community informed through public forums that debate some of the city’s most difficult issues.

The Center for Logistics and Transportation is the first organization in the New York area to combine industry and academic talent to upgrade logistics and supply chain management skills in a university setting. It educates industry professionals and students to effectively manage global and domestic logistics activities and co-sponsors a Global Logistics Symposium that brings together speakers and participants from the United States and abroad to address state-of-the-art international business practices. The center’s research on the time and costs incurred from freight congestion in New York City’s central business district has identified barriers to freight efficiency and security at off-loading facilities in commercial properties that have national implications.

The Center for Nonprofit Strategy and Management (CNSM), in the School of Public Affairs (SPA), addresses the needs of nonprofit organizations that are pivotal to the health and well-being of New York City. CNSM is a collection of outstanding professors and practitioners devoted to the nonprofit sector: its study, its practice, and its collective mission. The center provides an environment of mutually respectful learning, research, and support for professionals who work in this exciting and challenging field. Today, SPA and CNSM offer a wide range of academic and noncredit programs and services oriented toward the different experiences among practitioners in nonprofit organizations. The center’s programs address the complex issues facing the nonprofit sector, including strengthening leadership and building a pipeline of future leaders.

The Center for the Study of Business and Government, in the Zicklin School of Business, engages in research and analysis of important economic and social issues and in evaluation of public policies. Its hallmark is the application of quantitative, theoretically grounded analysis to an array of problems. The center has made notable contributions in such areas as welfare reform, health insurance and health policy, gender and racial differences in employment and pay, the federal budget and the economy, and monetary policy. Center scholars publish in academic journals and present their work at professional meetings, and they reach a broader audience through the writing of articles in the popular media and presentations in public forums. The center sponsors periodic lectures, including the Robert Weintraub Memorial Lecture, in honor of a former Baruch economics professor.

The Lawrence N. Field Center for Entrepreneurship 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. The center also sponsors conferences and lectures.

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 record-keeping for small business, low-cost marketing solutions, management, finance, and business plan development.

In addition, the Field Center houses a Small Business Development Center with a full-time staff of business counselors who work with the Field Faculty Mentors and Field Fellows to aid businesses in developing business plans, solving problems, and applying for and obtaining financing.

The Steven L. Newman Real Estate Institute, established in 1995 with an endowment gift from William ’47 and Anita Newman in memory of their son, provides a foundation for professional development and research concerned with real estate and metropolitan development. It provides opportunities for students to prepare for careers in the real estate industry. Through workshops, forums, and continuing education, the Newman Institute serves as a resource for professionals in the field.

The Bernard L. Schwartz Communication Institute, founded in 1997, is dedicated to infusing oral, written, and computer-mediated communication into the curriculum at Baruch College. Through the development and support of communication-intensive courses in a variety of academic fields, the institute works to ensure that Baruch students encounter many different forms of communication in many
different disciplines over their courses of study. The institute also sponsors a wide range of professional development activities for Baruch faculty and administration and engages in sustained dialogue on communication and communication-intensive instruction with leading business professionals and educators from around the country.

The Bert W. and Sandra Wasserman Trading Floor in the Subotnick Financial Services Center (SFSC) is 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 City, the center provides a fully equipped simulated trading facility featuring high-end networked computer workstations, continuous live data feeds and 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 offer students dozens of learning experiences in Europe, Latin America, Asia, and the Pacific. The center sponsors conferences, forums, seminars, and workshops designed for professionals in the metropolitan area as well as the College’s own faculty and students. 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.

The Robert Zicklin Center for Corporate Integrity (CCI), formerly the Center for Financial Integrity, was established in 2002 to keep an informed spotlight on the changing issues of governance and financial reporting confronting U.S. corporations and capital markets. CCI’s mission is to raise the level of integrity and transparency of corporate financial reporting; foster stronger governance in the corporate and nonprofit sectors; afford Baruch students and faculty the opportunity to interact with business leaders and regulators; promote empirical research and writing on governance and reporting issues by faculty and students in professional and academic publications; and encourage institutional investors to exercise their power and responsibility in addressing the issues facing corporations and regulators. To achieve its goals, CCI provides a neutral ground where business leaders, regulators, lawmakers, academics, and students can come together to discuss and propose solutions to complex policy issues defining the American corporation.

BOOKSTORE

The Baruch College Bookstore provides an array of services to students and faculty throughout the year, including a full listing of course requirements and available texts for all courses offered at the College. Online service is available through the Virtual Bookstore, which may be accessed through the Baruch College website or at www.baruch.bkstr.com. Browsing is encouraged at the bookstore’s user-friendly on-campus location on the first floor of the Newman Vertical Campus, 55 Lexington Avenue at 24th Street (telephone: 646-312-4850). In addition to required textbooks, the bookstore sells stationery, novelties, greeting cards, miscellaneous gift items, official Baruch Bearcats memorabilia, and clothing displaying the College logo. Regular hours of operation are Monday–Thursday, 9 am–8 pm; Friday, 10 am–3 pm; and Saturday, 11 am–3 pm. During registration and the first two weeks of each semester, the bookstore posts extended hours to accommodate students. Hours of operation are posted on the College website and at the main entrance to the Newman Vertical Campus.

STUDENT ACTIVITIES CENTER

The Student Activities Center is located on the third floor of the Newman 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.

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 the Lawrence and Eris Field Building at 17 Lexington Avenue (Room 102). It can be reached by telephone at 646-660-6000. In an emergency, dial 646-312-3333. 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).

**STUDENT SERVICES**

**STUDENT AFFAIRS AND ENROLLMENT MANAGEMENT**

The Division of Student Affairs and Enrollment Management provides Baruch students with high-quality student services that contribute to the enhancement of student life at the College. The division offers a wide array of programs and services that affect the overall Baruch student life experience. The division’s main office provides information regarding scholarship opportunities (see www.baruch.cuny.edu/studentaffairs/scholarships.htm for more information) and graduate studies, and investigates student complaints and disputes with faculty, administrative staff, or other students. Advice and guidance are also given to students who are interested in serving on departmental or College-wide committees or becoming active in one of Baruch’s honor societies.

The Division of Student Affairs and Enrollment Management oversees the following areas:

- Athletics
- Center for Advisement and Orientation
- Counseling Center
- Early Learning Center
- Financial Aid
- Freshman Seminar
- Health and Wellness Services
- International Student Services
- Office of Services for Students with Disabilities
- Registrar’s Office
- SEEK
- Starr Career Development Center
- Student Life
- Testing and Evaluation
- Undergraduate Admissions

The main office is located on the second floor of the Vertical Campus in Room 2-255, telephone: 646-312-4570.

**STARR CAREER DEVELOPMENT CENTER**

The Starr Career Development Center provides career counseling and on-campus recruiting to all Baruch undergraduate students and to Weissman Arts and Sciences graduate students. A staff of professional counselors administers vocational tests, provides individual career counseling, and offers workshops on a wide array of career-related topics, including job search strategies, interviewing techniques, resume writing, and networking. Students are encouraged to have their resumes reviewed by peer counselors and to participate in a videotaped mock interview.

The corporate relations staff invites recruiters and arranges schedules for hundreds of companies that come on campus to interview Baruch seniors from all majors. The companies represent most areas of business and government, including accounting, finance, retail, technology, and nonprofit organizations. In addition, internships and full- and part-time jobs are advertised on the center’s online database STARR Search, on bulletin boards outside the center, and in binders in the center’s library. Counselors work with students individually and in groups to ensure that they are prepared to meet with employers.

Maximizing opportunities for students to meet with potential employers, the center sponsors several events, including two Career Days, an internship fair, and a diversity fair. Company representatives are encouraged to come to campus for information sessions, to provide information about their companies, and to interact with students. Reference materials about careers and companies, including print, video, and computer resources, are housed in the Starr Career Development Center, which is located in the Vertical Campus, Room 2-150, telephone: 646-312-4670.

Students are urged to visit the center and familiarize themselves with its services as soon as they enter Baruch.

**GRADUATE CAREER MANAGEMENT CENTER OF THE ZICKLIN SCHOOL OF BUSINESS**

The Graduate Career Management Center provides a variety of career management resources designed to assist students in planning and executing an effective job search and connecting with employment opportunities. These resources are described in Part 5 of this bulletin. The Graduate Career Management Center is located in Room 820, 151 East 25th Street, telephone: 646-312-1330, fax: 646-312-1331, e-mail: zicklin.gcmc@baruch.cuny.edu.

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

The Office of Graduate Studies provides career advisement information to graduate students in the Weissman School of Arts and Sciences. The office is located in the Newman Vertical Campus, Room 8-211, telephone: 646-312-4490, and can also be reached by e-mail: wsas.graduate.studies@baruch.cuny.edu.
CAREER SERVICES OFFICE OF THE SCHOOL OF PUBLIC AFFAIRS

The Career Services Office posts public and nonprofit job listings and provides career counseling for students in the School of Public Affairs. The office is located at 135 East 22nd Street (between Lexington and Third Avenues), 10th floor, Suite 1005, telephone: 646-660-6754, fax: 646-660-6756.

HEALTH AND WELLNESS SERVICES

BARUCH COLLEGE STUDENT HEALTH CARE CENTER

The Baruch College Student Health Care Center is an onsite primary care facility that provides students with a full range of clinical health services. These services include: general and medical clearance physicals, women's health, sexual health exams and testing, and diagnosis and treatment for a broad spectrum of illnesses and injuries. The center is staffed with licensed medical providers, usually a nurse practitioner, an MD, or a physician's assistant. Medical records are strictly confidential and services are provided with sensitivity and respect. Visits are covered under the health fee students pay each semester and are available to all students with a valid Baruch I.D. Laboratory services can be billed to insurance or are provided at a nominal fee. The Health Center is located at 138 East 26th Street, first floor. Hours of operation are Monday and Wednesday from 9 am to 8 pm, and Tuesday, Thursday, and Friday from 9 am to 5 pm. Students may make appointments by calling 646-312-2040 or by visiting the center.

MEDICAL RECORDS OFFICE

The Medical Records Office maintains documentation on immunizations submitted by students. It is located at 151 East 25th Street, Room 720; telephone: 646-312-1159.

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 or a report of results of a titer for immunity. Proof of immunization must be submitted to the Medical Records Office. Specific academic regulations pertaining to immunization are described in Part 4 of this bulletin.

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 Baruch Student Health Care Center. For additional information, please contact the Medical Records Office or the Baruch Student Health Care Center.

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, the Office of Student Life, and the Student Health Care Center.

Students who are between 19 and 64 and who are residents of New York State and live in New York City may also be eligible to receive free health insurance coverage through Family Health Plus. Eligibility is based on income guidelines. More information may be obtained at www.healthplus-ny.org.

COUNSELING CENTER

The Counseling Center provides personal counseling services to Baruch students. 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–Friday, 9 am–5 pm. Evening hours are available by appointment. The Counseling Center is located at 137 East 25th Street, ninth floor, telephone: 646-312-2155.

EARLY LEARNING CENTER

The Early Learning Center is a support service for student/parents at Baruch, providing care and education for young children aged 2½ through 5 years. Through a rich offering of activities including music, woodworking, animal care, dramatic play, trips, storytelling, cooking, and daily outdoor play, the center supports children’s curiosity and learning. Staffed by certified teachers, it is licensed by the NYC Department of Health and is accredited by NAEYC. Family events, assistance with school placement, referral, evaluations, and lending libraries provide additional support to student families. The center is located at 104 East 19th Street (between Park Avenue South and Irving Place), telephone: 212-387-1420.
COLLEGE OMBUDS

The Baruch College ombuds office provides a confidential, neutral, and independent resource for faculty, staff, and students within the Baruch College community to voice concerns and complaints. The ombuds attempts to resolve conflicts between members of the College community by defining problems, exploring options, or referring the party or parties to the appropriate College personnel or office.

The current ombuds is Professor Mindy Engle-Friedman. She is located in the Newman Vertical Campus, Room 8-283, and can be reached by phone at 646-312-3815. The assistant to the ombuds is Glenda Hydler. She is located in the Newman Vertical Campus, Room 7-263, and can be reached at 646-312-3974.

INTERNATIONAL STUDENT SERVICES CENTER

The International Student Services Center (ISSC) coordinates immigration matters for Baruch’s international student population. The center offers a variety of informational workshops on such topics as how to file IRS tax forms; applying for paid internships; applying for practical training after completion of studies; obtaining a Social Security number; travel and re-entry; and maintaining immigration status.

The ISSC website (www.baruch.cuny.edu/studentaffairs/issc) provides the College community with important immigration information, links to other useful websites, and an on-line immigration tutorial.

SERVICES FOR STUDENTS WITH DISABILITIES

The Office of Services for Students with Disabilities ensures equal access for persons with disabilities to all academic and other programs, services, and activities of Baruch College, as required by law, and provides or arranges for appropriate accommodations for these students. Under the Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973, qualified persons with disabilities are entitled to reasonable accommodations to achieve non-discriminatory access to programs, services, and activities of Baruch College. A disability is any physical or mental impairment that substantially limits one or more major life activities. A person is considered to be a person with a disability if he or she has the disability, has a record of the disability, or is regarded as having the disability. Among the covered disabilities are visual and hearing impairments, mobility impairments, and such “hidden” disabilities as AIDS/HIV, learning disabilities, psychological disabilities, heart conditions, chronic fatigue syndrome, and recovery. Accommodations to students may include auxiliary aids and services for students with visual impairments (readers and such technology as adaptive computer software and hardware and reading machines); qualified sign-language interpreters; note takers; extended or divided time on examinations for students with learning disabilities or reduced physical stamina; adjustments in course load when appropriate; use of a computer for exams; and taping classes. To discuss their needs, students should schedule an appointment with Barbara Sirois, Director, Office of Services for Students with Disabilities. The office is located in the Vertical Campus, Room 2-271; telephone: 646-312-4590.

VETERANS’ SERVICES

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

LEGAL CONSULTATION (GENERAL AND IMMIGRATION)

Legal consultation (general and immigration) is available on Tuesday and Wednesday evenings, by appointment through the Office of Student Life, Room 2-210 in the Newman Vertical Campus, 55 Lexington Avenue at 24th Street, telephone: 646-312-4550.

EXTRACURRICULARS

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 2-210 in the Newman Vertical Campus. The office is open Monday–Friday, 9 am–8 pm, telephone: 646-312-4550.

OFFICE OF GRADUATE STUDENT LIFE OF THE ZICKLIN SCHOOL OF BUSINESS

The Zicklin Office of Graduate Student Life promotes cocurricular activities that complement Zicklin’s formal MBA/MS programs. The role of this office is described in Part 5 of this bulletin (see page 37). The Office of Graduate Student Life is located in the Newman Vertical Campus, 55 Lexington Avenue at 24th Street, telephone: 646-312-3064, e-mail: regine.goldberg@baruch.cuny.edu.
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 Student Assembly is located in the Newman Vertical Campus, Room 3-256, e-mail: gsa@baruch.cuny.edu.

THE GRADUATE VOICE
The Graduate Voice is a magazine published by and for graduate students. The office of the Graduate Voice is currently located in Room 3-290 of the Newman Vertical Campus (e-mail: gradvoice@baruch.cuny.edu).

STUDENT CLUBS AND ORGANIZATIONS
There are over 20 graduate student clubs and organizations at Baruch. Each club is open to any interested graduate student in the School of Public Affairs, the Weissman School of Arts and Sciences, and the Zicklin School of Business. The clubs provide a range of activities from academic services to social events. Socials, discussion groups, and lectures are among the extracurricular activities offered. Graduate students should check with the Office of Student Life, Room 2-210 in the Newman Vertical Campus, telephone: 646-312-4550.

ATHLETICS AND RECREATION
The Division of Athletics and Recreation of the Department of Physical Education and Health offers extensive activities and programs to meet the needs and interests of the community. The Athletic & Recreation Center (ARC), located on the lower three floors of the Newman Vertical Campus, contains a state-of-the-art fitness center, Olympic swimming pool, two basketball/volleyball courts, three racquetball courts, sauna, and spacious locker room facilities. For more information, please call 646-312-5046 or visit www.baruchathletics.com. The ARC offices are located on the B1-102 level of the Newman Vertical Campus.

The College files an annual report with the U.S. Secretary of Education on intercollegiate athletics, which includes information on the participation of males and females on its teams, and the expenditures and revenues of those teams. Copies of the annual report on intercollegiate athletics are available at the reference desk of the William and Anita Newman Library and on Baruch’s website: www.baruch.cuny.edu.

HONOR SOCIETIES*
ALPHA IOTA DELTA
Alpha Iota Delta 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
Beta Alpha Psi is the national honorary and professional accounting fraternity for students in accountancy, finance, and computer information systems. Alpha Gamma, the chapter of this fraternity at Baruch College, was installed in 1949. There are active chapters in the leading colleges and universities in the United States. Superior scholarship and promise of future success in the accounting profession are essential requirements for election.

BETA GAMMA SIGMA
Beta Gamma Sigma is the honor society for the best students in programs accredited by AACSB International—The Association to Advance Collegiate Schools of Business. AACSB International, a group of 1,400 educational institutions offering undergraduate and graduate degrees in business and management, allows only a select 400 institutions to have Beta Gamma Sigma chapters. The Beta Gamma Sigma mission is to honor academic achievement in the study of business, to encourage the pursuit of excellence, and to foster a commitment to service in one’s personal and professional life. Election to Beta Gamma Sigma is the highest academic honor that a business student can achieve. To be eligible for membership, the academic ranking of those being considered must place them in the upper 20 percent of the graduating master’s class.

*Note: Additional updates to honor societies may be found at www.baruch.cuny.edu/stulife.
PI ALPHA ALPHA

Pi Alpha Alpha 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

Sigma Iota Epsilon 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 OUTREACH

Baruch College 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. Beginning with Bernard M. Baruch’s gift of $9 million in 1965, the College has flourished through the generosity of its many friends. Alumni contributions have radically advanced the education Baruch College 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 alumni outreach programs can be found on Baruch’s website: www.baruch.cuny.edu/bcf.

THE BARUCH COLLEGE FUND

Inspired by Bernard M. Baruch’s gift, The Baruch College Fund was founded in 1970 as a nonprofit organization whose purpose is to promote the educational welfare of the students of Baruch College. Gifts to the fund pay for student programs and services, bolster financial aid, retain Baruch’s teaching faculty, and give the College flexibility to meet its most pressing needs throughout the year. The fund is governed by a board of trustees whose members are highly distinguished alumni and business leaders.

OFFICE OF ALUMNI RELATIONS

The Office of Alumni Relations strives to build lifelong relationships with the students and alumni of Baruch College through extensive programming initiatives both on campus and in cities and regions in the United States and abroad. To accomplish this goal, the Office of Alumni Relations collaborates with existing alumni groups and those currently being formed to create meaningful ways for our nearly 90,000 alumni to stay informed and connect with the College. A sampling of these groups includes Executives On Campus (EOC), the International Business Alumni, the Zicklin MBA Alumni, the HealthCare Alumni, Baruch-In-California, Baruch-In-China, Baruch-In-Florida, and Baruch Capital Region Alumni. Current students are encouraged to become actively involved in alumni programming before graduation and invited to take advantage of alumni privileges thereafter. To obtain information on how to become a volunteer or to get a list of the alumni services available to all Baruch graduates, e-mail alumni@baruch.cuny.edu, call 646-660-6097, or visit the office on the Web at www.baruch.cuny.edu/alumni.
FEES, EXPENSES, FINANCIAL AID, AND PRIZES
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.

*Tuition and fee schedules are 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.

Students should be aware that, when using a credit card, a nonrefundable convenience fee of 2.65% will be charged in addition to tuition and fees. Also, only checks, cash, debit cards, and money orders will be accepted at the bursar’s window, and only checks and money orders will be accepted by mail. Students may only use a credit card when paying their bill online through eSIMS; credit card payments are no longer accepted by mail or at the bursar’s window.

Other options for payment are:
• E-check payment (electronically debits a checking or savings account)
• Tuition payment plan (visit www.tuitionpay.com/cuny for more information)
• Tuition deferment (during registration, students can request a partial deferment of up to 50% of their tuition charges)
• Low-interest federal loans (visit www.baruch.cuny.edu/financialaid for more information)

For answers to frequently asked questions and information on payment options, students may visit www.baruch.cuny.edu/bursar/payment.htm. Students may also contact the bursar’s office by telephone: 646-312-1280, or in person at 151 East 25th Street, Room H-810.

Note regarding tuition assessment: Graduate students who take undergraduate courses as part of their programs pay the graduate rate. Graduate students who must take prerequisites pay undergraduate rates upon presentation of a letter from the appropriate dean stating that the course is part of the requirement for credit towards graduation.

MS, MA, MPA, AND MSED STUDENTS

<table>
<thead>
<tr>
<th></th>
<th>Full-Time</th>
<th>Part-Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York State</td>
<td>$3,200 per semester</td>
<td>$270 per credit</td>
</tr>
<tr>
<td>Residents*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Out-of-State</td>
<td>$500 per credit</td>
<td>$500 per credit</td>
</tr>
<tr>
<td>Residents and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Students on</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temporary Visas</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

MBA STUDENTS

<table>
<thead>
<tr>
<th></th>
<th>Full-Time</th>
<th>Part-Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York State</td>
<td>$4,700 per semester</td>
<td>$425 per credit</td>
</tr>
<tr>
<td>Residents*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Out-of-State</td>
<td>$640 per credit</td>
<td>$640 per credit</td>
</tr>
<tr>
<td>Residents and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Students on</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temporary Visas</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

STUDENT ACTIVITY AND CONSOLIDATED FEES (NONREFUNDABLE)

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Activity Fee, fall and spring</td>
<td>$29.00</td>
<td></td>
</tr>
<tr>
<td>(per summer session)</td>
<td></td>
<td>$13.85</td>
</tr>
<tr>
<td>Consolidated Service Fee, fall and spring</td>
<td>$15.00</td>
<td></td>
</tr>
<tr>
<td>(per summer session)</td>
<td></td>
<td>$15.00</td>
</tr>
</tbody>
</table>

TECHNOLOGY FEE (NONREFUNDABLE)

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time Students</td>
<td>$100 per semester</td>
<td></td>
</tr>
<tr>
<td>Part-Time Students</td>
<td>$50 per semester</td>
<td></td>
</tr>
</tbody>
</table>

*All new and returning students must document their eligibility for New York State tuition rates. A CUNY Residency Form and appropriate documentation must be provided to the Registrar’s Office to be eligible for New York State resident tuition rates.
OTHER NON-INSTRUCTIONAL FEES
(ALL NONREFUNDABLE)

Maintenance of Matriculation Fee*
New York State residents $750 per semester
Nonresidents $1,250 per semester

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.

Re-entry Application Fee* $10
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.

Nondegree Application Fee $65
This is payable at the time of filing an application for admission.

Transfer and Second Degree Application Fees $70
These fees are payable at the time of filing a transfer application or application for a second degree.

Change of Program Fee (per change) $18
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.

Late Registration Fee $25
For students permitted to register after the close of the official registration period.

Transcript of Record Fee $7
This fee applies for each transcript requested. There is no fee for transcripts sent to other units of CUNY.

Special Examination Fee $25
This fee is levied when an examination is taken at any time other than the scheduled final class examination. Each additional exam costs $25.

Duplicate Bursar Receipt Fee $5
A fee is charged for each duplicate bursar’s receipt.

Fee for Microfilming the Graduate Thesis $15
A fee of $15 is paid by master’s degree candidates for microfilming the thesis.

Check Reprocessing (bad checks) $15
A fee is paid if a check is returned dishonored by the bank.

ID Card Replacement (cash only) $10
To replace a lost card.

*The maintenance of matriculation and re-entry fees do not apply to students absent during any period of service in the armed forces.

TUITION REFUNDS

The existing University Refund Policy concerning withdrawals is:

PERCENTAGE OF REFUND

<table>
<thead>
<tr>
<th>Period of Time</th>
<th>Fall and Spring Semesters</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.

REFUND DISBURSEMENT

Refunds by check are created bi-monthly to ensure that students never have to wait more than six weeks to receive their refund. Checks are mailed to the address on record.

Credit card refunds can only be credited to the card that was used to make the payment. The student can visit the bursar’s office in person to request the refund to the card that was used to pay or mail a request to have the card credited. The credit will be processed within two weeks.

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.

Students who are delinquent and/or in default in any of their financial accounts with the College, the university, or an appropriate state or federal agency for which the university acts as either a disbursing or certifying agent and students who have not completed exit interviews as required by relevant loan programs are not to be permitted to complete registration or issued a copy of their grades, transcript of academic record, certificate, or degree, nor are they to receive funds under the federal campus-based student assistance programs unless the designated officer, in exceptional hardship cases and consistent with federal and state regulations, waives in writing the application of this regulation.

**GRADUATE FINANCIAL AID**

Most graduate students generally finance their education through student loans. Graduate students may also apply for federal College Work-Study. To be considered for federal student loans or College Work-Study, students must first complete the Free Application for Federal Student Aid (FAFSA) and may indicate their interest in either program through that application. The link required to complete the FAFSA (www.fafsa.ed.gov) as well as the link needed to request a federal PIN (www.pin.ed.gov) used to sign the application are available on the Financial Aid webpage of Baruch’s website (www.baruch.cuny.edu/financialaid). To receive any federal student loan, a student must also be a U.S. citizen or eligible noncitizen (green card, refugee status, or asylum granted), matriculated, enrolled for a minimum of 6 degree credits, in good academic standing, and making progress toward the completion of his or her degree. Graduate students are required to maintain a minimum 3.0 grade point average to be considered in good academic standing and must have earned a minimum of 75% of credits attempted to be considered as making progress towards the completion of their degree. Students who fail to meet the standard may file an appeal to have their eligibility reinstated. The appeal form is available from the Registrar’s Office.

Information on the federal student loan programs and other financial aid programs follows.

**PERKINS LOAN**

Perkins Loan funds are packaged by CUNY’s Office of Student Financial Assistance. For graduate students, the current range of Perkins Loans packaged by CUNY is $600 to $1,200 per semester. The amount packaged will depend on a student’s financial need, other aid received, the number of students applying, and the amount allocated to the College for that particular year. Loans enter repayment nine months after graduation, or nine months after the student ceases to enroll for at least 6 credits. There is a 5% interest rate on Perkins Loans, which begins to accrue when the loan enters repayment. To be considered for a Perkins Loan, students must complete a FAFSA and indicate their interest in student loans on the application. There is no separate Perkins Loan application. Students who are packaged with a Perkins Loan will receive an award letter from the College with instructions on how to access the links required to complete the entrance interview and the electronic promissory note. The same PIN used to sign the FAFSA is used to sign both the entrance interview and the promissory note. Loan funds may not be disbursed until the entrance interview and promissory note have been completed.

**WILLIAM D. FORD DIRECT LOANS**

There are two types of William D. Ford Direct Loan: Subsidized and Unsubsidized. To be considered for a Direct Loan, students must first complete the FAFSA. After the FAFSA has been processed, students must also complete a separate Direct Loan application, Direct Loan entrance counseling, and a Direct Loan master promissory note. The loan application and electronic entrance counseling are available in the financial aid section of the student’s CUNY portal account. The link to access the electronic Direct Loan master promissory note is available via the Financial Aid section of Baruch’s website (www.baruch.cuny.edu/financialaid). Students may also visit the Financial Aid Office to complete the application and entrance counseling.

**SUBSIDIZED WILLIAM D. FORD DIRECT LOAN**

To qualify for a Subsidized William D. Ford Direct Loan, students must demonstrate financial need, which is determined by the information provided on the FAFSA. Interest is not charged on a Subsided Direct Loan as long as the student is enrolled for a minimum of 6 credits. There is a six-month grace period after the student either graduates or drops below half-time status, and interest begins to accrue when the loan enters repayment. The interest rate on the Subsidized Direct Loan is currently 6.8%. Students receive a disclosure statement with interest rate information when their loan is processed.

**UNSUBSIDIZED WILLIAM D. FORD DIRECT LOAN**

Unsubsidized William D. Ford Direct Loans do not require students to demonstrate financial need, but they may not exceed the cost of attendance minus other financial aid
received. Interest will begin to accrue as soon as the loan is disbursed, and students are billed for the interest on a quarterly basis. Either students may pay the interest while they are in school or the interest will be capitalized. Unsubsidized Direct Loans also enter repayment six months after the student graduates or drops below half-time status. The interest rate on an Unsubsidized Direct Loan is currently 6.8% but is subject to change. Students receive a disclosure statement with interest rate information when their loan is processed.

**GRADUATE PLUS LOAN**

Students who have not covered their cost of attendance through money borrowed from either a Subsidized or Unsubsidized Direct Loan may apply for a Graduate PLUS Loan. Unlike for the Subsidized and Unsubsidized Direct Loans, a student must be creditworthy to receive a Graduate PLUS Loan. Interest will begin to accrue on a Graduate PLUS Loan as soon as the money is disbursed. The interest on a Graduate PLUS is currently 7.9% but is subject to change. Students receive a disclosure statement with interest rate information when their loan is processed.

**NEW YORK STATE FINANCIAL AID**

Graduate students with financial need, enrolled on a full-time basis, who have lived in New York State for a minimum of 12 months prior to the semester for which they are requesting aid may qualify for a maximum award of $275 per semester from the New York State Tuition Assistance Program (TAP). To access the graduate TAP application, students must first complete the Free Application for Federal Student Assistance (FAFSA). After the application is processed, students receive an e-mail or letter from the New York State Higher Education Services Corporation (HESC) requesting that they submit a TAP application.

Veterans may also qualify for assistance from the New York State Higher Education Services Corporation. The application is available through the HESC website (www.HESC.com).

**REGENTS AWARD FOR CHILDREN OF DECEASED OR DISABLED VETERANS**

To be eligible for a Regents Award for Children of Deceased or Disabled Veterans, a student must be a legal New York State resident and the child of a veteran who died, or who has a current disability of 50 percent or more, or who, at the time of death, had such disability resulting from U.S. military service during one of the following periods: December 7, 1941–December 31, 1946; June 25, 1950–July 27, 1953; or October 1, 1961–March 29, 1973. These awards are independent of family income or tuition charge and are in addition to other grants or awards to which the applicant may be entitled. The amount of the award is $450 per year, for up to five years, depending on the normal length of the program of study, for full-time students. To be considered, students must submit a special application with the New York State Higher Education Services Corporation (HESC), 99 Washington Ave., Albany, NY 12255. Application forms are available at the HESC and the Financial Aid Office.

**VETERANS ADMINISTRATION PROGRAMS**

Students should contact their Veterans Administration benefits counselor to determine if they qualify for any assistance.

**VETERANS ADMINISTRATION VOCATIONAL REHABILITATION AND EMPLOYMENT PROGRAM**

Veterans who have at least a 10 percent disability as a result of active service may apply for Vocational Rehabilitation. The Vocational Rehabilitation and Employment Program is the element within the VA that assists veterans with service-related injuries achieve suitable employment or enhance their ability to function independently at home and in the community. Program services may include educational training, such as certificate or two- or four-year college programs.

**BARUCH SCHOLARSHIPS**

There are a limited number of graduate scholarships available through the Baruch College Fund. Scholarships are awarded based on the eligibility criteria established by the donor and academic excellence. The scholarship application can be accessed via the Financial Aid webpage of Baruch's website (www.baruch.cuny.edu/financialaid).

**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 a minimum cumulative grade point average of 3.2 and at least four 9000-level courses each semester). Business students may obtain an assistantship application from the Zicklin Office of Graduate Programs, located in Room 13-280 of the William and Anita Newman Vertical Campus at 55 Lexington Avenue at 24th Street, telephone: 646-312-3130. Inquiries may be forwarded to zicklin.grad.assist@baruch.cuny.edu.

The Weissman School of Arts and Sciences also offers a limited number of assistantships to applicants in its programs.
Interested students may inquire through the dean’s office by telephoning 646-312-4490 or e-mailing wsas.graduate.studies@baruch.cuny.edu.

For information about graduate assistantships in the School of Public Affairs, interested students should contact the Office of Student Affairs and Graduate Admissions in the School of Public Affairs at 646-660-6750 or at spa.admissions@baruch.cuny.edu.

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 an 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-820, New York, NY 10010-5585, telephone: 646-312-1300.

GRADUATE ANNUAL AWARDS AND PRIZES

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

Baruch College Alumni Association Graduate Award in Education: To the recipient of an MS degree with the highest cumulative average.

Mary and Abraham D. Beame Scholarship: To new or returning School of Public Affairs graduate students preparing for careers in public service.

Harry Beck Memorial Award: To the MBA candidate in accountancy or taxation with the highest scholarship.

Becker Family Scholarship: For a matriculated graduate student from the Zicklin School of Business or the Weissman School of Arts and Sciences for academic excellence.

Mark L. Berenson and David M. Levine Award for Excellence in Statistics in the Baruch/Mt. Sinai MBA Program in Health Care Administration: To graduate students in the health care administration program.

Beta Gamma Sigma Alumni of New York City Medal: To a graduate student who has attained membership in the Bernard M. Baruch 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.

Kalina P. Bichova MPA ’05 Award: To outstanding graduating MPA students specializing in nonprofit administration with the highest grade point average.

Clark Foundation Student Scholarship: Full and partial tuition scholarships for students in the School of Public Affairs. Recipients are chosen on a merit basis.

Vincent Di Lorenzo Memorial Prize in International Marketing and International Business: To a graduating MBA 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 Scholarship: For in-state outstanding graduate students majoring in public administration for academic excellence, service to Baruch College, and contributions to their community, borough, or the city at large.
Financial Women’s Association of New York Graduate Scholarship in Business: Recipients are chosen based on the following criteria: second-year MBA student, majoring in finance, demonstrating financial need and leadership ability, and demonstrating a commitment to advancing the role of women in business.

Lewis Friedman Scholarship: An annual scholarship for a graduate student in the School of Public Affairs who has shown promise and innovation in the areas of public finance or government budgeting.

Richard P. Friedman Graduate Fellowship in Entrepreneurship: To a second-year full-time MBA student or third-year part-time graduate student majoring in entrepreneurship. The candidate is selected based on financial need in addition to merit (but need not necessarily be a “straight A” student).

FSA Student Award: To the outstanding graduate student majoring in accountancy.

Morton Geller 1943 and Betty R. Geller 1943 Scholarship: To a student enrolled in the master’s degree program in accountancy or taxation. The recipient will exhibit good moral character, should have an undergraduate GPA of at least 3.2 and undergraduate GPA not less than 3.5 in accounting or law, if the recipient was an accounting major as an undergraduate. Candidates should have taken the CPA examination or provide evidence, such as course work, that they will complete all requirements for the CPA examination.

Graduate Service Endowment Award: To a graduating graduate student for outstanding leadership and service.

Irving Greger Student Leadership Award of the Class of 1985: To undergraduate or graduate students who encourage their own behavior the desire to learn, teach, and facilitate the development of leadership skills, interpersonal relationships, and human relations.

Hearth Fellowship in Nonprofit Management: For new or returning students in the School of Public Affairs preparing for careers in nonprofit management.

The Stephen J. Jerome '01 Fellows Program: Created to recognize students in the MSEd in higher education administration program in the School of Public Affairs.

Oscar Lasdon Memorial Award: 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.

Louis and Rose Leinwand Award: To a graduate student who has completed the master’s degree program in educational administration and supervision, who has experience as a teacher, and who is judged to have the highest qualities of integrity, character, scholarship, and potential.

Milton Mann Scholarship Prize for Excellence in Accounting: To an MBA candidate who demonstrates excellence in accountancy and involvement in volunteer service on behalf of the College and community.

Morton M. Raymond Scholarship: To a first-year MBA student who shows financial need and has excelled in his or her undergraduate studies.

Jerry M. Rosenkranz and Joseph A. Goldstein Award in Honor of Data Development Corporation’s 25th Anniversary for Excellence in Statistics: To the MS or MBA statistics candidate who achieved academic excellence in the statistics specialization and has demonstrated a strong interest in the application of statistics to market research.

Elias Schonberger ’42 Student Leadership Award: To graduating seniors at the undergraduate or graduate level who have demonstrated consistent leadership in their student activities and who are the progeny of or are members of the uniform services.

Edward Spiegel Scholarship for Excellence: For full-time graduate students in the Zicklin School of Business who have demonstrated academic excellence (with a minimum GPA of 3.2).

Carl Spielvogel ’56 Scholarship in International Marketing: To graduate students who intend to study international marketing and pursue a career in that field.

Jan Stackhouse Award: To graduating students in the Executive Master of Science in Industrial and Labor Relations program who demonstrate financial need and academic promise.

Jan Stackhouse Scholarship: To student(s) in the Executive Master of Science in Industrial and Labor Relations program who demonstrate financial need and academic promise. Recipients should be active in workers’ rights or women’s rights as demonstrated by leadership or volunteerism. A personal statement is required for consideration.

Stuart-James Foundation Scholarship in Business Computing: To an outstanding matriculated graduate student in the field of business computing.

Bert W. and Sandra Wasserman Scholarship: To matriculated graduate students who have demonstrated excellence in accountancy.

Irving Weinstein Trust Fund Scholarship: To worthy matriculated undergraduate and/or graduate students majoring in accountancy, taxation, or business administration.

Samuel and Irving Weinstein Scholarship Fund: To a matriculated needy and worthy undergraduate or graduate student in accountancy or taxation.
GENERAL ACADEMIC REGULATIONS

Students are responsible for knowing 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

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
NP  Student in the MBA program
NS  Student in the Full-Time Honors MBA program
PT  Student in the Accelerated Part-Time MBA 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 Programs 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 financial engineering, corporate communication, and industrial/organizational psychology graduate programs is provided by members of the faculty. Appointments can be made through the Office of Graduate Studies at 646-312-4490.

SCHOOL OF PUBLIC AFFAIRS

The Office of Student Affairs and Graduate Admissions 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 are encouraged to meet with an advisor from the office 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 advisor regarding the courses to be completed for the degree.

For information regarding student services, contact the Office of Student Affairs and Graduate Admissions, School of Public Affairs, at 646-660-6750.

REGISTRATION

Currently enrolled students accepted for graduate study are e-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 by downloading the document in .pdf format from www.baruch .cuny.edu/registrar. 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 Undergraduate Admissions Office, 151 East 25th Street, Room 720. 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 days 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.

**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, Room 133. A valid bursar’s receipt is needed to obtain an ID card.

**PROGRAM LOAD**

A program of four 9000-level courses (12 credits) is considered the minimum full-time graduate course load. 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 on F-1 and J-1 visas must also see the International Student Service Center for appropriate approvals to remain in status.

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. 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 one course (3–4 credits) toward their major, with the exception of MBA in accountancy students, who may transfer up to 14 credits, with no more than two courses (6–8 credits) applied toward the major. MS students may not transfer more than two courses (no more than 8 credits) toward their degree requirements. MPA students may not transfer courses toward their core requirements. Courses must have been completed within five years of a student’s enrollment at Baruch College. 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 will be considered for transfer credit toward the MBA and MS degrees in the Zicklin School of Business. Entering MBA students who have 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. Transfer credit for core courses completed outside the United States must also be approved by the appropriate academic department.

• 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 College, 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 Permit”) must apply to the Registrar’s Office 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 College 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 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 grade (INC) 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 Academic Calendar, which is included in the Schedule of Classes. 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 Service Center.

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 33).

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 Academic Calendar in the Schedule of Classes 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 application 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>

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

*Grades of D and D+ are not assigned to graduate courses.
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** Withdrew without penalty. Student must apply for this grade at the Registrar’s Office within a specified period (see Baruch College Academic Calendar in the Schedule of Classes).

**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.

**WN** Never attended.

**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 the 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.

**PEN** Grade pending (used when a grade is under review for possible infraction of academic integrity standards).

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 major or specialization.

- To exercise the P/NC option, the student must register for the course in the usual manner and apply at the Registrar’s Office no later than the third week of the semester (see Baruch College Academic Calendar in the Schedule of Classes).

- 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’s Office; the instructor is not informed of the student’s decision.

- The P/NC option applies as follows to students in the School of Public Affairs: MPA students may use the P/NC option for one elective course only. The option does not apply to the Capstone Seminar Course (PAF 9190). MSEd in educational leadership, MSEd in higher education administration, and SBL students are allowed to use the P/NC option for any one course in their degree program.

- The P/NC option applies as follows to students in the Weissman School of Arts and Sciences: MS in industrial and organizational psychology students may use the P/NC option for any course in addition to thesis courses. Thesis courses are graded only on a P/NC basis. MA students may elect to use the P/NC option for electives or required courses within the degree program.

- The P/NC option applies as follows to students in the Zicklin School of Business: MBA students are not permitted to use the P/NC option for core or major courses, but they may use the option for one elective course outside the major. Students who use the P/NC option and then change their major or pursue a second major cannot apply a course previously graded P/NC toward their new major or petition to withdraw the option. Students cannot apply a P/NC-graded course in accountancy or taxation toward CPA requirements. MS students may not use the P/NC option.

**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>

\[
\text{Total Grade Points} = 85.8 \\
\text{Indexible Credits} = 27
\]

*Includes unresolved INC grades.

Divide the total grade points by the total indexible credits to obtain the grade point average: \(\frac{85.8}{27} = 3.17\) 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 GRADES

Students must be doing passing work to obtain an instructor’s permission to receive a grade of incomplete (INC).

A grade of incomplete (INC) received in the fall semester must be resolved by the end of the following spring semester. A grade of INC 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.

Make-up exams will be given during the midterm and final exam periods. Refer to the Academic Calendar in the Schedule of Classes for application deadlines.

An unresolved INC grade will be converted to FIN and calculated as an F in the computation of the cumulative GPA after the grace period.

CROSS-LISTED COURSES

Cross-listed courses cannot be taken for credit more than once without prior approval. The existence of a cross-listed course is indicated by a parenthetical course number that follows the departmental course number and precedes the course title.

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. INC grades are not permitted.

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

FULL-TIME HONORS MBA PROGRAM

First Year of Study

All Full-Time Honors MBA students must have a cumulative GPA of 3.00 at the conclusion of the first year of study to continue in the program.

If a student’s GPA is below 3.00 after the first semester, he or she will be required to attend academic counseling with the program advisor to discuss the source of academic difficulties and ways to improve academic performance. If the student decides to remain in the Full-Time Honors MBA Program for the second semester, he or she is allowed that one term only to raise the cumulative GPA to 3.00.
Since continued enrollment at Baruch College will depend on the student’s performance in this second semester and the posting of grades for the term, the student may not register during the priority period for fall classes.

A Full-Time Honors MBA student will be dismissed from Baruch College if he or she has not raised the cumulative GPA to 3.00 after the second semester of study. Students may petition the Zicklin Graduate Committee on Academic Standing to request an extension of probation; however, any extension approved by the committee will permit the student to continue in the Flex-Time MBA Program only. Continued enrollment in the Full-Time Honors MBA Program will not be permitted at this point.

Second Year of Study

Having completed the first year of study in the Full-Time Honors MBA Program in good academic standing, students must maintain a cumulative GPA of 3.00 to remain in the program. Probationary status after the second semester in the Full-Time Honors MBA Program will not be permitted. Students whose GPA falls below 3.00 at this point may continue their studies in the Flex-Time MBA Program.

Scholarships

In accordance with the terms of Full-Time Honors MBA scholarships, which require a minimum cumulative GPA of 3.20, students whose GPA falls below 3.00 at any time will relinquish that award.

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; EXECUTIVE MS IN ANALYSIS OF FINANCIAL STATEMENTS, INTERNAL OPERATIONS, AND RISK ASSESSMENT; 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 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
- **Decision Sciences** 050700
- **Economics** 051700
- **Finance** 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, operations management, and organizational behavior/human resource management) 050600
- **Marketing** 050900
- **Real Estate** 051100
- **Statistics** 050300
- **Taxation** 050210

### MPA
- **Educational Leadership** 082800
- **Higher Education Administration** 082700
- **Advanced Certificate Program/ New York State Certification in School Building Leadership** 082800
- **Health Care Administration** (offered jointly with Hunter College)*

### MS
- **Accountancy (CPA Program)** 050200
- **Business Computer Information Systems** 070100
- **Financial Engineering** 070300 (formerly Mathematics for Finance)
- **Industrial/Organizational Psychology** 200800
- **Marketing** 050900
- **Quantitative Methods and Modeling** 050700
- **Real Estate** 051100
- **Statistics** 050300
- **Taxation** 050210

### MSEd
- **Educational Leadership** 082800
- **Higher Education Administration** 082700
- **Advanced Certificate Program/ New York State Certification in School Building Leadership** 082800

### MSN/MPA in Nursing Administration
- **(HEGIS code pending)**
- **(offered jointly with Hunter College)*

### MA
- **Corporate Communication** 069900

### JD/MBA
- **(offered jointly with The New York Law School and Brooklyn Law School)**
- **050600**

### Executive MBA
- **050600**

### Executive MPA
- **210200**

### Executive MS in Finance
- **050400**

### Executive MS in Analysis of Financial Statements, Internal Operations, and Risk Assessment
- **050200**
- **(formerly Executive MS in Internal Auditing: Risk Assessment and Assurance)**

### Executive MSILR
- **051600**

### Post-Master’s Professional Certificate Program
- **(no HEGIS code)**

### Professional Certificate in Taxation
- **050210**

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

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 MSN/MPA program is being offered pending the approval of the CUNY Board of Trustees.*
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 degrees, many of which are offered on both a full-time and part-time basis. A wide range of majors is available.

MBA programs are offered in accountancy, computer information systems, decision sciences, economics, finance, health care administration, industrial/organizational psychology, international business, management, marketing, real estate, 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, real estate, 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 admission to the following executive programs: the Executive MBA; the Executive MS in Analysis of Financial Statements, Internal Operations, and Risk Assessment; the Executive MS in Finance; the Executive MS in Industrial and Labor Relations; and the Baruch/Mount Sinai MBA in health care administration.

The Zicklin Graduate Programs staff is committed to serving the various needs of our students. The table below summarizes departmental responsibilities, contact information, and hours of operation for those offices that are prepared to assist our students with all issues related to Zicklin Graduate Programs.

---

**ZICKLIN GRADUATE PROGRAMS AT A GLANCE**

Dean: John A. Elliott; Associate Dean: Myung-Soo Lee; Executive Director: Frank Fletcher

**GRADUATE ADMISSIONS**

Director: Frances Murphy
Phone: 646-312-1300 Fax: 646-312-1331
Location: 151 East 25th Street (Library Building), Room 820

- Application processing for Flex-Time MBA and MS, Accelerated Part-Time, and Full-Time Honors programs
- Application review for aforementioned programs

E-mail: ZicklinGradAdmissions@baruch.cuny.edu
Web: www.baruch.cuny.edu/zicklin/admissions/grad
Hours: Monday–Thursday 9:00 am–6:00 pm, Friday 9:00 am–4:45 pm

**GRADUATE ADVISEMENT SERVICES**

Director: Elaine Bernstein
Phone: 646-312-3140 Fax: 646-312-3141
Location: One Bernard Baruch Way (Newman Vertical Campus), Room 13-221

- Evaluate preliminary course requirements
- Review requests for transfer credit/core course substitutions
- Advise Flex-Time students on program planning, degree requirements, and academic standing

E-mail: zicklin.graduate.adviseiment@baruch.cuny.edu
Web: www.baruch.cuny.edu/zicklin/ogs/gas
Hours: Monday & Thursday 10:00 am–6:00 pm, Tuesday & Wednesday 10:00 am–5:45 pm, Friday 9:00 am–1:00 pm

- Advise students on academic appeal process and manage review of appeals
- Manage and deliver specialized advising sessions

continued on next page
## ZICKLIN GRADUATE PROGRAMS AT A GLANCE, CONTINUED

### GRADUATE STUDENT SERVICES

**Director:** Maria DiBenedetto  
**Phone:** 646-312-3130  
**Fax:** 646-312-3131  
**Location:** One Bernard Baruch Way (Newman Vertical Campus), Room 13-280  

- Provide academic advisement, registration, and counseling for Full-Time Honors and Accelerated Part-Time programs  
- Arrange for tutoring in core courses  
- Manage Graduate Assistantship Program  
- Manage and deliver new student orientation for international students  
- Handle course scheduling for Full-Time Honors and Accelerated Part-Time programs  
- Manage QuickStart Program  

**Web:** [www.baruch.cuny.edu/zicklin/ogs/gss](http://www.baruch.cuny.edu/zicklin/ogs/gss)  
**Hours:** Monday–Thursday 9:00 am–6:00 pm, Friday 9:00 am–4:45 pm

### GRADUATE STUDENT LIFE

**Director:** Regine (Ginny) Goldberg  
**Phone:** 646-312-3130  
**Fax:** 646-312-3131  
**Location:** One Bernard Baruch Way (Newman Vertical Campus), Room 13-280  
**E-mail:** zicklin.graduatelife@baruch.cuny.edu  
**Web:** [www.baruch.cuny.edu/zicklin/ogs/gsl](http://www.baruch.cuny.edu/zicklin/ogs/gsl)  
**Hours:** Monday–Friday 9:00 am–6:00 pm

- Administrative liaison to Graduate Student Assembly (GSA) and student clubs  
- Orientation development and management for all Flex-Time MBA and MS students  
- Development and management of co-curricular activities such as Leadership Speaker Series, Peer Partner Program, and Zicklin Ambassador Corps

### FULL-TIME HONORS PROGRAM

**Director:** John Albanese  
**Phone:** 646-312-3130  
**Fax:** 646-312-3131  
**Location:** One Bernard Baruch Way (Newman Vertical Campus), Room 13-280  
**E-mail:** john.albanese@baruch.cuny.edu  
**Web:** [www.baruch.cuny.edu/zicklin/programs/graduate/mba/full](http://www.baruch.cuny.edu/zicklin/programs/graduate/mba/full)  
**Hours:** Monday–Friday 9:00 am–6:00 pm

- Application review and interviews for Full-Time Honors Program; make admissions and scholarship recommendations  
- Development and management of Full-Time Honors Program Orientation  
- Management of administrative issues related to Full-Time Honors Program, including FTH fee, student affairs, Honors Council  
- Development and management of prospective student open houses and campus visits

### EXECUTIVE PROGRAMS

**Director:** Chris Koutsoucis  
**Phone:** 646-312-3100  
**Fax:** 646-312-3101  
**Location:** One Bernard Baruch Way (Newman Vertical Campus), Room 13-282  
**E-mail:** ExecProgBus@baruch.cuny.edu  
**Web:** [www.baruch.cuny.edu/zicklin/programs/exec](http://www.baruch.cuny.edu/zicklin/programs/exec)  
**Hours:** Monday–Friday 9:00 am–6:00 pm

- Program Office for Executive MBA, Executive MS in Finance, Executive MS in Financial Statement Analysis, and Baruch/Mt. Sinai Graduate Program in Health Care Administration  
- Manage admissions process for executive programs  
- Responsible for new student orientation, boot-camp, workshops, international study trip, and all aspects of student services and support.

### GRADUATE CAREER MANAGEMENT CENTER

**Director:** Johanna Martin  
**Phone:** 646-312-1330  
**Fax:** 646-312-1331  
**Location:** 151 East 25th Street (Library Building), Room 820  
**E-mail:** zicklin.gcmc@baruch.cuny.edu  
**Web:** [www.baruch.cuny.edu/zicklin/gcmc](http://www.baruch.cuny.edu/zicklin/gcmc)  
**Hours:** Monday and Tuesday 9:00 am–7:00 pm, Wednesday and Thursday 9:00 am–6:00 pm, Friday 9:00 am–5:00 pm

- Educate, train, and advise Zicklin graduate students in career management activities  
- Conduct resume workshops, mock interviews, and other career services–related activities  
- Services available to all Zicklin graduate students, including full-time and part-time MBA and MS students  
- Initiate and maintain relationships with potential employers
MBA PROGRAMS: GENERAL INFORMATION

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

Full-Time Honors MBA Program
For those who would like to participate in a dedicated, full-time program, the school offers the Full-Time Honors MBA. The Full-Time Honors 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 44), the program is limited in size, and admission is very competitive. Classes begin in the fall semester.

Flex-Time MBA Program
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 in fall or spring.

Accelerated Part-Time MBA Program
The Accelerated Part-Time MBA Program is a rigorous program 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. (Individuals interested in accountancy cannot pursue the Accelerated Part-Time Program.) Each fall and spring semester, students in the Accelerated Part-Time 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. Courses offered during these times generally meet two to three nights a week. There are usually no Saturday classes during summer terms and January intersession.

Executive MBA Program
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 57-credit, lock-step curriculum.

MBA CURRICULUM

The MBA Program curriculum consists of the following:

<table>
<thead>
<tr>
<th>Category</th>
<th>Credits</th>
<th>Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core and breadth courses</td>
<td>33</td>
<td>(14)</td>
</tr>
<tr>
<td>Advanced courses through either</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a major or General MBA Option</td>
<td>12</td>
<td>(4)</td>
</tr>
<tr>
<td>International elective course</td>
<td>3</td>
<td>(1)</td>
</tr>
<tr>
<td>General elective courses</td>
<td>9</td>
<td>(3)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>57</strong></td>
<td><strong>(22)</strong></td>
</tr>
</tbody>
</table>

QUICKSTART AND PRELIMINARY COURSES

Knowledge of the basics in accounting, finance, mathematics, Microsoft Excel, statistics, and technology is essential for required MBA courses. QuickStart is a voluntary pre-term program designed to help students learn the fundamentals in these areas before embarking on graduate courses. Self-tests (along with answers) are provided to help students determine which of these modules they should consider taking. Students can download the self-tests from the Graduate Admissions Office’s New Student webpage. The modules range from 10 hours to 15 hours each. International students may require preliminary courses in written and spoken English based on evaluation, and students majoring in accountancy, economics, and finance may require a preliminary course in mathematics (MTH 8001). Please refer to the chart on page 47 and the requirements for each major, beginning on page 48. Grades in 8000-level courses are not calculated in the grade point average, and the credits are not applied toward the MBA degree.

CORE AND BREADTH REQUIREMENTS (33–35 CREDITS)

As shown in the chart on page 39, 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, behavior 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 seven years prior to enrolling in the MBA program can petition the Zicklin Office of Graduate Programs to substitute an advanced-level course in the same area for the core requirement.
MAJORS (12 CREDITS)

Students choose from a wide array of MBA majors (see chart on page 40), or they can tailor a major to their specific needs through the General MBA Option. The major (and General Option) consists of four courses. Students may seek a double major usually by taking one or two extra courses. (See also discussion of international and general electives.) In order to satisfy the current requirements for New York State CPA certification, accountancy majors require additional courses as determined by the Stan Ross Department of Accountancy.

INTERNATIONAL ELECTIVE (3 CREDITS)

The international elective course allows students to further internationalize their knowledge of business functions and complements their core courses in a similar manner. FlexTime MBA students choose one course from the list of choices appearing in the chart on page 41. Students who take a designated international elective course as part of their major have the option of replacing the international elective with one additional general elective. (Note: The same course cannot be used to satisfy more than one degree requirement.)

## CORE AND BREADTH COURSES

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
<th>Prerequisites</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 9110*</td>
<td>Financial Accounting</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>ACC 9112*</td>
<td>Financial Accounting: Intensive</td>
<td>3</td>
<td>none</td>
</tr>
<tr>
<td>ACC 9115**</td>
<td>Managerial Accounting</td>
<td>2</td>
<td>ACC 9110</td>
</tr>
<tr>
<td>BUS 9100</td>
<td>The Societal and Governmental Environment of Business</td>
<td>3</td>
<td>none</td>
</tr>
<tr>
<td>BUS 9551</td>
<td>Business Communication I</td>
<td>0</td>
<td>none</td>
</tr>
<tr>
<td>BUS 9552</td>
<td>Business Communication II: Communicating Quantitative and Technical Information</td>
<td>0</td>
<td>BUS 9551</td>
</tr>
<tr>
<td>BUS 9553</td>
<td>Business Communication II: Leadership Communication: Writing and Speaking with Authority</td>
<td>0</td>
<td>BUS 9551</td>
</tr>
<tr>
<td>BUS 9554</td>
<td>Business Communication II: Enhanced Oral and Written Communication</td>
<td>0</td>
<td>BUS 9551</td>
</tr>
<tr>
<td>CIS 9000</td>
<td>Information Systems for Managers</td>
<td>3</td>
<td>ACC 9110 or ECO 9708</td>
</tr>
<tr>
<td>ECO 9708</td>
<td>Microeconomics for Managers</td>
<td>2</td>
<td>none</td>
</tr>
<tr>
<td>ECO 9709</td>
<td>Macroeconomics</td>
<td>2</td>
<td>none</td>
</tr>
<tr>
<td>FIN 9770</td>
<td>Financial Decision Making</td>
<td>3</td>
<td>ACC 9110; STA 9708</td>
</tr>
<tr>
<td>MGT 9300</td>
<td>Management: A Behavioral Approach</td>
<td>3</td>
<td>none</td>
</tr>
<tr>
<td>MGT 9700</td>
<td>Introduction to Operations Management</td>
<td>3</td>
<td>STA 9708</td>
</tr>
<tr>
<td>MGT 9703</td>
<td>Marketing Management</td>
<td>3</td>
<td>none</td>
</tr>
<tr>
<td>MKT 9708</td>
<td>Applied Statistical Analysis for Business Decisions</td>
<td>3</td>
<td>none</td>
</tr>
<tr>
<td>STA 9708</td>
<td></td>
<td>3</td>
<td>none</td>
</tr>
<tr>
<td>BUS 9200</td>
<td>Business Policy</td>
<td>3</td>
<td>Completion of 45 credits, including all core/breadth requirements</td>
</tr>
</tbody>
</table>

*Accountancy majors take ACC 9112 in place of ACC 9110.

**Accountancy majors take ACC 9811 (4 credits) in place of ACC 9115.
<table>
<thead>
<tr>
<th>MAJOR</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountancy</td>
<td>Provides the comprehensive package of courses in financial and managerial accounting, auditing, tax, and law needed to meet the requirements to be a CPA.</td>
</tr>
<tr>
<td>Computer Information Systems</td>
<td>Presents concepts underlying the use of information and information-based technologies and the practical application of these concepts in a business context.</td>
</tr>
<tr>
<td>Decision Sciences</td>
<td>This major trains students in the application of mathematical models and decision making in business and government. It focuses on concepts and skills that form the fundamental base of knowledge essential to quantitative decision making.</td>
</tr>
<tr>
<td>Economics</td>
<td>Prepares the student for a broad range of careers in business, industry, and government.</td>
</tr>
<tr>
<td>Finance</td>
<td>Provides a strong grounding in both theory and practice in corporate finance, investments, financial institutions, derivative securities, and international finance. Traditional lectures are supplemented by market simulations and interaction with industry leaders.</td>
</tr>
<tr>
<td>General MBA Option</td>
<td>The General MBA Option enables students to customize their program by choosing courses from different disciplines within the Zicklin School of Business.</td>
</tr>
<tr>
<td>Health Care Administration</td>
<td>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.</td>
</tr>
<tr>
<td>Industrial/Organizational Psychology</td>
<td>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, to distinguish between effective and ineffective leaders, and to make the right hiring decisions more often.</td>
</tr>
<tr>
<td>International Business</td>
<td>This interdepartmental major meets the demand for MBAs with both a broad-based and an internationally focused education. Courses in this major have an international emphasis and are distributed over several functional areas. A knowledge of foreign languages is encouraged but not required.</td>
</tr>
<tr>
<td>Management/Entrepreneurship and Small Business Management</td>
<td>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.</td>
</tr>
<tr>
<td>Management/Operations Management</td>
<td>Focuses on the improvement of business operations through analysis of the dynamic activities that compose the larger operation.</td>
</tr>
<tr>
<td>Management/Organizational Behavior — Human Resource Management</td>
<td>Focuses on the systems and programs overseen by human resource managers and personnel departments.</td>
</tr>
<tr>
<td>Marketing</td>
<td>Marketing has broad applicability, a comprehensive curriculum, and a diverse faculty. Students may tailor a marketing major to include courses in advertising, the art of persuasion through communication, Internet marketing, the marketing aspects of the expanding Internet technology; or international marketing, the commercial exchange of raw materials, goods, and services among countries, involving trading firms and multinational enterprises.</td>
</tr>
<tr>
<td>Real Estate</td>
<td>The curriculum provides students with an understanding of the economic and behavioral aspects of real estate markets. It prepares students for management jobs on Wall Street and in real estate–related firms.</td>
</tr>
<tr>
<td>Statistics</td>
<td>Provides the concepts and skills that form the fundamental base of knowledge essential to statistics professionals in today’s business environment. It is designed primarily for those applying statistical methods in an applied discipline, such as economics, finance, or marketing, or who are responsible for managing or interfacing with a statistical department.</td>
</tr>
<tr>
<td>Taxation</td>
<td>This major is designed for students who are interested in mastering the complexities of taxation.</td>
</tr>
</tbody>
</table>

*Students may pursue a dual major. Dual majors are not available to students pursuing the General MBA Option or MBA in Health Care Administration.
GENERAL ELECTIVES (9 CREDITS)

Students customize their program by selecting a minimum of three general elective courses (9 credits) from among any 9000-level courses given by departments offering courses in the MBA program (or interdisciplinary courses). Students may include one graduate course in the School of Public Affairs or in the Weissman School of Arts and Sciences provided the prerequisite or equivalent has been satisfied and with permission of the appropriate school. Students may apply their 9 general elective credits toward additional courses in their major, courses from other functional areas that complement their major, or a second four-course major. Students in the Full-Time Honors MBA Program and Accelerated Part-Time (APT) MBA Program should refer to pages 45 and 43, respectively, regarding their general electives.

Eligible students may seek a graduate internship to satisfy elective credit. For a description of the internship course, see page 97.

PROGRAM PLANNING

THE FLEX-TIME MBA PROGRAM

The Flex-Time MBA Program consists of 57 credits, allowing students 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 or less. Students typically take two 9000-level courses each fall and spring semester along with a core course in January intersessions or during summer session. Flex-Time students attending school full time may complete the program in two years by taking four to five 9000-level courses each fall and spring semester and at least one course during January intersession or summer session. (Accountancy majors seeking CPA certification may be required to take an additional semester of course work.) The length of the Flex-Time Program can be reduced by taking additional courses in summers or during the fall or spring semesters, provided space is available and a student is in good academic standing. Most courses are taught in the evening.

Students entering in fall or spring follow the same sequence. The charts on pages 42 and 43 show typical student schedules for those attending part time and full time.

Students who require the preliminary course MTH 8001 should take this course as soon as possible. Typically MTH 8001 is offered in summer and in January intersession.

Waiver exam applications are available on the Office of Graduate Programs website, www.baruch.cuny.edu/zicklin/ogs. International students who require courses in spoken and written English will complete these courses no later than their first year at Zicklin.

INTERNATIONAL ELECTIVE COURSES*

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Prerequisites</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIS 9230</td>
<td>Globalization and Technology</td>
<td>CIS 9000</td>
</tr>
<tr>
<td>ECO 9741</td>
<td>International Economics</td>
<td>ECO 9705 or equivalent</td>
</tr>
<tr>
<td>FIN 9786</td>
<td>International Financial Markets</td>
<td>ECO 9709 or equivalent and FIN 9770</td>
</tr>
<tr>
<td>FIN 9788</td>
<td>International Corporate Finance</td>
<td>ECO 9709 or equivalent and FIN 9770</td>
</tr>
<tr>
<td>IBS 9760</td>
<td>International Business Analysis</td>
<td>none</td>
</tr>
<tr>
<td>IBS 9762</td>
<td>The Global Competitiveness of the U.S. Economy</td>
<td>none</td>
</tr>
<tr>
<td>IBS 9767</td>
<td>Foreign Markets, Cultures, and Regimes</td>
<td>none</td>
</tr>
<tr>
<td>LAW 9740</td>
<td>International Trade and Investment Law</td>
<td>none</td>
</tr>
<tr>
<td>MGT 9870</td>
<td>International Comparative Management</td>
<td>none</td>
</tr>
<tr>
<td>MKT 9764</td>
<td>Internet Marketing and Global Business</td>
<td>none</td>
</tr>
</tbody>
</table>

*Monitor www.baruch.cuny.edu/zicklin and Blackboard for additions to this list.
ACCELERATED PART-TIME (APT) MBA PROGRAM

Students in 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. As shown in the chart on page 43, students take their 57 credits within 2½ years, including summer sessions and January intersessions. Students attend all of their core and elective courses, which are developed specifically for the APT program, as a cohort. In the fall and spring semesters, three to four courses are taken, two of which meet twice a week in the evenings, with the third meeting on Saturday mornings.

January intersession and summer session courses meet on weekday evenings only. Program participants must enroll in all of the special cohort sections offered and must complete the program according to this schedule. Admission takes place in the fall only. Beginning in the second year, students register for major and elective courses according to the Flex-Time schedule and continue to meet as a cohort on Saturday mornings. Students unable to maintain the program schedule of courses may complete the MBA as a Flex-Time student.

TYPICAL FLEX-TIME MBA SCHEDULE: PART–TIME STUDENTS

<table>
<thead>
<tr>
<th>Year</th>
<th>First Semester</th>
<th>January</th>
<th>Second Semester</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>MKT 9703</td>
<td>Choices:</td>
<td>ACC 9110</td>
<td>Core courses typically offered: ACC 9115***,</td>
</tr>
<tr>
<td></td>
<td>STA 9708</td>
<td>ACC 9115**</td>
<td>(or ACC 9112)</td>
<td>BUS 1000, ECO 9708,</td>
</tr>
<tr>
<td></td>
<td>BUS 9551*</td>
<td>BUS 9100</td>
<td>CIS 9000</td>
<td>ECO 9709, FIN 9770,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>BUS 9552*, BUS 9553*,</td>
<td>MGT 9300, MGT 9700,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>or BUS 9554*</td>
<td>BUS 9200, BUS 9551*,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>BUS 9552*, BUS 9553*,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>BUS 9554*</td>
</tr>
<tr>
<td>2</td>
<td>FIN 9770</td>
<td>BUS 9551*</td>
<td>MGT 9700</td>
<td></td>
</tr>
<tr>
<td></td>
<td>MGT 9300</td>
<td>ECO 9708</td>
<td>Major Course #1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>ECO 9709</td>
<td>Major Course #3</td>
<td>MTH 8001†</td>
</tr>
<tr>
<td>3</td>
<td>Major Course #2</td>
<td></td>
<td>General Elective</td>
<td>Advanced courses typically offered: FIN 9781,</td>
</tr>
<tr>
<td></td>
<td>International Elective</td>
<td></td>
<td></td>
<td>FIN 9783, selected</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>other FIN, LAW 9800,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>MGT 9702, MGT 9716,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>selected MGT. In general,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>summer offerings are</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>limited and will vary.</td>
</tr>
<tr>
<td>4</td>
<td>Major Course #4</td>
<td>General Elective</td>
<td>General Elective</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BUS 9200</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(prerequisites:</td>
<td>Selected</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>all other core</td>
<td>elective course(s)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>courses plus 12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>credits beyond</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>core)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Students must satisfy BUS 9551 by completion of their first 15 credits and BUS 9552, 9553, or 9554 by completion of their first 30 credits.

**ACC 9115 is customarily offered in January intersession and summer session only.

†Preliminary course, subject to waiver, for majors in accountancy, economics, and finance only.
## TYPICAL FLEX-TIME MBA SCHEDULE: FULL-TIME STUDENTS

<table>
<thead>
<tr>
<th>Year</th>
<th>First Semester</th>
<th>January</th>
<th>Second Semester</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ACC 9110</td>
<td>Choices:</td>
<td>BUS 9552*, BUS 9553*, or BUS 9554*</td>
<td>Core courses typically offered: ACC 9115**, ECO 9708, ECO 9709, FIN 9770, MGT 9300, MGT 9700, BUS 9200, BUS 9552*, BUS 9553*, BUS 9554*</td>
</tr>
<tr>
<td></td>
<td>BUS 9551*</td>
<td>ACC 9115**</td>
<td>ECO 9709</td>
<td>MTH 8001†</td>
</tr>
<tr>
<td></td>
<td>CIS 9000</td>
<td>BUS 9100</td>
<td>FIN 9770</td>
<td>Advanced courses typically offered: FIN 9781, FIN 9783, selected other FIN, LAW 9800, MGT 9702, MGT 9716, selected MGT. In general, summer offerings are limited and will vary.</td>
</tr>
<tr>
<td></td>
<td>ECO 9708</td>
<td>BUS 9551*</td>
<td>MGT 9300</td>
<td></td>
</tr>
<tr>
<td></td>
<td>MKT 9703</td>
<td>ECO 9709</td>
<td>MGT 9700</td>
<td></td>
</tr>
<tr>
<td></td>
<td>STA 9708</td>
<td>MTH 8001†</td>
<td>BUS 9100</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Selected elective course(s)</td>
<td>General Elective</td>
<td></td>
</tr>
</tbody>
</table>

• Accountancy majors take ACC 9112 in place of ACC 9110 and ACC 9811 in place of ACC 9115. Students also follow a modified course sequence beginning in their second semester, based on an official program of study they will receive from their program advisor.

• Beginning in Year 2, students take elective or major courses as course availability, prerequisites, and scheduling permit. However, students should schedule their major courses taking into account course prerequisites and how frequently the courses are offered. If major courses are offered only once a year, students may need to start their major in their second semester. This is particularly important for students pursuing a dual major.

• All students should expect to take courses in January intersession and/or summer session in order to graduate in two years.

*Students must satisfy BUS 9551 by completion of their first 15 credits and BUS 9552, 9553, or 9554 by completion of their first 30 credits.

**ACC 9115 is customarily offered in January intersession and summer session only.

†Preliminary course, subject to waiver, for majors in accountancy, economics, and finance only.

## TYPICAL COURSE SCHEDULE FOR AN ACCELERATED PART-TIME MBA STUDENT*

<table>
<thead>
<tr>
<th>Year</th>
<th>Fall Semester</th>
<th>January Intersession</th>
<th>Spring Semester</th>
<th>Summer Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ACC 9110</td>
<td>ACC 9115</td>
<td>BUS 9552/9553/ 9554</td>
<td>FIN 9770</td>
</tr>
<tr>
<td></td>
<td>BUS 9551*</td>
<td></td>
<td>ECO 9709</td>
<td>International Elective</td>
</tr>
<tr>
<td></td>
<td>ECO 9708</td>
<td></td>
<td>MGT 9300</td>
<td></td>
</tr>
<tr>
<td></td>
<td>MKT 9703</td>
<td></td>
<td>STA 9708</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>MGT 9700</td>
<td>MTH 8001 (if needed)</td>
<td>CIS 9000</td>
<td>BUS 9100</td>
</tr>
<tr>
<td></td>
<td>Major Course #1</td>
<td>Study Abroad (optional)</td>
<td>Major Course #3</td>
<td>General Elective</td>
</tr>
<tr>
<td></td>
<td>Major Course #2</td>
<td>Elective (if offered and optional)</td>
<td>Major Course #4</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>BUS 9200</td>
<td>General Elective</td>
<td>General Elective</td>
<td></td>
</tr>
</tbody>
</table>

*Students may alter when they take their unspecified general electives and major courses depending on course offerings and availability.
FULL-TIME HONORS MBA PROGRAM

The Honors MBA is a full-time, primarily daytime program built around a cohort of students admitted together in the fall semester. Students are assigned to learning teams for group work in each of the first two semesters. Starting with a three-week orientation in August, the cohort takes the MBA core together in closed sections during their two years of study. The Honors MBA program requires a full-time commitment. Program requirements and the course sequence are outlined in the charts on page 45.

Program Highlights

• Cohort learning environment throughout the MBA core.
• Leadership opportunities: a certificate in leadership, competitions, and clubs.
• Diverse learning teams in the first year of study.
• CaMP: a weekly career seminar in the first semester.
• Dedicated student services including reserved study space, priority registration, and individual/small group advising.
• A limited number of scholarships are available at the time of admission.

Additional Fee

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

Curriculum

The Zicklin Full-Time Honors 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 year, students shift their focus to a major or to a custom-tailored interdisciplinary set of courses.

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 inter-institutional 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.

Before registering for MBA courses, students should consult Zicklin’s Office of Graduate Academic Services (646-312-3140) about pursuing either the four-course major or the General MBA Option.

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 website (www.baruch.cuny.edu/zicklin), the Brooklyn Law School website (www.brooklaw.edu), and The New York Law School website (www.nyls.edu).

JD/MBA—Baruch College and Brooklyn Law School

Students interested in obtaining these degrees will be required to submit a score 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 57-credit MBA 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 general electives in the MBA. All law courses are taken at Brooklyn Law School.
## CURRICULUM REQUIREMENTS FOR THE FULL-TIME HONORS MBA PROGRAM

<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></td>
</tr>
<tr>
<td>ACC 9115</td>
<td>Managerial Accounting</td>
<td></td>
</tr>
<tr>
<td>BUS 9100</td>
<td>Societal and Governmental Environment of Business</td>
<td></td>
</tr>
<tr>
<td>BUS 9551</td>
<td>Business Communication I</td>
<td></td>
</tr>
<tr>
<td>BUS 9552/9553/9554</td>
<td>Business Communication II</td>
<td></td>
</tr>
<tr>
<td>CIS 9000</td>
<td>Information Systems for Managers</td>
<td>Core and Breadth Courses</td>
</tr>
<tr>
<td>ECO 9708</td>
<td>Microeconomics for Managers</td>
<td></td>
</tr>
<tr>
<td>ECO 9709</td>
<td>Macroeconomics</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>STA 9708</td>
<td>Applied Statistical Analysis for Business Decisions</td>
<td></td>
</tr>
<tr>
<td>BUS 9200</td>
<td>Business Policy</td>
<td>Core Capstone</td>
</tr>
<tr>
<td>One course</td>
<td>CIS 9230, ECO 9741, FIN 9786, FIN 9788, IBS 9760, IBS 9762, IBS 9767, LAW 9740, MGT 9870, or MKT 9764</td>
<td>International Elective</td>
</tr>
<tr>
<td>BUS 9801–9803</td>
<td>Graduate Internship or Another 9000-level business course</td>
<td>General Elective</td>
</tr>
<tr>
<td>Four courses</td>
<td>Major or General MBA Option</td>
<td></td>
</tr>
<tr>
<td>General electives</td>
<td>Two courses</td>
<td></td>
</tr>
</tbody>
</table>

## TYPICAL COURSE SEQUENCE FOR THE FULL-TIME HONORS MBA PROGRAM*

<table>
<thead>
<tr>
<th>Year</th>
<th>Fall Semester</th>
<th>Spring Semester</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ACC 9110</td>
<td>ACC 9115</td>
<td>Graduate Internship (Optional)</td>
</tr>
<tr>
<td></td>
<td>BUS 9551</td>
<td>BUS 9552 or 9553</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ECO 9708</td>
<td>CIS 9000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>FIN 9770</td>
<td>ECO 9709</td>
<td></td>
</tr>
<tr>
<td></td>
<td>MKT 9703</td>
<td>MGT 9300</td>
<td></td>
</tr>
<tr>
<td></td>
<td>STA 9708</td>
<td>General Elective</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>BUS 9100</td>
<td>BUS 9200</td>
<td></td>
</tr>
<tr>
<td></td>
<td>MGT 9700</td>
<td>Major Course #3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>International Elective</td>
<td>Major Course #4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Major Course #1</td>
<td>General Elective</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Major Course #2</td>
<td>General Elective</td>
<td></td>
</tr>
</tbody>
</table>

*Students may alter when they take their unspecified electives and major courses depending on course offerings and availability.

---

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

Students interested in obtaining these degrees will be required to submit a score 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 57-credit MBA 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 general electives in the MBA. All law courses are taken at The New York Law School.
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 accounting, business computer information systems, marketing, quantitative methods and modeling, real estate, statistics, and taxation. For a full discussion of MS program requirements, see pages 57–61. In addition, the school offers executive master’s degree programs in analysis of financial statements, internal operations, and risk assessment; business computer information systems; finance; industrial and labor relations; and taxation (see pages 64–67).

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

QUICKSTART AND PRELIMINARY COURSES

Knowledge of the basics in accounting, finance, mathematics, Microsoft Excel, statistics, and technology is essential for certain MS courses. QuickStart is a voluntary pre-term program designed to help students learn the fundamentals in these areas before embarking on graduate courses. Self-tests

---

### MS PROGRAM SUMMARY

<table>
<thead>
<tr>
<th>MS Program</th>
<th>Program Objectives</th>
<th>Program Requirements*</th>
</tr>
</thead>
</table>
| Accountancy                 | Meet the educational requirements for the CPA exam                                  | Preliminary courses: 6 credits  
|                             |                                                                                    | General business requirements: 35 credits  
|                             |                                                                                    | CPA accounting and taxation requirements: 34 credits  
|                             |                                                                                    | Courses outside of specialization (CPA liberal arts and sciences courses): variable credits |
| Business Computer Information Systems | Provide training in current and emerging technologies to develop systems that enable business strategy and fulfill information needs | Preliminary courses: 13.5 credits  
|                             |                                                                                    | Required courses: 21 credits  
|                             |                                                                                    | Electives: 15 credits |
| Marketing                   | In-depth training in marketing                                                     | Required courses: 12 credits  
|                             |                                                                                    | Electives: 18 credits |
| Quantitative Methods and Modeling | 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 | Preliminary courses: 9.5–10.5 credits  
|                             |                                                                                    | Required courses: 18 credits  
|                             |                                                                                    | Electives: 12 credits |
| Real Estate                 | Deliver core business knowledge and management skills, as well as knowledge and technical training specific to the real estate industry. Graduates are positioned for varied positions with real estate development firms, appraisal and consulting firms, accounting firms, insurance companies, pension funds, banks and financial institutions, investment banks, real estate investment trusts, mortgage security underwriters, commingled real estate funds, regulatory agencies, and firms with large real estate holdings. | Preliminary courses: 6 credits  
|                             |                                                                                    | Required courses: 18 credits  
|                             |                                                                                    | Electives: 12 credits |
| Statistics                  | Training in the application of statistical models and decision making in business, industry, and government | Preliminary courses: 13.5 credits  
|                             |                                                                                    | Required courses: 18 credits  
|                             |                                                                                    | Electives: 18 credits |
| Taxation                    | Intensive taxation training for those who wish to acquire advanced technical and research skills as well as business and management fundamentals | Preliminary course: 3 credits  
|                             |                                                                                    | Required courses: 18 credits  
|                             |                                                                                    | Tax electives: 12 credits |

*Note that preliminary courses are waivable for those with the appropriate background. See individual program descriptions and the chart on page 47 for specific preliminary course information.
PRELIMINARY COURSE REQUIREMENTS AND WAIVER GUIDELINES

Students with adequate preparation in preliminary course areas are waived from such requirements. (In the MS in accountancy program, these courses are listed as general business 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 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>MTH 8001*</td>
<td>MBA in accountancy, economics, and finance</td>
<td>Calculus course (C- or better) or qualifying exam</td>
</tr>
<tr>
<td></td>
<td>MS in quantitative methods and modeling</td>
<td></td>
</tr>
<tr>
<td></td>
<td>and in statistics</td>
<td></td>
</tr>
<tr>
<td>MTH 8010**</td>
<td>MS in statistics</td>
<td>Advanced calculus course (C- or better) or qualifying exam</td>
</tr>
<tr>
<td>MTH 9703†</td>
<td>MS in statistics</td>
<td>Matrix methods course (C- or better) or qualifying exam</td>
</tr>
<tr>
<td>CIS 9000,</td>
<td>MS in business computer information systems</td>
<td></td>
</tr>
<tr>
<td>FIN 9770,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>and MGT 9300</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACC 9110 or ECO 9708</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACC 9110</td>
<td>MS in taxation</td>
<td>Equivalent undergraduate or graduate course(s)</td>
</tr>
<tr>
<td>ECO 9708 and ECO 9709</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MGT 9700 and MKT 9703</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OPR 9721 and STA 9750</td>
<td></td>
<td></td>
</tr>
<tr>
<td>STA 9708</td>
<td>MS in accountancy, quantitative methods and modeling, and statistics</td>
<td></td>
</tr>
</tbody>
</table>

*Finance and quantitative methods and modeling students may substitute MTH 2207 Applied Calculus and Matrix Applications on a space-available basis.

**Students may substitute MTH 3010 Elementary Calculus II on a space-available basis.

†Students may substitute MTH 4100 Linear Algebra and Matrix Methods on a space-available basis.

(along with answers) are provided to help students determine which of these modules they should consider taking. Students can download the self-tests from the Graduate Admissions Office’s New Student webpage. The modules range from 10 hours to 15 hours each.

Preliminary requirements (see chart for summary) 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 a discussion of waiver exams, see pages 28–29.

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.
# MBA DEGREE PROGRAM DESCRIPTIONS

## MBA IN ACCOUNTANCY (150-CREDIT-HOUR CPA PROGRAM)

The MBA with a major in accountancy is designed for students with baccalaureate degrees in fields other than accounting. (Undergraduate accounting majors should consider another MBA major and use their electives to take accounting courses needed to meet CPA requirements.) The program meets the educational requirements for the New York State CPA examination and conforms to the standards adopted by AACSB International—The Association to Advance Collegiate Schools of Business for accreditation of accounting programs.*

The MBA in accountancy enables students to acquire knowledge and develop competence in overall management at the same time they gain a foundation in accounting theory and concepts. It equips students with the necessary tools to effectively interpret and use accounting and financial information and prepares them to enter the accounting profession.

New York State regulations are changing for licensing as a CPA. After August 1, 2009, all CPA exam applicants must have completed 150 credit hours of approved course work. Students who complete the 150-credit-hour program will receive a one-year reduction in the CPA experience requirement. In addition to 33 credit hours of accounting, the 150-credit-hour option requires at least 36 credit hours in general business electives (including business statistics, commercial law, computer science, economics, finance, and quantitative methods), which are included in the MBA program. In addition, students need to have completed at least 60 credit hours in liberal arts and science at the graduate or undergraduate level (including at least one course in mathematics/sciences, social sciences, humanities, economics, and computer science).

MBA in accountancy students must meet with a program advisor to review requirements and write an official program of study. The official program is required to earn the degree.

### QuickStart and Preliminary Courses

In addition to the requirements discussed on pages 38 and 47, the following preliminary course is required. Grades in 8000-level courses are not calculated in the grade point average.

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

*There is no four-course major in accountancy.

### Core and Breadth Courses (35 credits)

See pages 39 and 45. Note: Accountancy students will replace the core course ACC 9115 Managerial Accounting (2 credits) with ACC 9811 Managerial Accounting Theory and Practice (4 credits).

### **Other Courses in CPA Program** (27 credits)

<table>
<thead>
<tr>
<th>Credits</th>
<th>Course</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>ACC 9804 Intermediate Financial Accounting</td>
</tr>
<tr>
<td>4</td>
<td>ACC 9805 Advanced Financial Accounting</td>
</tr>
<tr>
<td>4</td>
<td>ACC 9807 Contemporary Topics in Accounting</td>
</tr>
<tr>
<td>4</td>
<td>ACC 9816 Accounting and Auditing Aspects of Computer-Based Information Systems</td>
</tr>
<tr>
<td>4</td>
<td>ACC 9821 Auditing</td>
</tr>
<tr>
<td>4</td>
<td>TAX 9862 Federal Income Taxation</td>
</tr>
<tr>
<td>3</td>
<td>TAX 9878 Taxation of Business Entities</td>
</tr>
</tbody>
</table>

### International Elective (3 credits)

Choose one international elective from the list of courses appearing on page 41.

### General Elective (4 credits)

†LAW 9800 Intensive Study of Business Contracts and Law of Corporations 4

### DUAL MAJOR IN ACCOUNTANCY AND TAXATION

Students who wish to pursue a dual major in accountancy and taxation will take the four taxation courses listed below, will apply TAX 9863 and TAX 9866 toward the requirements for both majors, and will not take TAX 9862 and TAX 9878.

<table>
<thead>
<tr>
<th>Credits</th>
<th>Course</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>TAX 9863 Principles of Federal Income Taxation</td>
</tr>
<tr>
<td>3</td>
<td>TAX 9866 Corporate Taxation I</td>
</tr>
<tr>
<td>3</td>
<td>TAX 9868 Partnership Taxation</td>
</tr>
<tr>
<td>3</td>
<td>TAX 9900 Tax Procedure and Professional Responsibility in Tax Practice</td>
</tr>
</tbody>
</table>

**Students with equivalent background may be eligible to substitute other appropriate accountancy and/or taxation courses. To ensure that any substitutions conform to New York State education requirements for the CPA, however, any departures from the above program must be approved by a program advisor.

†If 6 credits in law have been completed on the undergraduate level, this course may be waived.
MBA IN COMPUTER INFORMATION SYSTEMS

Today’s competitive business environment requires technologies that provide the strategic edge to build market share and that enable business operations to run at maximum efficiency. The computer information systems majors provide the technical and managerial skills that support these goals. 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 58 and 65–66 for descriptions of MS degrees).

The MBA is a broad-based business program, offering the student a spectrum of general business courses. The four-course major in computer information systems provides students with the concepts, strategies, and techniques necessary for this dynamic field. The program focuses on technologies, such as database management systems and telecommunications, as well as IT management and strategy in areas such as information technology in the financial markets and e-business.

Descriptions of computer information systems courses are found under the Department of Statistics and Computer Information Systems on pages 146–52.

QuickStart and Preliminary Courses
See pages 38 and 47.

Core and Breadth Courses (33 credits)
See pages 39 and 45.

Major Courses (12 credits) credits

Information Technologies Courses (6 credits)
Choose two of the following:
- CIS 9340 Principles of Database Management Systems 3
- *CIS 9444 E-Business Principles and Technologies 3
- CIS 9350 Networks and Telecommunications 3
- CIS 9490 Systems Analysis and Design 3
- *CIS 9550 Emerging Trends in Information Technologies 3
- CIS 9590 Information Systems Development Project 3
- CIS 9771 Special Topics in Information Technologies 3

Information Systems Strategy Courses (6 credits)
Choose two of the following:
- CIS 9230 Globalization and Technology 3
- *CIS 9444 E-Business Principles and Technologies 3
- *CIS 9550 Emerging Trends in Information Technologies 3
- CIS 9555 Information Technology in Financial Markets 3
- CIS 9700 Integrating Information Technology and Business Processes 3
- CIS 9775 Special Topics in Information Systems Strategy 3

*MBA IN DECISION SCIENCES

Students are welcome to construct an alternate program of 9000-level CIS courses with the permission of the CIS graduate advisor.

International Elective (3 credits)
Choose one international elective from the list of courses appearing on page 41.

General Electives (9 credits)
Choose three general electives. See page 41.

Students may apply their 9 general elective credits toward additional courses in their major, courses from other functional areas that complement their major, or a second four-course major.

MBA IN DECISION SCIENCES

The decision sciences and quantitative methods and modeling majors are designed to train students in the application of mathematical models and decision making in business, industry, and government. An MBA program in decision sciences 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 decision sciences is designed primarily for those who employ 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 59–60) 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.

QuickStart and Preliminary Courses
See pages 38 and 47.

Core and Breadth Courses (33 credits)
See pages 39 and 45.

Major Courses (12 credits) credits

Required
- OPR 9721 Introduction to Quantitative Modeling 3
- OPR 9750 (STA 9750) Basic Software Tools for Data Analysis 3

Choose two courses from:**
- OPR 9724 Mathematical Programming 3
- OPR 9730 Simulation Modeling and Analysis 3

**Students may also select one quantitative course not on the above list with approval of the advisor.
MBA IN ECONOMICS

The MBA with a major 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.

QuickStart and Preliminary Courses

In addition to the requirements discussed on pages 38 and 47, 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 (33 credits)

See pages 39 and 45.

Major Courses (12 credits)

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECO 9723 Econometrics—Theory and Applications I</td>
<td>3</td>
</tr>
<tr>
<td>ECO 9741 International Economics I</td>
<td>3</td>
</tr>
<tr>
<td>Two additional courses approved by an economics advisor</td>
<td>6</td>
</tr>
</tbody>
</table>

International Elective (3 credits)

Choose one international elective from the list of courses appearing on page 41.

General Electives (9 credits)

Choose three general electives. See page 41.

MBA IN FINANCE

The MBA with a major in finance (FIN) prepares the student for a broad range of careers in financial management and analysis. (For a discussion of the Executive MS in Finance, see pages 66–67.)

QuickStart and Preliminary Courses

In addition to the requirements discussed on pages 38 and 47, 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 (33 credits)

See pages 39 and 45.

Major Courses (12 credits)

Required

<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 two 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 9774 Entrepreneurial Finance</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9775 E-Finance</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9776 Real Estate 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>
<tr>
<td>FIN 9786 International Financial Markets</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9788 International Corporate Finance</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9789 Equity Markets: Trading and Structure</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9790 Seminar in Finance</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9792 Advanced Managerial Finance</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9793 Advanced Investment Analysis</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9795 Debt Instruments and Markets</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9797 Options Markets</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9981 Selected Topics in Corporate Finance</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9983 Selected Topics in Investments</td>
<td>3</td>
</tr>
</tbody>
</table>

*Students may substitute MTH 2207 Applied Calculus and Matrix Applications or MTH 2610 Calculus I on a space-available basis.
International Elective (3 credits)
Choose one international elective from the list of courses appearing on page 41.

General Electives (9 credits)
Choose three general electives. See page 41.

Students may apply their 9 general elective credits toward additional courses in their major, courses from other functional areas that complement their major, or a second four-course major.

GENERAL MBA OPTION

The general MBA is intended for students who wish to pursue an interdisciplinary program. It affords students the most flexibility to customize their program according to their academic and professional interests. In contrast, the four-course major is available to students who wish a greater focus in one or two disciplines.

QuickStart and Preliminary Courses
See pages 38 and 47.

Core and Breadth Courses (33 credits)
See pages 39 and 45.

Required Courses (12 credits)

Students design their own program by selecting 12 credits of 9000-level courses. These must be chosen from departments offering courses in the MBA program (including interdisciplinary courses); courses designated “PAF,” “COM,” or “ENG” may not be selected. The combined total of required and elective courses (excluding the core) may not exceed three in any one major area (e.g., CIS, FIN). In the case of management (MGT) courses, the combined total of required and elective courses may not exceed three in any one of the following management areas: organizational behavior/human resource management, operations management, or entrepreneurship and small business management.

International Elective (3 credits)
Choose one international elective from the list of courses appearing on page 41.

General Electives (9 credits)
Choose three general electives. See page 41.

BARUCH/MOUNT 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 57 semester-hour credits. This includes MBA core requirements and required courses outside the core.

The health care administration program is offered in conjunction with Zicklin School of Business Executive Programs. A detailed description of the program can be found on page 64.

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. Courses are designed to establish a firm base in personnel, organizational, and research psychology. This 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 81.)

QuickStart and Preliminary Courses
See pages 38 and 47.

Core and Breadth Courses (33 credits)
See pages 39 and 45.
Major Courses (12 credits) credits

Required
PSY 9703 Design of Psychological Research 3
PSY 9796 Problems in Industrial Psychology I—Personnel Psychology 3
PSY 9797 Problems in Industrial Psychology II—Organizational Psychology 3

Elective
To complete the major, students choose one additional 3-credit course from any offered by the Department of Psychology. The department has a wide array of courses covering a number of areas. Accordingly, students may tailor the major to their individual needs and interests.

International Elective (3 credits)
Choose one international elective from the list of courses appearing on page 41.

General Electives (9 credits)
Choose three general electives. See page 41.
Students may apply their 9 general elective credits toward additional courses in their major, courses from other functional areas that complement their major, or a second four-course major.

MBA IN INTERNATIONAL BUSINESS

The interdepartmental International Business Program (IBS) offers a graduate curriculum leading to the degree of MBA 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, 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. The Department of Marketing and International Business plays a vital role in coordinating and staffing this program.

QuickStart and Preliminary Courses
See pages 38 and 47.

Core and Breadth Courses (33 credits)
See pages 39 and 45.

Major Courses (12 credits) credits

Required*
IBS 9760 International Business Analysis
or
ECO 9741 International Economics I 3
(Students will take either IBS 9760 or ECO 9741 as the required course within the major and may take the other as their international elective.)

Choose two courses from:
FIN 9788 International Corporate Finance 3
IBS 9769 (MGT 9880) International Business Strategy 3
MKT 9766 International Marketing Management 3

Choose one course from:
CIS 9230 Globalization and Technology 3
FIN 9786 International Financial Markets 3
FIN 9788 International Corporate Finance 3
IBS 9756 (COM 9656) International Business Communication 3
IBS 9762 The Global Competitiveness of the U.S. Economy 3
IBS 9767 Foreign Markets, Cultures and Regimes 3
IBS 9768 Advanced Topics in International Business 3
IBS 9769 (MGT 9880) International Business Strategy 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 9766 International Marketing Management 3
MKT 9774 International Logistics 3
RES 9950 International Real Estate 3

International Elective (3 credits)
Choose one international elective from the list of courses appearing on page 41.

Note: International business majors can replace their international elective with a general elective.

General Electives (9 credits)
Choose three general electives. See page 41.

Students may apply their 9 general elective credits toward additional courses in their major, courses from other functional areas that complement their major, or a second four-course major.

*Required courses that have been completed at the undergraduate or graduate level with grades of B or better can be replaced by international courses from the list of major courses designated "Choose one course from."
MBA IN MANAGEMENT/ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

The major 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 may include courses in management, accountancy, economics/finance, marketing, and statistics/computer information systems.

QuickStart and Preliminary Courses
See pages 38 and 47.

Core and Breadth Courses (33 credits)
See pages 39 and 45.

Major Courses (12 credits)

Required
MGT 9860 Entrepreneurial Strategy and Cases 3

Choose two courses from:
MGT 9861 Managing the Entrepreneurial Enterprise 3
MGT 9865 Entrepreneurial Ventures 3
MGT 9867 Managing the Family Business 3

Choose one course from:
ACC 9804 Intermediate Financial Accounting 4
ACC 9806 Financial Statement Analysis and Reporting 3
CIS 9444 E-Business Principles and Technologies 3
FIN 9781 Managerial Finance 3
LAW 9708 Law and E-Business 3
LAW 9800 Intensive Survey of Business Contracts and Law of Corporations 4
MGT 9400 Human Resource Management 3
MGT 9862 Entrepreneurial and Small Business Experiences 3
MKT 9701 Advertising and Marketing Communications 3
MKT 9702 Marketing Research 3
MKT 9716 Consumer Behavior 3
MKT 9750 Marketing Strategy 3
MKT 9781 (MGT 9866) Internet and Small Business Entrepreneurship 3

International Elective (3 credits)
Choose one international elective from the list of courses appearing on page 41.

General Electives (9 credits)
Choose three general electives. See page 41.

MBA IN MANAGEMENT/OPERATIONS MANAGEMENT

This Zicklin School of Business specialization provides students with the conceptual foundations, analytic tools, and strategic perspectives necessary to manage operations in the service sector. All courses use problems and cases drawn from such industries as retailing, banking, transportation, insurance, and health care to illustrate material that traditionally focuses only on manufacturing. Students learn techniques to improve efficiency, enhance customer satisfaction, and reduce cost. They also learn the strategic implications and unique role of services.

The production of both tangible goods and intangible services requires pragmatic management of a wide spectrum of operations. The courses in this major 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.

QuickStart and Preliminary Courses
See pages 38 and 47.

Core and Breadth Courses (33 credits)
See pages 39 and 45.

Major Courses (12 credits)

Required
MGT 9500 Management Science 3
MGT 9510 Quantitative Analysis for Service Management 3
MGT 9720 Service Management Strategies 3

Choose one course from:
MGT 9560 Management Information Systems 3
MGT 9730 Project Management: Strategic Design and Implementation 3

International Elective (3 credits)
Choose one international elective from the list of courses appearing on page 41.

General Electives (9 credits)
Choose three general electives. See page 41.
Students may apply their 9 general elective credits toward additional courses in their major, courses from other functional areas that complement their major, or a second four-course major.

**MBA IN MANAGEMENT/ORGANIZATIONAL BEHAVIOR—HUMAN RESOURCE MANAGEMENT**

This management area focuses on (1) individual, group, and organizational attributes and behavior to describe and explain the functioning and structuring of work organizations and (2) the practical aspects of human resource management. Students seeking managerial careers in any business function can valuably learn about leadership, motivation, morale, performance, teams, organizational culture, and organizational design. Students interested in careers as human resource management specialists and managers can gain technical knowledge about selection, performance appraisal, training, compensation, workforce diversity, work and family programs, and strategic human resource management.

**QuickStart and Preliminary Courses**
See pages 38 and 47.

**Core and Breadth Courses** (33 credits)
See pages 39 and 45.

**Major Courses** (12 credits)

<table>
<thead>
<tr>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
</tr>
</tbody>
</table>

**Required**

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT 9302 Developing Managerial Skills</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9400 Human Resource Management</td>
<td>3</td>
</tr>
</tbody>
</table>

**Choose two courses from:**

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT 9320 Organization Design and Behavior</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9330 Leadership and Managerial Effectiveness</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9340 Organizational Development</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9370 Research Methodology in Organization</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9390 Seminar in Human Resource Management and Labor Relations</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9410 Problems in Human Resource Management</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9420 Management of Compensation</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9430 Managerial Careers and Interpersonal Relations</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9460 Labor Relations</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9465 Collective Bargaining</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9470 Employee Development and Training</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9480 Dispute Resolution</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9490 International Human Resource Management</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9500 Management Science</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9660 Negotiation</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9870 International Comparative Management</td>
<td>3</td>
</tr>
</tbody>
</table>

**International Elective** (3 credits)

Choose one international elective from the list of courses appearing on page 41.

**General Electives** (9 credits)

Choose three general electives. See page 41.

Students may apply their 9 general elective credits toward additional courses in their major, courses from other functional areas that complement their major, or a second four-course major.

**MBA IN MARKETING**

The MBA in marketing allows students to select courses from a broad range of marketing areas (advertising, international marketing, Internet marketing) and is designed to prepare students for careers in marketing. The Department of Marketing and International Business offers a wide array of courses, and students may tailor the major to reflect their individual needs and interests. Students are encouraged to meet with a faculty advisor to help them in their selection of courses.

For students who wish an even greater degree of specialization in marketing, an MS degree is also offered by the department. This is a 30-credit program such that all courses are taken in the Department of Marketing and International Business. (For a discussion of the MS, see pages 58–59.)

**QuickStart and Preliminary Courses**
See pages 38 and 47.

**Core and Breadth Courses** (33 credits)
See pages 39 and 45.

**Major Courses** (12 credits)

<table>
<thead>
<tr>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
</tr>
</tbody>
</table>

**Required**

*Generally, waivers will not be given for MKT 9702 and 9716. Students who think they have the appropriate background that warrants waiving these courses should contact the department chair.
MBA IN REAL ESTATE

The real estate major consists of one required course and three electives. While the required course focuses on real estate finance, the electives allow students to explore a variety of issues related to real estate. These include valuation and market analysis, capital markets, real estate law and transactions, urban economics, and investment analysis and strategies. The MS program (see page 60) delivers not only core business knowledge and management skills but also knowledge and technical training specific to the real estate industry.

### QuickStart and Preliminary Courses
See pages 38 and 47.

### Core and Breadth Courses (33 credits)
See pages 39 and 45.

### Major Courses (12 credits)

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>RES 9776 (FIN 9776) Real Estate Finance</td>
<td>3</td>
</tr>
</tbody>
</table>

**MKT 9763, MKT 9766, and MKT 9774 have as a prerequisite IBS 9760 or ECO 9741. Either of those courses may be taken as an “international elective.”**

**Either RES 9960 or ECO 9774 may be used to fulfill the major requirement, not both.
Major Courses (12 credits) credits

Required
STA 9000 Regression and Forecasting Models for Business Applications 3
STA 9750 (OPR 9750) Basic Software Tools for Data Analysis 3

Choose two courses from:
STA 9701 Time Series: Forecasting and Statistical Modeling 3
STA 9705 Multivariate Statistical Methods 3
STA 9710 Statistical Methods in Sampling and Auditing 3
STA 9850 (OPR 9850) Advanced Statistical Computing 3

International Elective (3 credits)
Choose one international elective from the list of courses appearing on page 41.

General Electives (9 credits)
Choose three general electives. See page 41.

Students may apply their 9 general elective credits toward additional courses in their major, courses from other functional areas that complement their major, or a second four-course major.

MBA IN TAXATION

The MBA program in taxation provides the broad-based managerial and tax background as well as the necessary research tools for those who wish to specialize in tax planning and tax counseling. Students who would like a more intensive specialization should consider the MS in taxation program described on page 61.

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. Program advisors can provide students with the necessary information.

QuickStart and Preliminary Courses
See pages 38 and 47.

Core and Breadth Courses (33 credits)
See pages 39 and 45.

Major Courses (12 credits) credits
TAX 9863 Principles of Federal Income Taxation 3
TAX 9866 Corporate Taxation I 3
TAX 9868 Partnership Taxation 3
TAX 9900 Tax Procedures and Professional Responsibility in Tax Practice 3

International Elective (3 credits)
Choose one international elective from the list of courses appearing on page 41.

General Electives (9 credits)
Choose three general electives. See page 41.

Students may apply their 9 general elective credits toward additional courses in their major, courses from other functional areas that complement their major, or a second four-course major.

DUAL MAJOR IN TAXATION AND ACCOUNTANCY

Students who wish to pursue a dual major in taxation and accountancy will take the four taxation courses listed below, will apply TAX 9863 and TAX 9866 toward the requirements for both majors, and will not take TAX 9862 and TAX 9878.

TAX 9863 Principles of Federal Income Taxation 3
TAX 9866 Corporate Taxation 3
TAX 9868 Partnership Taxation 3
TAX 9900 Tax Procedure and Professional Responsibility in Tax Practice 3
The MS in accountancy is designed for students with baccalaureate degrees in business areas including accounting. Non-business baccalaureates are encouraged to consider the MBA in accountancy. Baruch baccalaureates are encouraged to consider the five-year program. The program meets the educational requirements for the New York State CPA examination and conforms to the standards adopted by AACSB International—The Association to Advance Collegiate Schools of Business for accreditation of accounting programs.

New York State regulations are changing for licensing as a CPA. After August 1, 2009, all CPA exam applicants must have completed 150 credit hours of approved course work. Students who complete the 150-credit-hour program will receive a one-year reduction in the CPA experience requirement. In addition to the preliminary, general business, and CPA accounting and taxation requirements described below (including a minimum of 33 credit hours in accounting), students planning to sit for the CPA examination in New York State under the 150-credit-hour option will be required to take 60 credit hours in liberal arts and sciences at the graduate or undergraduate level (see Courses Outside of Specialization below). MS in accountancy students must meet with a program advisor to review requirements and write an official program. Completion of this program is required to earn the degree.

**Preliminary Courses (6 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</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>COM 8191 Spoken English for International Students</td>
<td>1.5</td>
</tr>
<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>
</tbody>
</table>

**General Business Requirements (35 credits)**

Students with the appropriate background will be able to reduce the number of required credits in general business requirements.

<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>ECO 9708 Microeconomics for Managers</td>
<td>2</td>
</tr>
<tr>
<td>ECO 9709 Macroeconomics</td>
<td>2</td>
</tr>
<tr>
<td>FIN 9770 Financial Decision Making</td>
<td>3</td>
</tr>
<tr>
<td>LAW 9800 Intensive Survey of Business Contracts and Law of Corporations</td>
<td>4</td>
</tr>
<tr>
<td>CIS 9000 Information Systems for Managers</td>
<td>3</td>
</tr>
<tr>
<td>ECO 9708 Microeconomics for Managers</td>
<td>2</td>
</tr>
<tr>
<td>ECO 9709 Macroeconomics</td>
<td>2</td>
</tr>
<tr>
<td>FIN 9770 Financial Decision Making</td>
<td>3</td>
</tr>
<tr>
<td>LAW 9800 Intensive Survey of Business Contracts and Law of Corporations</td>
<td>4</td>
</tr>
</tbody>
</table>

**CPA Accounting and Taxation Requirements (34 credits)**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 9112 Financial Accounting: Intensive</td>
<td>3</td>
</tr>
<tr>
<td>*ACC 9804 Intermediate Financial Accounting</td>
<td>4</td>
</tr>
<tr>
<td>ACC 9805 Advanced Financial Accounting</td>
<td>4</td>
</tr>
<tr>
<td>ACC 9807 Contemporary Topics in Accounting</td>
<td>4</td>
</tr>
<tr>
<td>ACC 9811 Managerial Accounting Theory and Practice</td>
<td>4</td>
</tr>
<tr>
<td>ACC 9816 Accounting and Auditing Aspects of Computer-Based Information Systems</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>
<tr>
<td>TAX 9878 Taxation of Business Entities</td>
<td>3</td>
</tr>
</tbody>
</table>

To achieve the minimum of 30 credits required to earn the MS in accountancy, students with baccalaureate degrees in accountancy who have taken equivalent courses to those listed above and earned a grade of B or better may substitute 18 to 21 credits of electives from the following list of courses (as well as others that may be offered by the Stan Ross Department of Accountancy in the future).

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 9806 Financial Statement Analysis and Reporting</td>
<td>3</td>
</tr>
<tr>
<td>ACC 9815 Advanced Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ACC 9901 Special Topics in Accounting</td>
<td>3</td>
</tr>
<tr>
<td>LAW 9104 Securities Law and Business Crime</td>
<td>3</td>
</tr>
<tr>
<td>STA 9710 Statistical Methods in Sampling and Auditing</td>
<td>3</td>
</tr>
<tr>
<td>TAX 9863 Principles of Federal Income Taxation</td>
<td>3</td>
</tr>
<tr>
<td>TAX 9866 Corporate Taxation I</td>
<td>3</td>
</tr>
</tbody>
</table>

Plus no more than 9 credits outside the specialization (e.g., computer information systems, finance, management, statistics) chosen in consultation with program advisors.

**Courses Outside of Specialization (CPA Liberal Arts and Science Courses) (variable credits)**

Students planning to sit for the CPA examination in New York State under the 150-credit-hour option are required to complete at least 60 credits in liberal arts and sciences (including at least one course each in mathematics/ sciences, social sciences, humanities, economics, and computer science).

*ACC 9804 is required for all students with the exception of those who meet the following three requirements: 1) have taken the equivalent of undergraduate ACC 3000 and ACC 3100 at an AACSB International–accredited college or equivalent; 2) have received a grade of B or higher in each course; and 3) have completed the ACC 3100 equivalent within two years of beginning the MS at Baruch.*
Students should consult with a program advisor after admission to determine the specific courses that will be required outside the specialization. Students’ undergraduate and graduate transcripts are reviewed to make certain that these liberal arts and sciences requirements are met. The total credits of undergraduate and graduate course work must be at least 150 credits.

**MS IN BUSINESS COMPUTER INFORMATION SYSTEMS**

Today’s competitive business environment requires technologies that provide the strategic edge to build market share and that enable business operations to run at maximum efficiency. The computer information systems majors provide the technical and managerial skills that support these goals. 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 page 49 for a description of the MBA degree).

The MS program is a concentration of 36 credits in major-related courses. It provides the concepts, strategies, and techniques necessary for this dynamic field. The program focuses on such technologies as database management systems and telecommunications and allows further study in areas of interest, such as information technology in the financial markets and e-business. The MS offers a more in-depth treatment of computer information systems, compared to the MBA. Also, the MS features an abbreviated business core curriculum of up to 17.5 credits (waivable in full or in part, for students with prior academic background).

Descriptions of computer information systems courses are found under the Department of Statistics and Computer Information Systems on pages 146–52.

**Preliminary Courses** (13.5 credits)

Students with the 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>ACC 9110 Financial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>CIS 9000 Information Systems for Managers</td>
<td>3</td>
</tr>
<tr>
<td>FIN 9770 Financial Decision Making</td>
<td>3</td>
</tr>
<tr>
<td>MGT 9300 Management: A Behavioral Approach</td>
<td>3</td>
</tr>
</tbody>
</table>

**Courses in Specialization** (36 credits)

**Required**

- CIS 9310 Object-Oriented Programming I 3
- CIS 9340 Principles of Database Management Systems 3

CIS 9350 Networks and Telecommunications 3
CIS 9365 Operating System Principles 3
CIS 9410 Object-Oriented Programming II 3
CIS 9490 Systems Analysis and Design 3

(Electives can be substituted for the above six courses given equivalent previous academic course background. Previously taken courses in CIS should be evaluated by the faculty advisor prior to registration.)

CIS 9590 Information Systems Development Project 3

Choose five courses from:

- BUS 9800 Graduate Internship
- BUS 9801–9803 Graduate Internships I, II, and III 3
- CIS 9230 Globalization and Technology 3
- CIS 9440 Database Management Systems II 3
- CIS 9444 E-Business Principles and Technologies 3
- CIS 9467 Microcomputers: Contemporary and Emerging Applications 3
- CIS 9550 Emerging Trends in Information Technologies 3
- CIS 9555 Information Technology in Financial Markets 3
- CIS 9610 Business Applications of Expert Systems Technology 3
- CIS 9700 Integrating Information Technology and Business Processes 3
- CIS 9760 Computer Simulation for Business Problem Solving 3
- CIS 9771 Special Topics in Information Technologies 3
- CIS 9776 Comparative Programming Languages 3
- MGT 9610 Dynamics of Competition, Industry Structure, and Corporate Strategy 3
- MGT 9730 Project Management: Strategic Design and Implementation 3
- OPR 9721 Introduction to Quantitative Modeling 3

**MS IN MARKETING**

The MS program in marketing allows students to focus specifically on marketing and marketing-related areas. Students in the program are required to take a minimum of 30 credits. This is in contrast to an MBA program, which requires more credits, including a number of courses spanning all areas of business for a broader background.

All MS students take the four required courses (12 credits) listed below. Beyond that, students design their own program by taking six additional courses from any offered by the Department of Marketing and International Business (MKT), including IBS 9760.
Courses in Specialization

Required (12 credits)

- MKT 9702 Marketing Research 3
- MKT 9703 Marketing Management 3
- MKT 9716 Consumer Behavior 3
- MKT 9750 Marketing Strategy 3

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 and International Business, including IBS 9760.

Students with an interest in **e-commerce** should consider including the following courses in their program:

- CIS 9444 E-Business Principles and Technologies 3
- MKT 9764 Internet Marketing and Global Business 3
- MKT 9780 Interactive Internet Marketing 3
- MKT 9781 (MGT 9866) Internet and Small Business Entrepreneurship 3

Students with an interest in **international marketing** should consider including the following courses in their program:

- IBS 9760 International Business Analysis 3
- MKT 9763 International Trade Operations 3
- MKT 9766 International Marketing Management 3

Additionally, students should consider the following:

- FIN 9788 International Corporate Finance 3
- IBS 9767 Foreign Markets, Cultures, and Regimes 3
- IBS 9768 Advanced Topics in International Business 3
- IBS 9769 International Business Strategy 3
- LAW 9740 International Trade and Investment Law 3
- MKT 9761 International Commodity Trading 3
- MKT 9764 Internet Marketing and Global Business 3
- MKT 9765 Comparative Marketing Systems 3
- MKT 9774 International Logistics 3

Students with an interest in **marketing research** should consider including the following courses in their program:

- STA 9708 Applied Statistical Analysis for Business Decisions 3
- STA 9700 Modern Regression Analysis 3
  or
- STA 9000 Regression and Forecasting Models for Business Applications 3
- STA 9705 Multivariate Statistical Analysis 3
- STA 9710 Statistical Methods in Sampling and Auditing 3
- STA 9750 (OPR 9750) Basic Software Tools for Data Analysis 3
- PSY 9753 Attitude and Attitude Change 3
- PSY 9760 Psychometric Methods 3

Students interested in e-commerce, international marketing, or marketing research may substitute the suggested non-marketing courses indicated above for marketing courses in consultation with a department advisor. Registration for courses designated “PSY” and “COM” also require approval from the Weissman School of Arts and Sciences.

**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 decision sciences, 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 quantitative-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 decision sciences program (see pages 49–50).

Preliminary Courses (9.5–10.5 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.

- ENG 8192 Written English for International Students 1.5
- MTH 8001 Calculus for Applications I* 3
- ACC 9110 Financial Accounting 3
  or
- ECO 9708 Microeconomics for Managers 2
- STA 9708 Applied Statistical Analysis for Business Decisions 3

*Students may substitute MTH 2207 Applied Calculus and Matrix Applications on a space-available basis.
Courses in Specialization (18 credits) 

**Required**
- CIS 9000 Information Systems for Managers 3
- CIS 9340 Principles of Database Management Systems 3
- OPR 9721 Introduction to Quantitative Modeling 3
- OPR 9730 Simulation Modeling and Analysis 3
- STA 9000 Regression and Forecasting Models for Business Applications 3
- STA 9750/OPR 9750 Basic Software Tools for Data Analysis 3

**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 REAL ESTATE

Students who earn the MS degree in real estate complete a 30-credit curriculum consisting of 18 credits (six courses) of required study and 12 credits (four courses) of elective study. The program allows candidates to take courses on either a part-time or full-time schedule, depending on their needs each semester.

The MS program in real estate delivers not only core business knowledge and management skills but also knowledge and technical training specific to the real estate industry. Graduates are positioned for many varied and lucrative positions with real estate development firms, appraisal and consulting firms, accounting firms, insurance companies, pension funds, banks and financial institutions, investment banks, real estate investment trusts, mortgage security underwriters, commingled real estate funds, regulatory agencies, and firms with large real estate holdings.

An MS and MBA program are offered through the Department of Real Estate. The MBA provides students with a broad set of management skills, as well as some advanced knowledge in real estate. It is a generalist program. The MS is for students who have decided on a career in real estate as a high-level manager, analyst, or real estate entrepreneur. This program provides training in the use of advanced analytical tools and cutting-edge knowledge as applied to real estate fields. It is a specialist program.

**Preliminary Courses (6 credits)**

Students with appropriate academic preparation will be able to reduce the number of credits in preliminary requirements.

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 9110 Financial Accounting</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 (30 credits)**

**Required**
- RES 9776 (FIN 9776) Real Estate Finance 3
- RES 9790 (LAW 9790) Law of Real Estate Transactions and Land Use Regulations 3
- RES 9850 Real Estate Capital Markets 3
- RES 9860 Real Estate Development 3
- RES 9900 Advanced Real Estate Investment Analysis 3
- RES 9990 Real Estate Research and Project 3

**Choose four courses from:**
- RES 9800 Real Estate Valuation and Market Analysis 3
- RES 9910 Analytical Skills for Real Estate Decision Making 3
- RES 9920 Project Management and Construction 3
- RES 9930 (TAX 9930) Real Estate Taxation 3
- RES 9940 Real Estate Marketing 3
- RES 9950 International Real Estate 3
- RES 9960 Real Estate and Urban Economics 3
- RES 9980 (MGT 9875) Real Estate Entrepreneurship 3
- FIN 9770 Financial Decision Making 3
- *RES 9960 or ECO 9774 may be used to fulfill the specialization requirement, not both.*

### 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 55–56). The MS in statistics is offered as a full-time and a part-time program.

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 9110 Financial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>STA 9708 Applied Statistical Analysis for Business Decisions</td>
<td>3</td>
</tr>
</tbody>
</table>
**Preliminary Courses (13.5 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.

- ENG 8192 Written English for International Students 1.5
- MTH 8001 Calculus for Applications I 3
- MTH 8010 Calculus for Applications II 3
- MTH 9703 Matrix Methods for Applications 3
- STA 9708 Applied Statistical Analysis for Business Decisions 3

**Courses in Specialization (36 credits)**

**Required**
- STA 9700 Modern Regression Analysis 3
- STA 9705 Multivariate Statistical Methods 3
- STA 9710 Statistical Methods in Sampling and Auditing 3
- STA 9715 Applied Probability 3
- STA 9719 Foundations of Statistical Inference 3
- STA 9750/OPR 9750 Basic Software Tools for Data Analysis 3

Choose six courses* from:
- STA 9701 Time Series: Forecasting and Statistical Modeling 3
- STA 9706 Nonlinear and Nonparametric Modeling 3
- STA 9712 Advanced Linear Models 3
- STA 9772 Special Topics in Statistical Analysis 3
- STA 9783 Stochastic Processes for Business Applications 3
- STA 9850/OPR 9850 Advanced Statistical Computing 3
- OPR 9720 Decision Making Under Uncertainty 3
- OPR 9721 Introduction to Quantitative Modeling 3
- OPR 9730 Simulation Modeling and Analysis 3
- CIS 9310 Object-Oriented Programming I 3
- CIS 9410 Object-Oriented Programming II 3
- CIS 9340 Principles of Database Management Systems 3

**MS IN TAXATION**

This program provides concentrated training in taxation. The goals of the program are to prepare graduates for responsible positions in the area of taxation and ultimately for leadership in the marketplace. To accomplish these goals, students are provided with the advanced technical and research skills necessary to operate effectively as tax professionals and industry leaders. The program also gives students the necessary background to interpret new developments and remain in the vanguard of the profession. Students can complete the program on a full-time (one-year) or part-time basis by taking a carefully chosen sequence of 10 courses (30 credits) in cohort groups. Admission to the program is in the fall semester only. Applicants are not required to possess an accounting or general business background.

Courses are taught by members of the distinguished faculty of the Zicklin School of Business, experienced practitioners in the field of taxation, and Internal Revenue Service senior managers.

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 program advisor can provide students with the necessary information.

**Preliminary Course (3 credits)**

Students with appropriate prior course work equivalent to ACC 9110 will be able to waive this requirement.

- ACC 9110 Financial Accounting 3

**Courses in Specialization (30 credits)**

**Required**
- TAX 9863 Principles of Federal Income Taxation 3
- TAX 9866 Corporate Taxation I 3
- TAX 9867 Corporate Taxation II 3
- TAX 9868 Partnership Taxation 3
- TAX 9870 Estate, Trusts, and Planning 3
- TAX 9900 Tax Procedure and Professional Responsibility in Tax Practice 3

Choose 12 credit hours from:
- TAX 9869 International Taxation 3
- TAX 9871 Real Estate Taxation 2
- TAX 9873 Deferred Compensation 3
- TAX 9874 Consolidated Tax Returns 3
- TAX 9875 S Corporations 2
- TAX 9876 Estate Planning 2
- TAX 9877 State and Local Taxes 2
- TAX 9889 Current Problems in Taxation 3
- ACC 9872 Personal Financial Planning 3

**THE PROFESSIONAL CERTIFICATE IN TAXATION (PCT)**

Taxation is a highly technical, ever-changing, and continuously growing field. Hence, there is continuous need for advanced and current tax education in the marketplace. The goals of the Professional Certificate in Taxation are to

**This program is not currently accepting applications.**

---

*At least two courses must be statistics (STA).*
meet these needs by 1) preparing graduates for responsible
tax positions and 2) providing continuing tax education to
professionals already employed within the several employ-
ment sectors where taxation is practiced. Students must take
and satisfactorily complete five of Baruch College's graduate-
level tax courses, selected in consultation with a program
advisor. The PCT is awarded to students upon completion
of these courses with a minimum grade point average of 3.0.
Requirements must be completed within three calendar years
of enrollment in the PCT. Students whose cumulative GPA
falls below 3.0 during the program are subject to academic
review by the Office of Graduate Academic Services.

CURRICULUM

The following Baruch graduate taxation courses are avail-
able to be taken by PCT students, depending on their tax
backgrounds and interests, in consultation with a program
advisor. The course content and availability may change from
year to year, and students are thus advised to contact the
school for the current schedules.

Courses
TAX 9862 Federal Income Taxation*
TAX 9863 Principles of Federal Income Taxation
TAX 9866 Corporate Taxation I
TAX 9867 Corporate Taxation II
TAX 9868 Partnership Taxation
TAX 9869 International Taxation
TAX 9870 Estate, Trusts, and Planning
TAX 9873 Deferred Compensation
TAX 9877 State and Local Taxation
TAX 9878 Taxation of Business Entities*
TAX 9889 Current Problems in Taxation
TAX 9900 Tax Procedure & Professional Responsibility
in Tax Practice

Students may select from any other graduate taxation courses
offered by the Stan Ross Department of Accountancy in the
future, in consultation with an advisor.

Completed PCT courses carry graduate-level credits that
may later be transferred to the Baruch Master of Science in
taxation degree.

ADMISSION

Applicants to the PCT program must possess a four-year
bachelor's degree from an accredited institution (or the
equivalent degree from a non-U.S. institution). Students
whose native language is not English or who do not have a
U.S. undergraduate or graduate degree must take a TOEFL
test, and they must obtain a score that would make them
admissible into any Zicklin graduate program. Related full-
time work experience, while not required, is preferable.
Applicants must also possess any one of the following:
* a GMAT score that would be acceptable for admission to
 Zicklin's MS in taxation or MBA in taxation program
* an acceptable undergraduate grade point average
* a master's or doctoral degree in an area of taxation,
 accounting, business, law, or other related area.

Weakness in the above areas may be offset by one or more of
the following:
* a CPA license or proof of passing at least three parts of the
 CPA exam
* a Certified Financial Planner license or proof of passing at
 least two parts of the CFP exam.

Students interested in continuing their education and obtain-
ing the MS in taxation will have to apply for and be admitted
to the MS program separately.

*At this time, these courses may be taken by PCT students only with special permission of a program advisor.
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 (primarily on Saturday with some Fridays) over six trimesters, each of thirteen weeks, during a period of two academic years. Students complete 20 courses (or 57 credits) over the six trimesters and an international study tour. 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 modules examine business organizations at different stages of their growth and development. The themes of these modules are:

• The Entrepreneurial Enterprise
• Growing the Mid-Cap Enterprise
• Transforming the Enterprise
• Strategy Formulation at the Enterprise Level
• Competing Globally
• Management of the Large Corporation

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)

ACC 9110 Financial Accounting
ACC 9115 Managerial Accounting
CIS 9000 Information Systems for Managers
ECO 9708 Microeconomics for Managers
ECO 9709 Macroeconomics
STA 9708 Applied Statistical Analysis for Business Decisions
MGT 9300 Management: A Behavioral Approach
MGT 9700 Introduction to Operations Management
MKT 9703 Marketing Management
FIN 9770 Financial Decision Making
MGT 9320 Organization Design and Behavior

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

BUS 9100 The Societal and Governmental Environment of Business
BUS 9600 Current Topics in 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
BUS 9200 Business Policy

ADMISSION

Applicants should address inquiries to Administrative Director, Executive Programs, 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. The program graduates 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
ACC 9110 Financial Accounting
BUS 9100 The Societal and Governmental Environment of Business
BUS 9301 Leadership Assessment and Development
CIS 9000 Information Systems for Managers
MGT 9300 Management: A Behavioral Approach
MGT 9400 Human Resource Management
STA 9708 Applied Statistical Analysis for Business Decisions

Second Year
ACC 9313 Managerial Accounting and Applications to Health Care
BUS 9303 Three Faces of Negotiating: Behavior, Law, and Labor
ECO 9708 Microeconomics for Managers
ECO 9709 Macroeconomics
ECO 9766 Health Care Economics
FIN 9770 Financial Decision Making
MKT 9703 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 website: www.baruch.cuny.edu/zicklin; application materials can be downloaded from this site.

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

THE EXECUTIVE MS IN ANALYSIS OF FINANCIAL STATEMENTS, INTERNAL OPERATIONS, AND RISK ASSESSMENT

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 Analysis of Financial Statements, Internal Operations, and Risk Assessment. The purpose of the program is to train
advanced practitioners for business risk management and internal audit functions.

The program is designed for cohort groups of working professionals. Students enter and move through the program together with no course exemptions allowed. The program has a close connection between classroom and actual practice. The one-year, 10-course, 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

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:

Risk Assessment and Assurance Track

Courses in Specialization
*ACC 9807 Contemporary Topics in Accounting
**ACC 9100 Financial and Management Accounting
†FIN 9772 Quantitative Tools for Finance
Three electives to be chosen in consultation with the faculty advisor

Courses Outside of Specialization
Four courses to be designated by the department outside of specialization

Financial Statement Analysis and Security Valuation Track

Courses in Specialization
*ACC 9807 Contemporary Topics in Accounting
**ACC 9100 Financial and Management Accounting
†FIN 9772 Quantitative Tools for Finance

*The prerequisites for this course will be waived for executive students.

**Students with equivalent academic background may replace this required course with other specialized courses in financial or managerial accounting, such as ACC 9815, with the approval of the advisor.

†Students in the Risk Assessment and Assurance track with equivalent academic background may, with the approval of the advisor, replace this required course with ACC 9816.

Choose three courses from:
ACC 9806 Financial Statement Analysis and Reporting
ACC 9808 Financial Statement Analysis II
ACC 9809 Financial Statement Analysis III
TAX 9862 Federal Income Taxation

Choose four courses from:
ECO 9708 Microeconomics for Managers and
ECO 9709 Macroeconomics
††FIN 9771 Corporate Financial Theory and Applications
††FIN 9797 Options Markets
††FIN 9773 Investment Theory and Applications
††FIN 9795 Debt Instruments and Markets
††FIN 9786 International Financial Markets
††FIN 9790 Seminar in Finance

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 MS IN BUSINESS COMPUTER INFORMATION SYSTEMS§

The Executive MS in Business Computer Information Systems Program, 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.

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,

††The prerequisites for this course will be waived for executive students.

§This program is currently under review, and applications are currently not being accepted. Students interested in an MS program in business computer information systems should refer to page 58.
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 58). 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 Administrative Director, Executive Programs, 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 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. This 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.

---

**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. This 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.

**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
- or
- ECO 9705 Managerial Economics

**Elective 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 Administrative Director, Executive Programs, Zicklin School of Business, Baruch College/CUNY, One Bernard Baruch Way, Box B13-282, or call 646-312-3100, fax 646-312-3101, or e-mail exprog.bus@baruch.cuny.edu.

**THE EXECUTIVE MSILR**
A Baruch Executive Master of Science in Industrial and Labor Relations (MSILR) is offered by the Zicklin School of Business. It 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 a predetermined sequence, and students are expected to graduate in three academic years. Candidates for the Executive

MSILR are expected to have relevant professional experience in the fields of human resource management or labor relations.

**CURRICULUM**

**First Year**
- MGT 9300 Management: A Behavioral Approach
- MGT 9400 Human Resource Management
- MGT 9460 Labor Relations
- STA 9708 Applied Statistical Analysis for Business Decisions

**Second Year**
- LAW 9770 Labor and Employment Law
- MGT 9420 Management of Compensation
- MGT 9465 Collective Bargaining
- MGT 9470 Employee Development and Training

**Third Year**
- MGT 9302 Developing Managerial Skills
- MGT 9390 Seminar in Human Resource Management and Labor Relations
- MGT 9495 Capstone Research Seminar
- MGT 9494 (PAF 9590) Coordinating Seminar in Labor Relations: “The State of the Unions”

**ADMISSION**
Applicants should address inquiries to Director, Executive MSILR Program, Zicklin School of Business, Baruch College/CUNY, One Bernard Baruch Way, Box B 13-299, New York, NY 10010-5585, or call 646-312-3146, fax 646-312-3147, or e-mail msilr@baruch.cuny.edu.

**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, experienced practitioners in the field of taxation, and Internal Revenue Service senior management.

For further information about the Executive Master of Science in Taxation, contact the Stan Ross Department of Accountancy at 646-312-3160.

*This program is not currently accepting applications.*
DOCTORAL PROGRAM IN BUSINESS

Executive Officer, Doctoral Program:
Joseph B. Weintrop

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. For all updated program requirements, please refer to the website web.gc.cuny.edu/business.

PROGRAM STRUCTURE

The Doctoral Program in Business comprises six specializations: accountancy, finance, information systems, management planning, 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. Students interested in research in the field of real estate would take most of their course work in the finance specialization.

INFORMATION SYSTEMS

The information systems specialization is designed to prepare information systems scholars for careers as researchers and educators in university programs, as well as information systems professionals in industry. This program builds upon a firm technical foundation in such areas as programming, database management, telecommunications, and systems analysis and design. It provides students with a strong grounding in information systems research methodology and the current state of information systems research in such areas as electronic markets, e-commerce, global information systems, information retrieval, intelligent systems, financial information systems, information economics, and computer-mediated communication systems, among others.

MANAGEMENT PLANNING*

The management planning specialization prepares the candidate for teaching and research in the areas of operations management, management science, and production management. The theoretical foundations of the specialization are drawn from planning and decision theory.

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 U800 Philosophy of Science
BUS U802 Higher Education Teaching Seminar
A minimum of three courses in statistics

*This specialization is currently not accepting new students.
**Specialization Core Course Requirements**

Every student must choose a major area of study. Each area of specialization has a specific series of required courses (outlined in detail below). A minimum of 60 credit hours is required for all doctoral specializations.

### Accountancy Specialization

- ACC U706 Financial Statement Analysis and Reporting
- ACC U802 Empirical Research in Accounting
- ACC U803 Current Issues in Managerial Accounting
- ACC U804 Current Issues in Auditing
- ACC U810 Seminar in Managerial Accounting
- ACC U812 Empirical Research Methods
- ACC U822 Advanced Empirical Research
- ACC U820 Econometric Theory
- FIN U810 Corporate Finance Theory
  - or
- FIN U830 Capital Markets and Portfolio Theory
- OPR U704 Quantitative Analysis for Business Decisions
  - or
- STA U706 Applied Discrete Multivariate Analysis
  - or
- STA U783 Stochastic Processes for Business Applications

### 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 U756 Management of Financial Intermediaries
- 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

### Information Systems Specialization

**Prerequisite Courses**

- Programming Language, e.g., C++ (CIS 9310 plus CIS 9410 or equivalent)
- Database Management Systems (CIS 9340 or equivalent)
- Financial and Managerial Accounting (ACC 9100 or equivalent)
- Financial Decision Making (FIN 9770 or equivalent)
- Introduction to Statistics (STA 8000 or equivalent)

*Students who do not have the prerequisite background upon acceptance into the program must audit the equivalent course prior to or during the first year of study.

### Required Courses (10 of the following, upon advisor’s approval)

- MGT U747 Management Information Systems
- MGT U847 Seminar in Management Information Systems
- CIS U735 Networks and Telecommunications
- CIS U749 Systems Analysis and Design
- CIS U821 Research Methods I: Quantitative Research in Information Systems
- CIS U822 Research Methods II: Qualitative Research in Information Systems
- CIS U840 Selected Topics in Information Systems (may be taken more than once for credit)
- CIS U860 Seminar in Information Systems Research

### Management Planning Specialization**

**Required Courses**

- CIS U821 Research Methods I: Quantitative Research in Information Systems
- MGT U700 Managerial Control
- MGT U743 Strategic Management I
- MGT U745 Operational Planning Systems and Control
- MGT U747 Management Information Systems
- MGT U881-1 Seminar in Production Management I
- MGT U881-2 Seminar in Production Management II
- MGT U847 Seminar in Management Information Systems
- STA U851 Computer Techniques in Business Research
- STA U783 Stochastic Processes for Business Applications

### 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 U874A Seminar in Organizational Behavior I
- BUS U874B Seminar in Organizational Behavior II
- BUS U885 Research Methods I
- BUS U886 Research Methods II
- MGT U753 Management of Human Resources
- MGT U780 Seminar in Human Resource Management and Labor Relations
- MGT U870A Seminar in Policy and Strategy I
- MGT U880 Special Topics in Business

**This specialization is currently not accepting new students.**
**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 full time. Students are admitted for the fall semester. January 15 is the application deadline.

Applicants are required to submit the results of the Graduate Management Admission Test (GMAT). In addition, two letters of academic reference, writing sample, and statement of purpose 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.

**ACCOUNTING U810** Seminar in Managerial Accounting  
3 hours; 3 credits  
This course reviews (1) economic foundations of the methods used in research in managerial accounting, (2) how information affects economic transactions, and (3) many academic papers. Covered topics include game theory and its applications such as agency theory, information asymmetry, and signaling; disclosures of information; and transfer pricing.

**ACCOUNTING U812** Empirical Research Methods  
3 hours; 3 credits  
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.

**ACCOUNTING U822** Advanced Empirical Research  
3 hours; 3 credits  
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.

**ACCOUNTING 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.

**BUSINESS U800** Philosophy of Science  
2 hours plus conference; 3 credits  
This course provides a philosophical introduction to the theoretical and empirical development of scientific knowledge. The 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.

**BUSINESS U802** Higher Education Teaching Seminar  
2 hours plus conference; 3 credits  
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.

**BUSINESS U850** Comparative International Management and Organizations  
3 hours; 3 credits  
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. The 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.

**BUSINESS U872A** Seminar in Organization Theory I  
2 hours plus conference; 3 credits  
This 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.

**BUSINESS U872B** Seminar in Organization Theory II  
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, and 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, diagram, and evaluate critically the theoretic and modeling approaches to the disciplines.

**Business U874A Seminar in Organizational Behavior I**
2 hours plus conference; 3 credits
This 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.

**Business U874B Seminar in Organizational Behavior II**
2 hours plus conference; 3 credits
This course concerns itself with the effect of organizational policies, practices, and job characteristics on individuals and society. Theoretical 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.

**Business U877 Behavioral Science Foundations I**
2 hours plus conference; 3 credits
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.
*Prerequisites: Preliminary requirements.*

**Business U878 Behavioral Science Foundations II**
2 hours plus conference; 3 credits
A continuation of Behavioral Science Foundations I (BUS U877). The emphasis is on the organization as a unit of analysis as well as the organizational system at large. The approach is sociopolitical in nature, emphasizing the ecological and environmental impacts on organizations.
*Prerequisite: BUS U877.*

**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. 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.
*Prerequisites: 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 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.
*Prerequisite: 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.

**Business U900 Dissertation Supervision**
No credit
Individual research under supervision for the preparation of the doctoral dissertation. Required of all candidates for the doctorate in all areas of specialization. Registration must be maintained until the completion of the dissertation.

**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: MGT U747 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. Hands-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 non-profit organizational problem. 

**Pre- or corequisite:** MGT U747 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 and 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.

**Prerequisite:** At least one statistics course; pre- or corequisite: MGT U847 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.

**Prerequisite:** MGT U847 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, international issues in information systems, multimedia systems, and emerging technologies. This course may be taken more than once for credit.

**Prerequisite:** MGT U847 or equivalent.

**Computer Information Systems U860 Seminar in Information Systems Research**
2 hours plus conference; 3 credits

This research seminar will investigate current research into the behavioral, sociological, and organizational issues in information systems. The work of major information systems researchers and research groups will be studied in depth, especially the current and up-and-coming areas of information systems research. Students will be expected to prepare oral presentations and to submit a finished paper to an information systems journal or conference.

**Prerequisite:** MGT U847 or equivalent.

**ECONOMICS AND FINANCE**

**Economics U703 Microeconomic Theory I**
3 hours; 3 credits

The 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. The 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

The 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. The short-run analysis concentrates on business cycle theories. The mathematical formulation and econometric treatment of business cycles 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, serial correlation, heteroscedasticity, lagged variables, specification bias, and measurement errors. There is also a brief introduction to nonlinear (in parameters) regression models and Bayesian regressional 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 ECONOMETRIC THEORY**
3 hours; 3 credits
This course is for advanced students interested in the econometrics of financial modeling. It covers a wide variety of topics in empirical finance, including nonlinear, autoregressive models, ARCH/GARCH models, stochastic volatility models, diffusion models, and their applications to portfolio theory, term structure of interest rates, derivative pricing, and risk management. Each part develops statistical techniques within the context of a particular financial application.

**Prerequisite:** STA U700.

**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 U770  INTERNATIONAL FINANCE**
3 hours; 3 credits
Topics in international finance with emphasis on foreign exchange determination and managing foreign exchange risk. Topics include international asset pricing models, market integration and segmentation, global equity and debt markets, international listings of equities, international GAAP differences, international mergers and acquisitions, global corporate governance, and special topics in emerging financial markets.

**Prerequisite:** FIN U700.

**Finance U811  ADVANCED TOPICS IN CORPORATE FINANCE THEORY**
3 hours; 3 credits
The goal of the course is to familiarize students with current research in corporate finance and to help them generate new research ideas. The course introduces students to the databases and empirical methods used most frequently in corporate finance research. It covers a broad spectrum of topics, including capital structure, security issuance, investment decisions, dividend policy, corporate control, and corporate governance. Emerging areas of research, such as market microstructure and behavioral research in corporate finance, are also covered.

**Prerequisite:** FIN U700.
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 U857  Seminar in Financial Institutions
3 hours; 3 credits
Study of the role of financial institutions in financial security design, optimal capital structure, financial fragility, systematic risk, financial market structure, and economic development. Both theoretical and academic work will be stressed in an international context.
Prerequisite: FIN U700.

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.

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
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 U753  Management of Human Resources**

2 hours plus conference; 3 credits

The purpose of the seminar is to introduce students to the field of human resources management. The focus is to develop an understanding of the themes that underlie the field today and the contribution of scholarly research to the cumulative knowledge base in this area.

**Management U780  Seminar in Human Resource Management and Labor Relations**

2 hours plus conference; 3 credits

The seminar focuses on current research issues in human resource management, including those that relate to the field of labor relations.

**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: MGT U700.

**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: MGT U743.

**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: MGT U747.

**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 U880  Special Topics in Business**

2 hours plus conference; 3 credits

The seminar is designed to teach current topics in selected business topics.

**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: MGT U745.

**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: MGT U881-1.

**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: MKT 9703.

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
This 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 developments; 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 twofold 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
This seminar 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.
QUANTITATIVE ANALYSIS

**Statistics U700 (STA 9700) 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 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.

**Prerequisite:** STA 9708 or equivalent. Credit is given for STA U700 (STA 9700) or STA 9000, but not both.

**Statistics U702 (STA 9719) Foundations of Statistical Inference**
3 hours; 3 credits
This course provides 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, UMP tests, and tests in regression analysis are further developed. Literature on recent problems and methods in statistics is also examined.

**Prerequisite:** STA U703 (STA 9715) or permission of instructor.

**Statistics U703 (STA 9715) Applied Probability**
3 hours; 3 credits
This course provides a thorough introduction to applied 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, distributions and expectations 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 or equivalent; STA 9708 or equivalent.

**Operations Research U704 (OPR 9704)**

**Quantitative Analysis for Business Decisions**
3 hours; 3 credits
This is an intensive course for advanced graduate and PhD students. Emphasis is placed on modeling as an aid to managerial decision-making and also on algorithmic concepts associated with various operations research methods. The tools to be studied are divided into deterministic optimization, dynamic optimization, and stochastic models. Typical optimization topics include linear programming, network models, integer programming, and dynamic programming. Stochastic modeling approaches include Markov chains, queuing, and simulation models. Available software will facilitate the development of modeling and analysis skills. The role of operations research within the organization and the importance of employing a systems orientation are discussed. Throughout, the student is exposed to a wide variety of decision problems and management planning issues in the areas of marketing, economics, finance, accounting, production, personnel, and health administration.

**Prerequisites:** MTH 9703 or permission of the instructor; STA 9708.

**Statistics U705 (STA 9705) 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 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.

**Prerequisites:** MTH 9703; STA 9700 or equivalent.

**Statistics U783 (STA 9783) Stochastic Processes for Business Applications**
3 hours; 3 credits
This course covers fundamental concepts of stochastic processes necessary for understanding the complex probabilistic models currently used in business applications. Stochastic processes included are Poisson processes, random walks, Markov chains, and Brownian motion. Examples are selected from various business disciplines to illustrate the use of these processes in application.

**Prerequisite:** STA U703 (STA 9715) or permission of the instructor.
STATISTICS U820  MATHEMATICAL PROGRAMMING IN BUSINESS AND INDUSTRY
3 hours; 3 credits
This course deals primarily with the special use of linear programming, with less emphasis on the extension to non-linear 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, and the caterer problem, 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.
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 currently offers admission to an MA program in corporate communication, an MS program in financial engineering, 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 Graduate Studies
Weissman School of Arts and Sciences
(mailing address)
Baruch College/CUNY
One Bernard Baruch Way, Box B 8-211
New York, NY 10010-5585

(location)
The William and Anita Newman Vertical Campus, 8th Floor,
Room 211
(55 Lexington Avenue at 24th Street)
Phone: 646-312-4490
Fax: 646-312-4491
E-mail: wsas.graduate.studies@baruch.cuny.edu

Program information is also available on the Weissman website: www.baruch.cuny.edu/wsas/academics/graduate.htm. The online application can be accessed from this site as well.

MA IN CORPORATE COMMUNICATION

The MA in corporate communication is a 36-credit program that is designed to prepare both aspiring and practicing corporate communication professionals to plan, implement, and assess corporate communication strategies in business and industry.

Required Courses (21 credits)
COM 9139 (PAF 9139) Communication Strategy 3
COM 9505 Media Analysis for Corporate Communication 3

Elective Courses (15 credits)
Choose four courses from:
COM 9108 Communication and Information Technology 3
COM 9515 Graphic Design for Media Professionals 3
COM 9625 Corporate Culture and Sustainability 3
COM 9650 Multinational Corporate Communication and Culture 3
COM 9651 Theories of Persuasion 3
COM 9652 Crisis Communication 3
COM 9653 Investor Relations 3
COM 9654 Employee Communication 3
COM 9655 Corporate Advertising, Image, and Identity 3
COM 9656 International Business Communication 3
COM 9657 Video Production for Corporate Communication 3
COM 9660 Selected Topics in Corporate Communication 3
COM 9800 Internship in Corporate Communication 3
COM 9900 Independent Study 3

MS IN FINANCIAL ENGINEERING

The Master of Science in financial engineering consists of twelve 3-credit courses, for a total of 36 credits. Nine of these courses are required courses and three are to be chosen from a group of electives. Students entering the program with exceptional mathematical or financial skills may be permitted to replace one or more of the required courses with additional electives.

The program’s curriculum is designed to provide students with the background required for modeling and solving problems that arise in the financial services industry. Students attending full time will complete the program in three semesters. Alternatively, students may attend part time for a more extended period of five to six semesters. All courses are offered in the evening.

Required Courses (27 credits)
MTH 9814 A Quantitative Introduction to Pricing Financial Instruments 3
MTH 9815 Object-Oriented Programming for Financial Applications 3
MTH 9821 Numerical Linear Algebra 3
MTH 9831 Real Analysis and Probability 3
MTH 9852 Numerical Methods for PDEs in Finance 3
WEISSMAN SCHOOL GRADUATE PROGRAMS

MTH 9862 Stochastic Processes in Finance 3
MTH 9871 Advanced Computational Methods in Finance 3
MTH 9873 Interest Rate Models and Interest Rate Derivatives 3
MTH 9903 Capstone Project and Presentation 3

Elective Courses (9 credits)
Choose three courses from:
MTH 9841 Statistics for Finance 3
MTH 9842 Linear and Quadratic Optimization Techniques 3
MTH 9845 Market and Credit Risk Management 3
MTH 9848 Elements of Structured Finance 3
MTH 9849 Deal Theory and Structured Analysis 3
MTH 9881 Current Topics in Mathematical Finance 3
ECO 82100 (Term I) Econometrics I 3
ECO 82100 (Term II) Financial Econometrics 3
FIN 9770 Financial Markets and Institutions 3
FIN 9782 Futures and Forward Markets 3
FIN 9783 Investment Analysis 3
FIN 9786 International Financial Markets 3
FIN 9790 Seminar in Finance 3
FIN 9793 Advanced Investment Analysis 3
FIN 9797 Options Markets 3
STA 9700 Modern Regression Analysis 3
STA 9701 Time Series: Forecasting and Statistical Modeling 3

A detailed description of the program may be found at www.baruch.cuny.edu/math/program.html.

MS IN INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY

The MS program in industrial/organizational psychology is designed for students whose interests lie in applying psychological principles to the work context. Students receive a comprehensive background in research methodology, personnel, and organizational psychology as well as related areas of psychology.

Courses in Specialization (36 credits)

Required Courses (24 credits)
PSY 9703 Design of Psychological Research 3
PSY 9760 Psychometric Methods 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

Elective Courses (12 credits)
Choose four courses from:
PSY 9740 Personality 3
PSY 9746 Social Psychology 3
PSY 9751 Leadership and Group Processes 3
PSY 9753 Attitude and Attitude Change 3
PSY 9772 Clinical Interviewing 3
PSY 9786 Seminar in Contemporary Psychological Topics 3
PSY 9791 Introduction to Environmental Psychology 3
PSY 9795 Clinical Techniques in Industrial Psychology 3
PSY 9799 Human Engineering 3
PSY 9800 Internship in Industrial/Organizational Psychology 3
SCHOOL OF PUBLIC AFFAIRS GRADUATE PROGRAMS

The mission of the School of Public Affairs is to enhance the performance of governmental and nonprofit institutions in New York and the nation in the interest of effective and equitable public service and public policy in a diverse society. Using insights from theory, research, and practice, the school is a multidisciplinary community of scholars engaged in teaching, research, and outreach to achieve this mission.

The school places special emphasis on educating responsive and accountable leaders who combine managerial expertise, creative and critical thinking, and rigorous analysis in the formation and execution of public policy. The school also serves as a site for debate and reflection on issues of public importance to New York and beyond.

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 answers to any questions about the application process are available from the sources listed below:

School of Public Affairs Office of Student Affairs and Graduate Admissions
(mailing address)
Baruch College/CUNY
One Bernard Baruch Way, Box D-901
New York, NY 10010-5585

(location)
135 East 22nd Street, Room 1011
(between Lexington and Third Avenues)

Phone: 646-660-6750
Fax: 646-660-6751
E-mail: spa.admissions@baruch.cuny.edu

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

Executive Programs: For further information about admission to these programs, see pages 87–88.

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 NUF 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.
## 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></td>
<td>PAF 9103</td>
<td>Elective</td>
</tr>
<tr>
<td></td>
<td>PAF 9170</td>
<td></td>
<td>PAF 9172</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>PAF 9120</td>
<td>Elective</td>
<td>PAF 9140</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PAF 9130</td>
<td></td>
<td>Elective</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Elective</td>
<td></td>
<td>Elective</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Elective</td>
<td></td>
<td></td>
<td>Capstone</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>Elective</td>
</tr>
<tr>
<td></td>
<td>PAF 9120</td>
<td></td>
<td>PAF 9172</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Elective</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Elective</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Elective</td>
<td></td>
<td></td>
<td>Capstone</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 Public and Nonprofit Management I  
  - 3 credits
- PAF 9130 Economic Analysis and Public Policy  
  - 3 credits
- PAF 9140 Budgeting, Accounting, and Financial Analysis  
  - 3 credits
- PAF 9170 Research and Analysis I  
  - 3 credits
- PAF 9172 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  
    - 3 credits
  - PAF 9153 Budgeting and Finance for Nonprofits  
    - 3 credits

- **Elective Courses in Nonprofit Administration** (6 credits; select two)
  - PAF 9010 Ethics and Public Decision Making
  - PAF 9108 Communication and Information Technologies
  - PAF 9109 Government Contracting
  - PAF 9123 Program Evaluation
  - PAF 9136 Urban Economic Development
  - PAF 9139 Communication Strategy
  - PAF 9150 The Social Context of the Nonprofit Sector
  - PAF 9152 Fund Raising and Grants Administration in Not-for-Profit and Voluntary Organizations
  - PAF 9156 Emergency Preparedness, Response, and Recovery
  - PAF 9160 Public and Nonprofit Management II
  - PAF 9171 Human Services Administration
  - PAF 9181 Comparative Public Administration
  - PAF 9299 Selected Topics in Nonprofit Management
  - 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 and Nonprofit Management II

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 9156 Emergency Preparedness, Response, and Recovery
PAF 9159 Privatization and Market-Based Government
PAF 9171 Human Services Administration
PAF 9173 Program Auditing and Performance Measurement
PAF 9181 Comparative Public Administration

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), 3 of which (one course) are required.

Mandatory Course in Health Care Policy (3 credits)
*PAF 9710 Health and Health Care

Elective Courses in Health Care Policy (9 credits; select three courses from the following)
PAF 9180 Policy Analysis
PAF 9715 Health Care Policy
PAF 9720 Population-Based Health Planning
PAF 9725 Health Program, Policy, and Performance Evaluation
or
PAF 9123 Program Evaluation
PAF 9730 Comparative Health Systems
PAF 9735 Health Politics and Policymaking
PAF 9766 Health Care Costs and Financing
PAF 9799 Selected Topics in Health Policy
Other courses relevant to the track offered at other schools of Baruch College and/or other CUNY campuses, with advisor approval

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 Issues in Educational 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 (3 credits)
PAF 9190 Capstone Seminar
(Prerequisite: Completion of the MPA core plus 15 additional credit hours or permission from the Office of Graduate Admissions and Student Services)
DUAL-DEGREE PROGRAM IN NURSING ADMINISTRATION AND PUBLIC ADMINISTRATION

The MSN/MPA is a 57-credit program that combines the offerings of the Hunter College Schools of the Health Professions’ Master of Science in nursing administration (MSN) program with the Baruch College School of Public Affairs’ Master of Public Administration program. The program provides the knowledge base and skills needed by graduates to function as effective nurse administrators across the whole continuum of care, from wellness to illness, focusing increased emphasis on community-based care, integrated systems, and community networks. The specific objectives are to 1) prepare nursing administration graduates to assume leadership positions and management roles in diverse health care organizations and to function as members of organizations’ executive management teams; 2) recruit and educate nursing administration graduates in an interdisciplinary framework that will increase and necessitate ongoing flexibility and expanded partnerships between nursing and other disciplines; and 3) integrate the knowledge, theories, and skills of health policy to enable nursing administration graduates to improve the effectiveness of health care delivery systems.

NATIONAL URBAN FELLOWSHIP

In addition to its traditional MPA and Executive MPA tracks, Baruch also awards an MPA in conjunction with the National Urban 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. (212-730-1700; www.nuf.org).

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 leadership and the Master of Science in Education in higher education administration. The school also offers the Advanced Certificate Program in Educational Leadership. 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.

The Master of Science in Education degree in educational leadership and the Advanced Certificate Program are approved by the New York State Education Department. Upon completion of these programs, experienced teachers are eligible to apply for School Building Leadership (SBL) certification.

MSED IN EDUCATIONAL LEADERSHIP

The Baruch College Master of Science in Education (MSED) in educational leadership 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 Building Leadership (SBL). (Students may also prepare for New York State certification with the 24-credit Advanced Certificate Program.) Students seeking the MSED take three additional courses after completing those required for SBL certification.

The MSED program follows a cohort delivery model through the 24 credits required for New York State SBL certification. All students enter the program as a member of a cohort and stay with the cohort through completion of the SBL certification.

Required (24 credits)

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Semester</td>
<td>PAF 9310 Administration of the Urban School</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>PAF 9314 Curriculum Development</td>
<td>3</td>
</tr>
<tr>
<td>Second Semester</td>
<td>PAF 9301 Urban School Community Leadership</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>PAF 9312 Law for the Educational Administrator</td>
<td>3</td>
</tr>
<tr>
<td>Third Semester</td>
<td>PAF 9309 Instructional Leadership in Educational Organizations</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>PAF 9320 Internship and Seminar I</td>
<td>3</td>
</tr>
<tr>
<td>Fourth Semester</td>
<td>PAF 9319 Introduction to School Finance</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>PAF 9321 Internship and Seminar II</td>
<td>3</td>
</tr>
<tr>
<td>Electives (9 credits)</td>
<td>credits</td>
<td></td>
</tr>
<tr>
<td>-----------------------</td>
<td>---------</td>
<td></td>
</tr>
<tr>
<td>Electives should be chosen in consultation with a faculty advisor.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PAF 9306 Education—Theories of Organizing and Personnel Management 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PAF 9313 Practicum in Supervision 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PAF 9317 Seminar on Research for Educational Administrators 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PAF 9318 Issues in Educational Policy 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PAF 9342 Political Policy Analysis in Education 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PAF 9399 Selected Topics in Educational Administration 3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**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 post-secondary 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.

<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 3</td>
<td></td>
</tr>
<tr>
<td>PAF 9308 Administrative Services in Colleges and Universities 3</td>
<td></td>
</tr>
<tr>
<td>PAF 9317 Seminar on Research for the Educational Administrator 3</td>
<td></td>
</tr>
<tr>
<td>PAF 9322 Internship in Higher Education 3</td>
<td></td>
</tr>
<tr>
<td>PAF 9330 The Structure of U.S. Higher Education 3</td>
<td></td>
</tr>
<tr>
<td>PAF 9331 The History of U.S. Higher Education 3</td>
<td></td>
</tr>
<tr>
<td>PAF 9336 Student Services in Higher Education 3</td>
<td></td>
</tr>
<tr>
<td>PAF 9339 The Financing of Higher Education 3</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Electives (9 credits)</th>
<th>credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electives should be chosen in consultation with a faculty advisor.</td>
<td></td>
</tr>
<tr>
<td>PAF 9306 Education—Theories of Organizing and Personnel Management 3</td>
<td></td>
</tr>
<tr>
<td>PAF 9317 Seminar on Research for Educational Administrators 3</td>
<td></td>
</tr>
<tr>
<td>PAF 9318 Issues in Educational Policy 3</td>
<td></td>
</tr>
<tr>
<td>PAF 9342 Political Policy Analysis in Education 3</td>
<td></td>
</tr>
<tr>
<td>PAF 9399 Selected Topics in Educational Administration 3</td>
<td></td>
</tr>
</tbody>
</table>

**ADVANCED CERTIFICATE PROGRAM IN EDUCATIONAL LEADERSHIP**

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 Building Leadership (SBL). (Students may also prepare for New York State certification with the 33-credit MSED program in educational leadership. Students seeking the MSED take three additional courses after completing those required for SBL certification.)

Students seeking admission to the Advanced Certificate Program in educational leadership should contact the School of Public Affairs Office of Student Affairs and Graduate Admissions for information about special admission requirements.

<table>
<thead>
<tr>
<th>Required (24 credits)</th>
<th>credits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First Semester</strong></td>
<td></td>
</tr>
<tr>
<td>PAF 9310 Administration of the Urban School 3</td>
<td></td>
</tr>
<tr>
<td>PAF 9314 Curriculum Development 3</td>
<td></td>
</tr>
<tr>
<td><strong>Second Semester</strong></td>
<td></td>
</tr>
<tr>
<td>PAF 9301 Urban School Community Leadership 3</td>
<td></td>
</tr>
<tr>
<td>PAF 9312 Law for the Educational Administrator 3</td>
<td></td>
</tr>
<tr>
<td><strong>Third Semester</strong></td>
<td></td>
</tr>
<tr>
<td>PAF 9309 Instructional Leadership in Educational Organizations 3</td>
<td></td>
</tr>
<tr>
<td>PAF 9320 Internship and Seminar I 3</td>
<td></td>
</tr>
<tr>
<td><strong>Fourth Semester</strong></td>
<td></td>
</tr>
<tr>
<td>PAF 9319 Introduction to School Finance 3</td>
<td></td>
</tr>
<tr>
<td>PAF 9321 Internship and Seminar II 3</td>
<td></td>
</tr>
<tr>
<td>Electives (9 credits)</td>
<td>credits</td>
</tr>
<tr>
<td>Electives should be chosen in consultation with a faculty advisor.</td>
<td></td>
</tr>
<tr>
<td>PAF 9306 Education—Theories of Organizing and Personnel Management 3</td>
<td></td>
</tr>
<tr>
<td>PAF 9317 Seminar on Research for Educational Administrators 3</td>
<td></td>
</tr>
<tr>
<td>PAF 9318 Issues in Educational Policy 3</td>
<td></td>
</tr>
<tr>
<td>PAF 9342 Political Policy Analysis in Education 3</td>
<td></td>
</tr>
<tr>
<td>PAF 9399 Selected Topics in Educational Administration 3</td>
<td></td>
</tr>
</tbody>
</table>
SCAFFOLDED APPRENTICESHIP MODEL (SAM)

SAM employs an apprenticeship model in which cohorts of participants from selected schools are partially released from their responsibilities in order to learn and practice the skills required for effective leadership. The program’s goal is to strengthen current leadership capacity within each participating school, as well as to develop a viable succession pipeline for staff.

The SAM program aims to put into play within each school a critical mass of strategically placed change agents who:
- work independently and in teams;
- share a common language and goals;
- share a common approach; and
- think from a systematic perspective to address problems and their underlying causes.

SCHOOL DISTRICT LEADERSHIP (SDL) CERTIFICATION

The School District Leadership (SDL) certification prepares students for positions at the central office level, including superintendent of schools, assistant superintendent, and any other district-wide leadership position (with the exception of School District Business Leader). Students seeking the New York State Professional SDL certification must complete one course in each of the following areas: educational research, educational policy, budgeting and finance, and the Practicum in Supervision.

In order to be recommended for SDL certification:
- All students must have three years of teaching or school-based experience. Those without the required experience must complete three years of work experience by the time they complete their program.
- All students must submit proof of completion of the School Violence Prevention & Child Abuse Identification workshops to the School of Public Affairs Office of Student Affairs and Graduate Admissions.
- Students interested in the SDL certification must have a total of 60 graduate credits (including a master's degree) upon completion of the SDL course work.

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 (42 credits):

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAF 8000 Introduction to Microcomputers and Applications</td>
<td>0</td>
</tr>
<tr>
<td>PAF 9100 Introduction to Public Affairs</td>
<td>3</td>
</tr>
<tr>
<td>PAF 9103 Communication in Public Settings</td>
<td>3</td>
</tr>
<tr>
<td>PAF 9120 Public and Nonprofit Management I</td>
<td>3</td>
</tr>
<tr>
<td>PAF 9130 Economic Analysis and Public Policy</td>
<td>3</td>
</tr>
<tr>
<td>PAF 9140 Budgeting, Accounting, and Financial Analysis</td>
<td>3</td>
</tr>
<tr>
<td>PAF 9170 Applying Information, Research, and Analysis I</td>
<td>3</td>
</tr>
<tr>
<td>STA 9172 Applying Information, Research, and Analysis II</td>
<td>3</td>
</tr>
<tr>
<td>PAF 9190 Capstone Seminar</td>
<td>3</td>
</tr>
<tr>
<td>Six additional courses as selected by program administration</td>
<td>18</td>
</tr>
</tbody>
</table>

ADMISSION PROCEDURES AND CRITERIA

Application forms and information concerning the Executive MPA are available through the School of Public Affairs Office of Student Affairs and Graduate Admissions.

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, work experience form, one personal essay 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 $125 mail-in application fee or $135 online 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 Student Affairs and Graduate Admissions 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 MPA program only accepts students for fall admission. Admission decisions are made on a rolling basis; candidates are advised to apply as early as possible since applications may have to be deferred if the class is full.

**NEW LEADERS NEW SCHOOLS PRINCIPAL PROGRAM**

The goal of the partnership with New Leaders New Schools (NLNS) is to deliver a principal preparation program for NLNS Residents and assistant principals (“New Leaders Residents”) in the New York area. This program will recruit, train, and certify a pool of high-potential candidates to become outstanding school leaders in district schools and charter schools in the New York area.

**ASPIRING PRINCIPALS PROGRAM**

Through a partnership with The NYC Leadership Academy, the School of Public Affairs is pleased to offer the Aspiring Principals Program (APP). The NYC Leadership Academy is a centerpiece of the Department of Education’s system-wide effort to create more effective New York City public schools. APP is a rigorous 15-month leadership development program for future school leaders, which will utilize problem-based, experiential learning and will provide candidates with strong leadership development and a one-year residency in a New York City public school under the guidance of an experienced mentor principal. Participants earn 24 credits from Baruch College to use toward the SBL (School Building Leadership) certificate.

For more information on the Aspiring Principals Program, please visit the NYC Leadership Academy’s website: www.nycleadershipacademy.org.
SPECIAL PROGRAM OPTIONS

STUDY ABROAD PROGRAMS

The Baruch Study Abroad Office, located in the Weissman Center for International Business, provides information and guidance to students who wish to study abroad. Baruch students in the Zicklin School have the opportunity to study at accredited universities and business schools abroad, subject to approval by the Director of Study Abroad and the student’s department. Baruch College offers graduate students the opportunity to study as exchange students at the Berlin School of Economics and Law, the Copenhagen Business School, the Leipzig Graduate School of Management, the Indian Institutes of Management in Calcutta and Indore, Jean Moulin University in Lyon, the Stockholm University School of Business, and the Technical University and the University of Economics and Business Administration in Vienna. Baruch also participates in the New York/Paris Exchange Program, which offers students the opportunity to study at the University of Paris (Dauphine) if they have had three college-level courses in French or an equivalent proficiency. Students participating in exchanges pay their regular tuition fees at Baruch before they depart. There are no additional tuition charges abroad. TAP grants are applicable for study on exchange programs, and some scholarships may be available.

The Zicklin School of Business also offers graduate students short-term study abroad opportunities during the January intersession. Past programs have taken students to Vienna and Budapest, and to Paris, Brussels, and Amsterdam.

Application deadlines for study abroad are March 15 for the fall semester and October 1 for the spring semester. Further information on study abroad is available in the Study Abroad Office, in the Weissman Center, 137 East 25th Street, 8th floor, telephone: 646-312-2091.

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 an advisor. 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 primarily 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.

Information about specific post-master’s programs is available from the discipline-appropriate graduate office: the Zicklin School of Business Office of Graduate Academic Services, the Weissman School of Arts and Sciences Office of Graduate Studies (psychology), and the School of Public Affairs Office of Student Affairs and Graduate Admissions.
STAN ROSS DEPARTMENT OF ACCOUNTANCY

THE FACULTY

Chair: Masako Darrough

Professors: Douglas R. Carmichael (Wollman Distinguished Professor), Masako Darrough, Harry Z. Davis, John Elliott (Irwin and Arlene Ettinger Professor of Accountancy), Aloke Ghosh, Hyman Gorenberg, Steven B. Lilien (Irving Weinstein Professor of Accountancy), Marilyn Neimark, Hugo Nurnberg, William Ruland, Bharat Sarath, Anthony Tinker, Joseph Weintrop (Stan Ross Professor of Accountancy)

Associate Professors: Donal Byard, Paquita Davis-Friday, Joseph Kerstein, Carol Marquart, Steven Melnik, Igor Vaysman, Jianming Ye, Susan Young

Assistant Professors: Ting Chen, Zhen Deng, Lale Guler, Rong Huang, Yong-Gyu Lee, Christina Mashruwala, Shamin Mashruwala, Mehmet Ozbilgin, Dae-Hee Yoon, Emmanuel Zur

Distinguished Lecturer: Norman Strauss

Lecturers: David Cenedella, Julius Cherny, Jan Sweeney

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 analysis of financial statements, internal operations, and risk assessment; 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 wanting an intensive specialization in taxation.

The missions of the Stan Ross Department of Accountancy are (1) to operate the undergraduate, master’s, and doctoral programs in accountancy, (2) to provide accounting knowledge to students with majors in areas other than accounting, and (3) to serve its student, academic, and business constituencies through engagement in high-quality research. Consistent with the Zicklin School’s mission, the department seeks to provide high-quality, high-value education to enhance the professional aims of its students.

The department’s master’s programs in accountancy seek to expand the knowledge and skills that students bring from undergraduate study and the workplace. The MBA in accountancy seeks to provide students with both a broad business base and the accounting and managerial tools necessary to function effectively as accountants and manage others in public accounting, private industry, and not-for-profit organizations.

The MS provides advanced course work in preparation for financial and accounting positions in diverse areas and, as one option, provides the knowledge and skill set necessary to sit for the CPA examination. Students enrolled in the 150-credit-hour program receive both an undergraduate degree in their chosen major and the MS in accountancy. The goal of both the MBA and the MS in taxation is to provide students with an understanding of concepts, procedures, and specific tools necessary for effective practice in the field.

In conducting these programs, the department provides students with an appreciation of relevant concepts and theories, their relationship to society, a strong sense of ethical issues, and the opportunity to interact with accounting practitioners and business executives.

Additionally, the department offers a PhD in accountancy, which is described in this bulletin’s Doctoral Program in Business section.

COURSE DESCRIPTIONS

ACCOUNTANCY

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.

Accounting majors should enroll in ACC 9112. Credit is given for ACC 9110 or ACC 9112, not both.

9112  Financial Accounting: Intensive  
4 hours; 3 credits  
Intended for accounting majors, this course prepares students to gain an understanding in the fundamentals of financial accounting, which includes topics such as recording of financial information, classifying this information, and developing financial statements. A key objective is to prepare the students intending to take intermediate accounting (ACC 9804). Non-accounting majors who plan to enroll in ACC 9804 are encouraged to take ACC 9112.

Credit will be granted for ACC 9112 or ACC 9110, not both.
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. Students may receive credit for ACC 9115 or ACC 9811, not both.

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 or equivalent, FIN 9770, BUS 9100, and permission of the Stan Ross Department of Accountancy and the Health Care Administration Program.

9313 (HCA 9313) Managerial Accounting and Applications to Health Care
3 hours; 3 credits
Health care organizations face significant pressures today from competition, changes in technology, and regulations that affect their ability to achieve their goals and objectives. We first develop the principles of managerial accounting and then apply these insights to problems related to those faced by managers in health care organizations.
Prerequisite: ACC 9110.

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 9112, or ACC 9110 with departmental permission.

9805 Advanced Financial Accounting (formerly Financial Accounting III)
4 hours; 4 credits
Intended for accounting majors and covering the most advanced concepts in financial accounting. This integrative course requires the student to apply the principles mastered in previous courses and to do so in a more complex environment. Thus, accounting for business combinations and consolidated financial statements, which are a major part of the course, require that the student have a good understanding of asset valuation, inventory policies, depreciation policies, accounting for bonds, and management considerations in adopting different accounting policies. The course also covers foreign currency translation, foreign currency transactions, international accounting, segment reporting, governmental accounting, not-for-profit accounting, partnership accounting, cash flow statements, and earnings per share.
Prerequisite: ACC 9804.

9806 Financial Statement Analysis and Reporting
Variable-credit course*
The course develops a thorough understanding of the mandatory disclosures that are required for public firms, the different choices that firms have in reporting financial information, and how capital markets respond to information contained in financial statements. The course explains managers’ incentives in choosing one accounting method over another and relates them to the quality of financial statements. The impact of accounting conventions and alternative standards on analytical measures is also explored.
Prerequisites: ACC 9110 or equivalent, FIN 9770 or equivalent.

9807 Contemporary Topics in Accounting
Variable-credit course**
In this course students will be taught the accounting standards-setting process in the United States and the implications of worldwide standard setting by the International Accounting Standards Board. Students will become knowledgeable of all major accounting topics of recent years and will learn to read and understand the actual standards. The course involves ethics discussions, various SEC requirements, and requirements arising from the Sarbanes-Oxley law, as well as in-depth discussion of the recent private sector accounting developments. The individual student presentations will help students develop their oral abilities to discuss accounting concepts before an audience, and the term paper will allow students to become “experts” in any of the topics that were discussed during the semester. It will also help them develop skills in writing about accounting topics.
Pre- or corequisite: ACC 9805.

*For MBA; Executive MS in analysis of financial statements, internal operations, and risk assessment; and MS in accountancy students the course is 4 hours, 4 credits. For Executive MBA and Executive MS in finance students the course is 3 hours, 3 credits.

**For MBA and MS in accountancy students, the course is 4 hours; 4 credits. For Executive MS in analysis of financial statements, internal operations, and risk assessment students, the course is 3 hours; 3 credits.
STAN ROSS DEPARTMENT OF ACCOUNTANCY

9808  Financial Statement Analysis II
4 hours; 4 credits
This course is intended for students requiring advanced knowledge in equity and bond valuation using financial statements. This integrative course requires students to apply the principles mastered in previous courses and develop skills to assess profitability and risk, which eventually helps firm valuation. The ultimate learning goal is to make students proficient in valuation models. Some of the other topics include executive compensation, use of financial statements in executive compensation, and how corporate governance influences financial statements.
Prerequisite: ACC 9806.

9809  Financial Statement Analysis III
4 hours; 4 credits
This course is intended for students requiring advanced knowledge in financial statement analysis. This integrative course requires students to apply the principles mastered in previous courses and develop skills to understand some of the complex financial reporting issues related to pensions, off-balance sheet financing, deferred taxes, derivatives, and leases. The ultimate learning goal is to understand the links between financial reporting flexibility and the quality of financial statements. Some of the other topics include foreign currency translation, segment reporting, and international accounting.
Prerequisite: ACC 9806.

9811  Managerial Accounting Theory and Practice
4 hours; 4 credits
This course examines the measurement of costs, the compilation of cost data, the development and application of relevant accounting information in making strategic decisions, the formulation of budgetary plans and reports, and the impact of accounting data on the allocation of resources within an organization. The ways managerial accounting information is used to evaluate the performance of various organization units and its role in providing appropriate incentives for management behavior are also considered.
Prerequisite: ACC 9110 or equivalent. Students may receive credit for ACC 9811 or ACC 9115, not both.

9815  Advanced Managerial Accounting
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 or equivalent.

9816  Accounting and Auditing Aspects of Computer-Based Information Systems
4 hours; 4 credits
In-depth study of transaction cycles, internal controls, and the accounting and auditing problems encountered in computer-based information systems. Emphasis is placed on accounting information systems, internal controls, and the computer as an audit tool.
Prerequisite: ACC 9110 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.
Prerequisite: ACC 9804.

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 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.

9901  Special Topics in Accountancy
3 hours; 3 credits
This course examines issues of current interest in accounting. Topics covered will vary from semester to semester so that students may take the courses more than once as the topic changes.
Prerequisite: ACC 9110 or equivalent.

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. 

Students who take TAX 9862 from Spring 2007 onward will not receive credit for both TAX 9862 and TAX 9863.

**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. 

Students who take TAX 9862 from Spring 2007 onward will not receive credit for both TAX 9862 and TAX 9863.

**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.  

Pre- or corequisite: TAX 9862 or 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. 

Pre- or corequisite: TAX 9862 or 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. 

Pre- or corequisite: TAX 9862 or TAX 9863.

**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. 

Pre- or corequisite: TAX 9862 or TAX 9863.

**9871 Real Estate Taxation**  
3 hours; 3 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. Tax treatment of REITs and REMICs will be discussed as well. 

Prerequisite: TAX 9862 or TAX 9863. Credit will not be given for both TAX 9871 and TAX 9930.

**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, self-employed plans, individual retirement arrangements, reporting, and disclosure. It also includes stock option plans, deferred compensation arrangements, salary continuation plans, and “golden parachutes.” 

Pre- or corequisite: TAX 9862 or TAX 9863.

**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. 

Pre- or corequisite: 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.
Prerequisite: 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, pro-
visions 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, exemp-
tions, and jointly owned property. Reports will be required.
Prerequisite: TAX 9870.

9877 STATE AND LOCAL TAXES
3 hours; 3 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. The course also covers multifaceted
taxation issues related to e-commerce.
Pre- or corequisite: TAX 9862 or TAX 9863.

9878 TAXATION OF BUSINESS ENTITIES
3 hours; 3 credits
This course concentrates on the area of entity taxation, includ-
ing corporations, partnerships, estates, and trusts. Although
the focus of the course is on the taxation of business entities,
taxation of non-business entities will also be addressed. The
course is conceptual and will not focus on actual preparation
tax forms. Students will be exposed to both ethical and
legal issues in tax planning.
Pre- or corequisite: TAX 9862 or TAX 9863.

9889 CURRENT PROBLEMS IN TAXATION
3 hours; 3 credits
A detailed examination, at an advanced level, of current
income tax developments and problem areas as indicated
by court decisions, legislation, regulations, and rulings.
The discussions will require a thorough familiarity with the
Internal Revenue Code and Regulations. Several areas for
specific study and reports will be selected each semester.
Pre- or corequisite: TAX 9862 or TAX 9863.

9930 (RES 9930) REAL ESTATE TAXATION
3 hours; 3 credits
The course will begin with an introduction to selected basic
federal income tax topics. It will then cover: 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, uni-
form 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. Tax treatment of REITs and
REMCs will be discussed as well.
Prerequisites: Credit will be granted for TAX 9930 or
RES 9930, not both; not open to students who have
completed TAX 9871.

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.

9100 FINANCIAL AND MANAGEMENT ACCOUNTING
9801 MANAGEMENT ACCOUNTING AND CONTROL FOR
ENTREPRENEURS AND BUSINESS MANAGERS
9817 CONTEMPORARY ISSUES IN MANAGERIAL
ACCOUNTING
9827 ADVANCED TOPICS IN GOVERNMENTAL AND
NON-PROFIT ACCOUNTING AND AUDITING
9850 ACCOUNTING PRACTICUM
9851–9853 ACCOUNTING PRACTICUM I, II, AND III
9872 PERSONAL FINANCIAL PLANNING
9887 ESTATE PLANNING
PROGRAM INFORMATION

Business (BUS) courses are interdisciplinary in nature and are taught by faculty drawn from various departments of Baruch College.

COURSE DESCRIPTIONS

9100  THE SOCIETAL AND GOVERNMENTAL ENVIRONMENT OF BUSINESS
3 hours; 3 credits
Intended to explain the environment of business decision making. The emphasis is on government regulation as a growing dimension of the environment of business decision making. In addition to dealing with such new governmental programs as those in environmental protection, occupational health and safety, and consumer regulation, the course will deal with such traditional topics as anti-trust regulations. The impact of social problems will be considered, as will be the ethical dilemmas of today's business manager.

9200  BUSINESS POLICY
3 hours; 3 credits
Deals with the process of business policy formulation and implementation. The purpose is to integrate concepts from functional courses to provide students with a general management orientation. The course deals with broadly based business problems via use of integrative case studies and a special project. The course is conceptual rather than technical in character.
Prerequisites: All required MBA core/breadth courses, plus 12 additional credits.

9301  LEADERSHIP ASSESSMENT AND DEVELOPMENT
2 hours; 2 credits
The objectives of this course are to facilitate students appraising their leadership attributes and developing a plan to enrich their leadership potential. Through self-assessment scales, interpersonal feedback, exposure to leadership concepts, and information about practicing leaders, students will gain an understanding of how they can enhance their leadership development.

9303  THREE FACES OF NEGOTIATING: BEHAVIOR, LAW, AND LABOR
1 hour; 1 credit
Students receive an intensive experience on three separate 5-hour days in three critical aspects of negotiation. This one-credit offering is an integral part of the Zicklin Leadership Initiative, part of an effort to provide a unique and comprehensive approach to leadership training. The first session enables students to enhance their negotiating skills and abilities by revealing their own strengths and weaknesses. The second session provides a comprehensive view of major legal issues and pitfalls in contracting. The third session provides a background for labor-management negotiations and then has students participate in a live arbitration action. All three sessions utilize interactive exercises and negotiating scenarios.

9400  TOTAL QUALITY MANAGEMENT
3 hours; 3 credits
Thorough coverage of the topic of quality management by integrating managerial philosophy and statistical tools. Among the topics covered are a historical perspective on quality, the Deming philosophy, cause and effect and process flow diagrams, control charts, Juran’s approach for implementing quality management, and an introduction to experimentation and process improvement.
Prerequisites: STA 8000 or equivalent, MGT 9700.

9551  BUSINESS COMMUNICATION I
2 hours; 0 credits
In today’s professional job market, it is essential to have excellent written and oral communication skills. In this course, students will gain the skills and strategies needed to enhance their business communication. Students will learn advanced techniques for writing clear, concise, and effective e-mails, memos, letters, reports, plans, proposals, case analyses, and white papers. Students will also build their oral communication skills for leading effective meetings and conference calls, negotiating with colleagues and clients, and giving successful presentations. Students will learn how to organize their messages; choose appropriate language for informing, persuading, and influencing audiences in different professional contexts; and deliver interactive and engaging formal and informal presentations.

9552  BUSINESS COMMUNICATION II: COMMUNICATING QUANTITATIVE AND TECHNICAL INFORMATION
2 hours; 0 credits
As opportunities in the business services sector expand, professionals face increasing specialization complicated by the need to convey complex quantitative and technical information to diverse audiences in both formal and informal settings. This course is designed to help analysts, traders, brokers, risk managers, auditors, researchers, and consultants speak and write clearly and persuasively to a wide variety of stakeholders.
Prerequisite: Successful completion of BUS 9551.
**9553  BUSINESS COMMUNICATION II: LEADERSHIP COMMUNICATION: WRITING AND SPEAKING WITH AUTHORITY**  
2 hours; 0 credits  
This course concentrates on the communicator who must lead, instruct, and motivate others in the workplace. How do leaders change their personal style as they take on management responsibilities? How do they choose the words and the tone that will best resolve conflict, define expectations, and inspire accomplishments? Using lecture, discussion, role play, case studies, and video examples, students will gain personal confidence and tools to help them get things done on the job.  
Prerequisite: Successful completion of BUS 9551.

**9554  BUSINESS COMMUNICATION II: ENHANCED WRITTEN AND ORAL COMMUNICATION FOR BUSINESS PROFESSIONALS**  
2 hours; 0 credits  
Being able to communicate in a clear, concise, and accurate way is critical to professional success. In this course, students polish their written and oral communication skills by focusing on the correct usage of sentence structure, mechanics, and punctuation. Using business content including memos, letters, e-mail, reports, proposals, and presentations, students will learn how to troubleshoot grammar problems, avoid vagueness, and develop more sophisticated and concise written and oral communication skills.  
Prerequisite: Successful completion of BUS 9551.

**9600  CURRENT TOPICS IN BUSINESS**  
3 hours; 3 credits  
Interdisciplinary course that will allow students in the later part of their degree studies to become aware of emerging trends in a wide spectrum of business disciplines.  
Prerequisites: All required MBA core/breadth courses, except BUS 9200, plus 15 additional credits.

**9601  BUSINESS CONSULTING**  
3 hours; 3 credits  
The course will train students in applying theories and models from all fields of business, such as accountancy, finance, human resource management, operations management, and marketing, to solve business problems and dilemmas. It will provide students with in-house and external consulting skills, including analytical, leadership, teamwork, and computer skills. It will train students in evaluations of business consulting projects and reports and provide them with professional communication and presentation skills. The course will focus on the nature and purpose of management consulting; range and scope of consulting services; the consultant-client relationship; consulting and organizational change; consulting and culture; and professionalism and ethics in consulting.  
Prerequisite: Minimum of 26 MBA credits.

**9801–9803  GRADUATE INTERNSHIPS I, II, AND III**  
1 hour; 1 credit per semester (3 hours; 3 credits total)  
The Graduate Internship is designed to provide 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. Students elect to work in positions in the field to gain practical experience and insight into the workings of actual businesses. In addition to their field experience, students are required to attend workshops and advising sessions at the school as determined by the faculty internship coordinator, the Graduate Career Management Center, and the Weissman Center for International Business. The internship is graded on a Pass/No Credit (P/NC) basis.  
Prerequisites for BUS 9801: Permission of faculty internship coordinator and Graduate Career Management Center required. Open to full-time and part-time MBA and MS students who have completed a minimum of 12 credits toward their graduate degree, or by approval of the Internship Committee. (Students on F-1 visas must have been in F-1 student status for at least one academic year prior to CPT; different conditions may apply to students on other visas.) All students must be in good academic standing (3.0 cumulative grade point average) to pursue all internships.  
Prerequisite for BUS 9802: Successful completion of BUS 9801.  
Prerequisite for BUS 9803: Successful completion of BUS 9802.  
Students may take up to three 1-credit internships (BUS 9801, BUS 9802, BUS 9803), and may apply the credits toward their graduate degree, or by approval of the Internship Committee. (Students on F-1 visas must have been in F-1 student status for at least one academic year prior to CPT; different conditions may apply to students on other visas.) All students must be in good academic standing (3.0 cumulative grade point average) to pursue all internships.  
Students may not use their current or previous employment for an internship.

**99005  FIELD EXPERIENCE (OPTIONAL)**  
Full-time summer employment; 3 credits  
For students in the health care administration program only. 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 an 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 School cannot predict the frequency with which the following business courses will be offered:  

**BUS 9550  MANAGEMENT COMMUNICATION: LINKING THEORY AND PRACTICE**  
**BUS 9800  GRADUATE INTERNSHIP**
## THE FACULTY

**Chair:** Jana O’Keefe Bazzoni

**Professors:** Jana O’Keefe Bazzoni, William Boddy, Michael Goodman, Alison Griffiths, Robert J. Myers

**Associate Professors:** Eric Gander, Elisabeth Gareis, Caryn Medved, Ruth Rosenthal, Richard Wilkins

**Assistant Professors:** Brian Householder, Rebecca Merkin

**Lecturers:** Susan Goldstein, Roberta Shogan

## DEPARTMENT AND PROGRAM INFORMATION

The Department of Communication Studies 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. The MA in corporate communication is a 36-credit program that can be completed in three semesters by full-time students.

## COURSE DESCRIPTIONS

### 9108 (PAF 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. (This course is the same as PAF 9108. Students will receive credit for COM 9108 or PAF 9108, not both.)

### 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. (This course is the same as PAF 9139. Students will receive credit for COM 9139 or PAF 9139, not both.)

### 9505  Media Analysis for Corporate Communication (formerly 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 corporate communication specialists will also be stressed, including a number of historical case studies.

### 9510  Legal and Ethical Issues in 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 the profession.

### 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.

9625  Corporate Culture and Sustainability  
3 hours; 3 credits
This graduate seminar focuses on: 1) understanding the global business process, its environments, and cultures; 2) issues created in managing corporate cultures; 3) understanding and working with specific company cultures and subcultures; 4) understanding and implementing the social, financial, and environmental reporting guidelines outlined in the Global Compact and the Global Reporting Initiative. Class work includes individual and group work, including white papers, group projects focused on the analysis and interpretation of corporate cultures, and case studies used to analyze the triple-bottom line (social, financial, environmental) reporting practices of successful corporations.

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  Qualitative Research in Corporate Communication  
3 hours; 3 credits
Students in this course will learn about qualitative research methods commonly employed in corporate communication research, with special attention paid to question construction, survey methods, and content analysis. 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.

9640  Qualitative Research Methods  
3 hours; 3 credits
Students in this course will learn about qualitative research methods commonly employed in corporate communication research, with special attention paid to question construction, interviewing, focus groups, and ethnographic investigation. At the completion of this course, students will be prepared to employ qualitative research methods to address research problems in the corporate setting.

9650  Multinational Corporate Communication and Culture  
3 hours; 3 credits
Multinational Corporate Communication and Culture is an intensive residency experience held outside the United States with experts and guest lecturers on issues and concepts essential to the understanding of corporate communication and its strategic management in a global environment. Emphasis is on experiential learning through an international setting, guest lectures by international experts, site visits to corporations, participation in cultural events, and an immersion in a multinational business environment. Emphasis is on the evaluation, analysis, and presentation of global concerns, and current international practices of corporate communication and strategic public relations. This seminar provides the student an opportunity to integrate research and an international experience in a professional research written presentation.

9651  Theories of Persuasion  
3 hours; 3 credits
This course is designed to familiarize the student with various significant theories and research programs in persuasion, with special attention paid to the applications of these theories and this research in the world of corporate communication. “Persuasion” is an expansive term and therefore difficult to define. At its core, it concerns attempts to cause persons to change their beliefs or desires through the manipulation of symbol systems. This course approaches the study of persuasion from both “humanistic” and social-science perspectives. Accordingly, we will begin our study of persuasion with an examination of classical texts on rhetoric—the first systematic treatment of persuasion in the Western world. Here we will pay special attention to the relationship between persuasion and politics and also to the relationship between persuasion and ethics. Next, we will examine various theories of the human “self” with an eye toward understanding how adherence to one or another of these theories constrains our understanding both of how humans are persuaded and of how “persuadable” human beings are. Drawing on research in psychology, sociology, and cultural anthropology, we will explore the question of whether there are any cultural universals in the way of beliefs or desires, or whether the human self is entirely the construction of a particular social organization. In other words, we will explore the limits (if there be any) of persuasion. Finally, we will examine the role of persuasion in advertising, political campaigns, and social movements. In this section, we will attempt to tie together threads from previous examinations and to explore additional aspects of persuasion, including the extensive research on persuasion and the mass media.

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 websites. 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 (IBS 9756) INTERNATIONAL BUSINESS COMMUNICATION
3 hours; 3 credits
Analysis of the process of business communication across cultures and nations. Special attention is given to the impact of differences in language, nonverbal communication, social and political organization, and customs of how firms interact with their employees, customers, suppliers, competitors, regulators, and other relevant factors. Methods include the presentation and discussion of concepts as well as experiential learning situations, such as communication exercises, role playing, and case studies. (This course is the same as IBS 9756; students will receive credit for COM 9656 or IBS 9756, not both.)

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 video-editing room. Students will learn the principles and techniques of scriptwriting and pre-production, 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.

9800 INTERNSHIP IN CORPORATE COMMUNICATION
3 hours; 3 credits
Students work within an organization under the supervision of both their professional mentors and the department’s graduate internship coordinator. Internship fields in corporate communication include public relations, media relations, investor relations, advertising, human resources, government relations, and public affairs. Students must submit a term report describing and analyzing the experience. This experience must incorporate at least 140 experiential (work) hours during the semester. Credit/No Credit grading only.
Prerequisite: Departmental permission. The internship is reserved for graduate students in corporate communication who have completed at least 24 credits and/or are in their third semester in the program. All students must have a GPA of at least 3.0. Students should arrange an interview with the internship coordinator during the prior semester.

9900 INDEPENDENT STUDY
3 hours; 3 credits
THE FACULTY

Chair: Kishore Tandon

Professors: Linda Allen, Turan Bali, Clark (Jack) Francis II, Peter M. Gutmann, Giora Harpaz, Ted Joyce, Steven Lustgarten, Terrence F. Martell (Emanuel Saxe Distinguished Professor of Finance), June O’Neill (Wollman Distinguished Professor of Economics), Joel Rentzler, Howard N. Ross, Robert Schwartz (University Distinguished Professor and Marvin M. Speiser Professor of Finance), Kishore Tandon, Ashok Vora, Jeffrey Weiss, Avner Wolf


Assistant Professors: Craig Brown, Suparna Chakraborty, Sean Crockett, Jay Dahya, Evgeniya Duzhak, Sonali Hazarika, Larry E. Huckins, Susan Ji, Sebastian Manzan, Victor Martinez, Rajarishi Nahata, Jun Wang, Bin Wei

Distinguished Lecturer: Michael Carew

Lecturer: Eduardo Malca

COURSE DESCRIPTIONS

ECONOMICS

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 9709, STA 9708.

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. Not open to students who have completed ECO 9705.

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.

DEPARTMENT AND PROGRAM INFORMATION

The Bert W. Wasserman Department of Economics (ECO) and Finance (FIN) offers graduate programs leading to the Master of Business Administration degree in economics and in finance and the Executive Master of Science degree in finance.

The Bert W. Wasserman Department of Economics and Finance provides an extensive range of offerings that permits choices within economics and finance. The finance major 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.
9714  **Public Finance I**  
3 hours; 3 credits  
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.  
Prerequisites: ECO 9708, ECO 9709.

9715  **Public Finance II**  
3 hours; 3 credits  
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.

9723  **Econometrics—Theory and Applications I**  
3 hours; 3 credits  
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 9708, ECO 9709, and STA 9708 or equivalent.

9741  **International Economics I**  
3 hours; 3 credits  
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 cartels.  
Prerequisite: ECO 9708.

9760 (ILR 9740)  **Labor Economics**  
3 hours; 3 credits  
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 9708.

9766 (HCA 9766)  **Health Care Economics**  
2 hours; 2 credits  
Currently, over 15 percent of the U.S. gross domestic product is devoted to the health care sector. Is this good or bad? How do we evaluate the question? In this course, we use the basic tools of microeconomics to analyze health insurance markets and their impact on the efficient use of resources in the health care sector. We introduce students to cost-effectiveness analysis and its growing application in health care, and we analyze the various proposals for national health insurance from an economic perspective.  
Prerequisites: ECO 9708, ECO 9709.

9790  **Seminar in Economics**  
3 hours; 3 credits  
Special topics in economics.  
Prerequisites: ECO 9705 or equivalent; permission of instructor.

99001  **Research Methodology in Economics**  
(Research I)  
3 hours; 3 credits  
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.

99002  **Research Seminar in Economics**  
(Research Seminar II)  
3 hours; 3 credits  
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 Research Methodology in Economics 99001 or Research Methodology 99301 (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 Research Methodology in Economics 99001 or Research Methodology 99301 (with permission of instructor and department chair).

The Department of Economics and Finance cannot predict the frequency with which the following economics courses will be offered.

9700  **Economic Analysis**  
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**  
9731  **Economic Development**  
9750  **Industrial Organization and Control I**  
9774  **Economics of Urban Areas**  
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.  
Pre- or corequisite: FIN 9781.
9770 (BAP 9770)  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. Prerequisite: ACC 9110 or equivalent; STA 9708 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.

9774  VENTURE CAPITAL AND ENTREPRENEURIAL FINANCE
3 hours; 3 credits
This course introduces students to the major concepts, models, theories, and research in the field of entrepreneurial finance. The course theme is how the entrepreneur can create value in setting up a new venture through financial, strategic, and operating decisions. The course develops the theoretical and practical tools essential to an entrepreneur and venture capital financier and is appropriate for students who intend to pursue a career in venture capital or entrepreneurship (e.g., whether in the finance area of a venture capital firm, or servicing entrepreneurs in a financial institution such as an investment bank, or as an analyst or portfolio manager, or in launching a new enterprise). The course might also serve students who want to develop analytical tools to evaluate strategic and investment decisions undertaken in small firms. Prerequisite: FIN 9770.

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.

9776 (RES 9776)  REAL ESTATE FINANCE
3 hours; 3 credits
This course is an introduction to the major concepts, principles, analytical methods, and tools useful for making investment and finance decisions regarding commercial real estate assets. The focus is on “institutional” (e.g., banks, life insurance companies, pension funds, REITs) real estate decision making regarding large-scale commercial property. The course rigorously integrates real estate finance topics with and builds its methodology upon a modern corporate finance and investments framework. Prerequisite: FIN 9770 or equivalent. Credit is given for FIN 9776 or RES 9776, not both. Not open to students who have completed REA 9785 or equivalent.

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. Prerequisite: FIN 9770.

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 9709 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: FIN 9770; ECO 9709 or equivalent.

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 MNC are examined. Available methods 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: FIN 9770; ECO 9709 or equivalent.

9789 Equity Markets: Trading and Structure
3 hours; 3 credits
The course is designed to give students a broad understanding of the operations of equity markets, and an in-depth knowledge of liquidity, market structure, and trading that will enable students to operate more effectively as industry professionals or to be better-informed retail customers. In equity markets around the world, investors are increasingly concerned with controlling transaction costs, and innovative trading technologies have been introduced. In this context, the course focuses on the operations of exchanges, trading systems, and broker/dealer intermediaries, and on the impact of computer technology and market structure regulation. Simulation software is used to prove hands-on experience with making tactical trading decisions in different market structure environments. The simulation is run several times in class in a networked environment, and students will run a standalone version outside of class. The course also includes addresses by three prominent industry professionals.

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, mortgage-backed securities, and others 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.

Prerequisites: FIN 9781 and 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.

9795 Debt Instruments and Markets
3 hours; 3 credits
This course analyzes debt instruments and their markets. The course begins with a survey of the various types of securities, their associated cash flow, and risk characteristics. The term structure of interest rates as embodied by spot, coupon, and forward yield curves is discussed within the context of traditional bond yield calculations and the price-yield relationship. The course then addresses risk management for floating rate notes and fixed rate notes using Libor-based derivatives such as interest rate swaps and Eurodollar futures. The course analyzes the impact of default risk on bond valuation and explores the application of credit derivatives in default risk control. The course also analyzes the use and complexities
of Treasury futures and options. Interest rate and currency exposure management for international debt market investments is explored. 
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. 
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 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.

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 9783.

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 finance courses will be offered.

9753 FINANCIAL INSTITUTIONS: STRUCTURE, COMPETITION, AND PUBLIC POLICY 
99001 RESEARCH METHODOLOGY IN INVESTMENTS (RESEARCH I)
99002 RESEARCH SEMINAR IN INVESTMENTS (RESEARCH II)
99301 RESEARCH METHODOLOGY (THESIS I)
99302 THESIS (THESIS II)

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 Faculty

**Professors:** Stan Altman, Kenneth Marcus, John McGarraghy  
**Associate Professor:** Dorothy Shipps  
**Assistant Professors:** Jennifer Goldstein, Judith Kafka  
**Distinguished Lecturers:** Lizabeth Gewirtzman, Sonia Jarvis, Jack Krauskopf  
**Lecturer:** Helen Scharff  
**Substitute Professor:** Paul Firstenberg

## Program Information

The School of Public Affairs offers two education programs at the graduate level leading to the MSEd degree. A nondegree Advanced Certificate Program in Educational Administration and Supervision is also offered.

The MSEd degree in educational leadership 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 Building Leadership, 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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9301</td>
<td>Urban School Community Leadership</td>
<td>3 hours</td>
<td>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. This course includes 25 hours of fieldwork. These fieldwork hours will count toward the student’s administrative internship. Open to all School of Public Affairs students with permission of instructor.</td>
</tr>
<tr>
<td>9302</td>
<td>Organizational Behavior in Colleges and Universities</td>
<td>3 hours</td>
<td>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. Open only to students in the MSEd in Higher Education Program. Not open to students who have completed PAF 9120 or 9309.</td>
</tr>
<tr>
<td>9306</td>
<td>Education—Theories of Organizing and Personnel Management for the School Administrator</td>
<td>3 hours</td>
<td>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.</td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Title</td>
<td>Credit Hours</td>
<td>Description</td>
</tr>
<tr>
<td>-------------</td>
<td>--------------</td>
<td>--------------</td>
<td>-------------</td>
</tr>
<tr>
<td>9308</td>
<td>Administrative Services in Colleges and Universities</td>
<td>3 hours; 3 credits</td>
<td>This course exposes students to the functions and organization of a broad range of administrative offices, processes, and responsibilities. It places the shared governance culture of higher education in the context of modern management theory and practice. It will describe how the organizational design of various colleges and universities are used to compare and contrast not only structures but leadership and institutional cultures as well. Students will demonstrate and practice specific tools such as budgeting, cost accounting, metrics, and benchmarking. Prerequisites: PAF 9330 or permission of instructor.</td>
</tr>
<tr>
<td>9309</td>
<td>Instructional Leadership in Educational Organizations</td>
<td>3 hours; 3 credits</td>
<td>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. This course includes 25 hours of fieldwork. These fieldwork hours will count toward the student’s administrative internship. Open to all School of Public Affairs students with permission of instructor.</td>
</tr>
<tr>
<td>9310</td>
<td>Administration of the Urban School</td>
<td>3 hours; 3 credits</td>
<td>Designed to provide the 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 and budgeting, knowledge of which is essential for the supervisor on the school, district, or bureau level, are covered in detail. This course includes 25 hours of fieldwork. These fieldwork hours will count toward the student’s administrative internship. Open to all School of Public Affairs students with permission of instructor.</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.</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. Prerequisites: PAF 9310 and PAF 9314.</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. This course includes 25 hours of fieldwork. These fieldwork hours will count toward the student’s administrative internship. Open to all School of Public Affairs students with permission of instructor.</td>
</tr>
</tbody>
</table>
| 9315 | Seminar on Problems of Administration of the Urban School | 3 hours; 3 credits | 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.

**9316 Seminar on Problems of Supervision of the Urban School**
3 hours; 3 credits
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. A 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.

**9317 Seminar on Research for the School Administrator**
3 hours; 3 credits
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.

**9318 Issues in Educational Policy**
(FORMERLY ANALYSIS OF EDUCATION POLICY)
3 hours; 3 credits
This course is designed for MPA and MSEd students interested in learning more about educational policy at the local, state, and federal levels. Students in this course will critically examine the social, political, and economic theories behind current educational policies and policy initiatives, and evaluate their consequences and effects on U.S. public schooling. 
**Prerequisite**: Grad 8 status in MPA program or departmental permission. PAF 9130 recommended.

**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. 
**Open to all MPA or MS in Education or Advanced Certificate Program students; others with school permission.**

**9320 Internship and Seminar I**
1½ hours; 3 credits
The internship in the fall semester consists of 150 hours in schools, plus three hours of seminar session every other week (for 3 credits). These fieldwork hours will count toward the student’s administrative internship. 
**Prerequisites**: 15 credits completed in the program. Open to all students in the School of Public Affairs; others with permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

**9321 Internship and Seminar II**
1½ hours; 3 credits
The internship in the spring semester consists of 150 hours in schools, plus three hours of seminar session every other week (for 3 credits). These fieldwork hours will count toward the student’s administrative internship. 
**Prerequisites**: 15 credits completed in the program. Open to all students in the School of Public Affairs; others with permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

**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. This 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. The internship can occur at any time during the student’s program. 
**Pre- or corequisite**: The internship must be approved by faculty advisor.

**9330 The Structure 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  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 the 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.

**9334  Collective Bargaining in Higher Education**  
3 hours; 3 credits  
This course will provide students with a working knowledge and history of collective bargaining in the United States and higher education that will serve as a foundation for the course. Topics to be covered include collective bargaining theory, terminology, and the various collective bargaining units found on a traditional college campus, such as faculty, administrative, trades, clerical, and, more recently, research and graduate assistants. Future trends in higher education collective bargaining will also be covered.

**9335  The Community College**  
3 hours; 3 credits  
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.  
*Prerequisites: PAF 9330 and PAF 9331, or by special permission of instructor.*

**9336  Student Services in Higher Education**  
3 hours; 3 credits  
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.

**9337  Issues in Urban Higher Education (formerly The Administration of the Urban University)**  
3 hours; 3 credits  
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.

**9338  Higher Education, Politics, and Public Policy**  
3 hours; 3 credits  
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.

**9339  The Financing of Higher Education**  
3 hours; 3 credits  
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.  
*Prerequisite: PAF 9330.*

**9340  Introduction to Special Education Administration**  
3 hours; 3 credits  
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.  
*This course will be offered if there is sufficient demand.*

**9341  Advanced Topics in Special Education Administration and Supervision**  
3 hours; 3 credits  
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.  
*Prerequisite: PAF 9340.*
9342  **Political Policy Analysis in Education**  
3 hours; 3 credits  
Using cases involving schools, districts, states, and the federal government as well as nongovernmental organizations, students learn to use the tools of political policy analysis to assess the political feasibility as well as technical attractiveness of policy alternatives.  
*Prerequisite:* The course assumes either professional familiarity with schools or some prior course work, or work experience in public affairs that is policy oriented.

9399  **Selected Topics in Educational Administration**  
3 hours; 3 credits  
Focuses on major substantive areas of educational administration. Topics vary from offering to offering.  
*Prerequisite:* Grad 8 status or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

The following course will be offered from time to time. The School of Public Affairs is unable to predict the frequency with which this course will be offered.

9333  **Curriculum and Instruction in Higher Education**  
3 hours; 3 credits
BARUCH/MOUNT SINAI MBA PROGRAM IN HEALTH CARE ADMINISTRATION

SELECTED PROGRAM FACULTY

**Academic Director:** Professor Ted Joyce

**Executive Director:** Robert M. Stolinsky

**Professors:** Ann C. Brandwein (Statistics and Computer Information Systems), Ted Joyce (Economics and Finance), Richard E. Kopelman (Management), Harry M. Rosen (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. For more information, visit the following website: www.healthcaremba.org.

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 64.)

- **ACC 9313 (HCA 9313) Managerial Accounting and Applications to Health Care**
- **BUS 9301 Leadership Assessment and Development**
- **BUS 9303 Three Faces of Negotiating: Behavior, Law, and Labor**
- **ECO 9766 (HCA 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**
- **MGT 9721 (HCA 9721) Strategic Planning**
- **STA 9000 Regression and Forecasting Models for Business Applications**
- **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: Moshe Banai (Management), Ann C. Brandwein (Statistics and Computer Information Systems), Richard E. Kopelman (Management), Abraham K. Korman (Management), Allen I. Kraut (Management), Hannah Rothstein (Management), Cynthia Thompson (Management), Donald J. Vredenburgh (Management)

Assistant Professor: Mary C. Kern (Management)

Lecturer: Alvin L. Booke (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 pre-determined 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 67.)

LAW 9770 LABOR AND EMPLOYMENT LAW
MGT 9300 (PAF 9124) MANAGEMENT: A BEHAVIORAL APPROACH
MGT 9302 DEVELOPING MANAGERIAL SKILLS
MGT 9390 SEMINAR IN HUMAN RESOURCE MANAGEMENT AND LABOR RELATIONS
MGT 9400 HUMAN RESOURCE MANAGEMENT
MGT 9420 MANAGEMENT OF COMPENSATION
MGT 9460 LABOR RELATIONS
MGT 9465 (PAF 9510) COLLECTIVE BARGAINING
MGT 9470 EMPLOYEE DEVELOPMENT AND TRAINING
MGT 9494 (PAF 9590) COORDINATING SEMINAR IN LABOR RELATIONS: “THE STATE OF THE UNIONS”
MGT 9495 CAPSTONE RESEARCH SEMINAR
STA 9708 APPLIED STATISTICAL ANALYSIS FOR BUSINESS DECISIONS
THE FACULTY

Coordinator: Professor Andreas Grein (Marketing and International Business)

Program Committee: Professors Andreas Grein (Marketing and International Business), Jae Won Lee (Economics and Finance), Giora Harpaz (Economics and Finance), Seth Lipner (Law), Moshe Banai (Management), Yoshihiro Tsurumi (Marketing and International Business)

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. The Department of Marketing and International Business plays a vital role in coordinating and staffing this program.

COURSE DESCRIPTIONS

9756 (COM 9656)  INTERNATIONAL BUSINESS COMMUNICATION
3 hours; 3 credits
Analysis of the process of business communication across cultures and nations. Special attention is given to the impact of differences in language, nonverbal communication, social and political organization, and customs of how firms interact with their employees, customers, suppliers, competitors, regulators, and other relevant factors. Methods include the presentation and discussion of concepts as well as experiential learning situations such as communication exercises, role playing, and case studies. (This course is the same as COM 9656; students will receive credit for IBS 9756 or COM 9656, not both.)

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.

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.

9767  FOREIGN MARKETS, CULTURES, AND REGIMES
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.

9768  ADVANCED TOPICS IN INTERNATIONAL BUSINESS
3 hours; 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.
Pre- or corequisite: IBS 9760 or ECO 9741 or departmental permission.
**9769 (MGT 9880)  INTERNATIONAL BUSINESS STRATEGY**

3 hours; 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.
Pre- or corequisite: IBS 9760 or ECO 9741.

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 52.)

**ACC 9802 INTERNATIONAL ACCOUNTING AND CONTROL**
**ECO 9731 ECONOMIC DEVELOPMENT**
**MKT 9761 INTERNATIONAL COMMODITY TRADING**
**MKT 9765 COMPARATIVE MARKETING SYSTEMS**
**MKT 9770 INTERNATIONAL TRANSPORTATION**
**MKT 9771 INTERMODAL TRANSPORTATION AND CONTAINERIZATION**
**MKT 9772 INTERNATIONAL CHARTERING**
**PAF 9181 COMPARATIVE PUBLIC ADMINISTRATION**
DEPARTMENT OF LAW

THE FACULTY

Chair: Elliot Axelrod

Professors: Elliot Axelrod, Seth Lipner, Paula Walter, Alan Wernick

Associate Professors: Donna Gitter, Debbie Kaminer, Sandra Mullings (pre-law advisor), David Rosenberg, Valerie J. Watnick, Jay Weiser

Assistant Professors: Marya Cotton, Maria DiMeo-Calvelli, Matthew Edwards

Lecturer: Elaine Anderson

DEPARTMENT AND PROGRAM INFORMATION

Knowledge of business law in its various aspects is essential in today’s world, as law is a critical element of the business environment. All students are encouraged to consider choosing law courses as electives or as part of the General MBA program option.

Some of the law courses are included as required or elective courses in the majors (or specializations) offered by other departments. (The full requirements for each major or specialization are set forth elsewhere in this publication.) In addition, LAW 9740 may be selected to satisfy the “international elective” requirement in the MBA program.

COURSE DESCRIPTIONS

9103  Employment Law
3 hours; 3 credits
The course will examine the laws that regulate the employment relationship. The primary focus will be on measures designed to protect private employees against discrimination in decisions such as hiring, termination, and other changes in employment conditions and against other types of “wrongful discharge.” The course will also examine situations where an employer may have an affirmative obligation to accommodate employees, with a focus on the ethical issues raised by such “affirmative action” policies. The course will also cover a number of global issues, including the application of U.S. anti-discrimination laws to American companies located abroad, Title VII’s prohibition of discrimination on the basis of national origin, and the application of U.S. immigration laws to non-U.S. citizen employees. Other topics considered may include privacy and testing issues, regulation of benefits, and regulations regarding health and safety. Recent cases and statutes of interest will also be addressed.

9104  Securities Law and Business Crime
3 hours; 3 credits
The course will examine current legislative, regulatory, and judicial regulation of the securities markets. It will also consider issues of criminality under other statutes, but the primary focus will be on measures designed to protect investors in the securities markets and on the disclosure requirements that apply to companies that issue securities. The course will also consider corporate governance requirements that apply to publicly traded companies. Aspects of criminality, including the Foreign Corrupt Practices Act and other corrupt practices, RICO, antitrust, and fraud, are also covered. The intersection of law and ethics will be considered throughout the course.

9105  Law and Entrepreneurship
3 hours; 3 credits
This course will examine the major legal issues faced by entrepreneurs and start-up businesses. The course covers issues such as the entrepreneur’s choice of business form and the legal regulation of capital formation, venture capital financing, and initial public offerings. In addition, students will become familiar with a wide range of legal issues that arise in the day-to-day operation of an entrepreneurial venture, including labor and employment law issues, intellectual property challenges, insurance matters, legal limits on marketing and competition, global trade issues, and the regulation of e-commerce. The course will also address fundamental changes to the business, including mergers, acquisitions, and the sale of the business.

9106  Law and the Environment
3 hours; 3 credits
This course will initially review legal concepts and legal process as related to business, environmental law, and regulations. The course will then consider issues of federalism and principles of administrative law and include a study of important environmental legislation, including the Clean Air Act of 1970; the Clean Water Act; the Federal Insecticide, Fungicide and Rodenticide Act; the Food Quality Protection Act of 1996; and the Toxic Substances Control Act. The course will conclude with a survey of criminal and corporate
liability for environmental law violations and international environmental law issues. International issues considered include the effect of international environmental agreements on global trade and the practical effect these international agreements have on businesses operating in the United States.

9107 LAW OF UNFAIR COMPETITION AND INTELLECTUAL PROPERTY
3 hours; 3 credits
An in-depth examination of law as it applies to marketing, advertising, and product development. Topics include the tort of unfair competition, false advertising, product disparagement, usurpation of business opportunity, and other “business torts.” The law of trademarks, patents, copyrights, and trade secrets is examined. Internet domain-name controversies are studied and international treaties are covered.

9108 NEGOTIATION AND DISPUTE RESOLUTION
3 hours; 3 credits
The art of negotiation and the agony of dispute resolution are studied. With regard to negotiation, topics covered include developing negotiating strategies, study of the sales cycle, creating requests for proposals and responses, examination of standard contract terms, and global and ethical issues. The study of dispute resolution includes a comparison of litigation and arbitration, agreements to arbitrate and the law of arbitration, and mediation and other ADR techniques.

9109 LAW AND THE ENTERTAINMENT BUSINESS
3 hours; 3 credits
A comprehensive study of the legal, regulatory, and business issues confronting the entertainment industry. The course examines pragmatic and ethical considerations of deal negotiation and structure. The various aspects of the industry that will be studied include music, motion pictures, television, theatre, sports, and book publishing, as well as the major support functionaries, such as talent agencies, managers, accountants, and attorneys. The course will also examine the global market, including relevant international treaties such as GATT and TRIPS. The course utilizes interactive class participation, including mock deal and contract negotiations, dispute resolution, and small-group problem solving.

9213 (HCA 9213) LEGAL ASPECTS OF HEALTH CARE ADMINISTRATION
3 hours; 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 MBA in 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 systems, 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
3 hours; 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 includes 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 (RES 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. (Credit is given for LAW 9790 or RES 9790, not both.)

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.

9101 The Law of Business Transactions
9102 Partnerships, Limited Partnerships, and Corporations
9703 The Law of Negotiable Instruments
9705 Law of Commercial Transactions
9709 Products Liability
9711 Unfair Trading Practices
9715 Law and the Business Environment
9760 Development of the Law of Labor Relations
DEPARTMENT OF MANAGEMENT

THE FACULTY

Chair: Edward Rogoff

Professors: Moshe Banai, William Chien, David G. Dannenbring, Ajay Das, T.K. Das, Ramona K.Z. Heck (Peter S. Jonas Professor of Entrepreneurship), Richard E. Kopelman, Abraham Korman (Wollman Distinguished Professor), Allen Kraut, N. Paul Loomba, Thomas Lyons, Edward Rogoff, Harry M. Rosen, Hannah H. Rothstein, S. Prakash Sethi (University Distinguished Professor), Georgios Sphicas, Cynthia Thompson, Donald J. Vredenburgh

Associate Professors: Naomi Gardberg, Lie-Fern Hsu, Helaine Korn, Donald Schepers, George O. Schneller IV, Young K. Son, Louis W. Stern, Emre Veral

Assistant Professors: Stephan Dilchert, Micki Eisenman, Mehmet Genc, Mary Kern, William Millhiser, Weilei Shi, Xiaoli Yin

Lecturers: Alvin L. Booke, Robert Foskey

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
3 hours; 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.

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 corequisite: MGT 9860.

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 start-up, (2) managing the entrepreneurial venture, (3) financial considerations, (4) managing the turnaround, (5) special issues: not-for-profit entrepreneurship and ethical/legal issues, and (6) venture valuation and exit strategies. Pre- or corequisite: MGT 9860.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Course Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9864</td>
<td>Seminar in Entrepreneurship</td>
<td>3</td>
<td>Topics of a specialized nature in the area of entrepreneurship and small business management. Current literature will be reviewed and evaluated for its theoretical value and implications for practical applications. Prerequisite: Departmental permission required.</td>
</tr>
<tr>
<td>9865</td>
<td>Researching and Developing Entrepreneurial Ventures (formerly Entrepreneurial Ventures)</td>
<td>3</td>
<td>The purpose of this course is to take MBA and MS students through the process of researching and developing a potential business venture including conceptualization, proving feasibility, research, and preparation of a detailed, realistic, and professional-level business plan. While the course will provide an overview of issues such as entrepreneurship itself and the entrepreneurial character, its main focus is on specific issues, stages, and the process that an entrepreneur must go through in developing a new business. Students either individually or in groups will meet key milestones throughout the course including developing multiple ideas, proving feasibility, researching the market, researching the competition via a detailed industry analysis, and producing a detailed business plan including resource requirement time line. The course is structured so that students present their business plans to the class for feedback and critique both in draft and final stages. The business plans, in effect, encompass two or more research projects, including a market analysis and an industry analysis. Pre- or corequisites: ACC 9110, MGT 9860, and MKT 9703.</td>
</tr>
<tr>
<td>9866 (MKT 9781)</td>
<td>Internet and Small Business Entrepreneurship</td>
<td>3</td>
<td>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. (This course is the same as MKT 9781. Students will receive credit for MGT 9866 or MKT 9781, not both.) Prerequisites: CIS 9000, MGT 9860, and MKT 9703.</td>
</tr>
<tr>
<td>9867</td>
<td>Managing the Family Business</td>
<td>3</td>
<td>This course is designed to introduce students to the major concepts, models, theories, and research in the field of family business. The course offers students the opportunity to explore family business topics such as business formation, growth and expansion, strategic management, professionalization, succession, location choices, and family dynamics, conflicts, and relationships relative to the business. An overview of families who own businesses and the profiles of their businesses will be presented along with the examination of the course topics relative to the various stages of business activity, including feasibility, start-up, ongoing maintenance, expansion or redirection, and exit or transfer. The course also provides an introduction to research on family businesses by surveying the conceptual issues and methodological approaches related to the study of family business. The content of the course will include lectures, case studies, group discussion, and presentations.</td>
</tr>
<tr>
<td>9868</td>
<td>Entrepreneurial Communications: Selling and Negotiating</td>
<td>3</td>
<td>Our ability to be successful entrepreneurs is grounded firmly in our communication skills. Successful entrepreneurs must be able to sell their ideas, products, and services, and they must be able to negotiate with clients, customers, co-workers, and funding sources. Entrepreneurial communication skills are required whether we are seeking financing from a bank, hiring a new employee, distributing work within a team, or persuading someone this is a viable idea. The purpose of this course is to develop one’s skill set in entrepreneurial communication through an understanding of skills and strategies in selling and negotiation. Entrepreneurial communication revolves around the art and science of selling and negotiating. Therefore, the purpose of this course is to understand the theory and processes of selling and negotiation. The course will train students to use principled models of selling and negotiation and to better predict and assess the behavior of individuals, groups, and organizations in competitive situations. Students will gain a broad intellectual understanding of the central concepts in selling and negotiation. They will develop confidence in the negotiation process as an effective means for resolving conflict in organizations. Topics covered will include entrepreneurial conversations, persuasion and influence, distributive and integrative bargaining, interest-based selling and negotiating, and working with multiple parties and interests.</td>
</tr>
</tbody>
</table>
| 9875 (RES 9980) | Real Estate Entrepreneurship                  | 3       | This course builds upon the core issues introduced in the fall semester’s real estate development course. It is based upon the core assumptions and theory that since large parts of real estate are necessarily entrepreneurial, more complex aspects of real estate entrepreneurship will engage the student in issues of risk evaluation at the “opportunistic” segment of investment choices and financing. Such higher-risk higher-return acquisition and development options require a clear foundation in key dimensions of due diligence from both debt and equity lenders’ perspectives, as well as a clear appreciation of the ways in which deal structuring can affect the
value of and stability of joint ventures engaged in high-yield investing and development. 

Prerequisite: RES 9776 (FIN 9776), RES 9860, or MGT 9860. Credit is given for MGT 9875 or RES 9980, not both.

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 9708. Credit is given for MGT 9500 or OPR 9721, not both.

9560 MANAGEMENT INFORMATION SYSTEMS  
3 hours; 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 online 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 9708.

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, workforce 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 workforce 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 and BUS 9100; permission of the Department of Management and the MBA in Health Care Administration Program.

9730 PROJECT MANAGEMENT: STRATEGIC DESIGN AND IMPLEMENTATION  
3 hours; 3 credits  
Study of strategic management of projects that 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 a new product/service, computer software, an 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 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. 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, teamwork, 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.

9330 Leadership and Managerial Effectiveness
3 hours; 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
3 hours; 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. It 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 the MBA in Health Care Administration Program.

9390 Seminar in Human Resource Management and Labor Relations
3 hours; 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 the instructor.

9400 Human Resource Management
3 hours; 3 credits
Analysis of the challenges and conflicts inherent in building a workforce 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.

9410 Problems in Human Resource Management
3 hours; 3 credits
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. Prerequisite: MGT 9400 or equivalent.

9420 Management of Compensation
3 hours; 3 credits
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. Prerequisite: MGT 9400 or equivalent.

9460 Labor Relations
3 hours; 3 credits
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.

**9465 (PAF 9510) COLLECTIVE BARGAINING**
3 hours; 3 credits
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 permission of the instructor.

**9470 EMPLOYEE DEVELOPMENT AND TRAINING**
3 hours; 3 credits
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.

Prerequisite: MGT 9400.

**9480 DISPUTE RESOLUTION**
3 hours; 3 credits
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.

Prerequisite: MGT 9400.

**9490 INTERNATIONAL HUMAN RESOURCE MANAGEMENT**
3 hours; 3 credits
Presentation of strategies, policies, and practices employed in the management of the international workforce. 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 workforce and the various groups of employees involved, social and cultural aspects of international assignments, and the specific ethical dilemmas faced by the MNCs, will be examined and analyzed in detail.

Prerequisites: MGT 9400 or departmental permission; one international course.

**9494 (PAF 9590) COORDINATING SEMINAR IN LABOR RELATIONS: “THE STATE OF THE UNIONS”**
3 hours; 3 credits
This course is designed as the coordinating seminar for third-year Executive MSILR students. The focus of the course is on the “state of the unions.” The course will feature a series of guest speakers euphemistically known as “Legends of Labor.” 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. “Legends” will be drawn from the labor, management, government, and neutral sectors.

Open only to third-year Executive MSILR students.

**9495 CAPSTONE RESEARCH SEMINAR**
3 hours; 3 credits
This course serves as the capstone research seminar for all degree candidates in the Baruch MSILR Program. The primary purpose is to enable students to produce a responsible, fair, and legally defensible set of HR-related policies pertinent to a current employment issue.

**STRATEGIC MANAGEMENT**

**9610 DYNAMICS OF COMPETITION, INDUSTRY STRUCTURE, AND CORPORATE STRATEGY**
3 hours; 3 credits
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 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.

Prerequisites: ECO 9708, ECO 9709, FIN 9770, MGT 9300, and MKT 9703.

**9615 STRATEGY FORMULATION AND IMPLEMENTATION**
3 hours; 3 credits
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.

Prerequisites: ECO 9708, ECO 9709, FIN 9770, MGT 9300, and MKT 9703.
9660  Negotiation  
3 hours; 3 credits  
Negotiation is the art and science of securing agreements between two or more interdependent parties. It is a craft that must hold cooperation and competition in creative tension. Therefore, the purpose of this course is to understand the theory and processes of negotiation as it is practiced in a variety of settings. The course will train students to use a principled model of negotiation and to better predict and assess the behavior of individuals, groups, and organizations in competitive situations. Students will gain a broad intellectual understanding of the central concepts in negotiation, bargaining, and mediation. They will develop confidence in the negotiation process as an effective means for resolving conflict in organizations. Topics covered will include distributive and integrative bargaining, the influences of culture and technology on negotiation, the use of agents, ethics and lying, managerial mediation and dispute resolution, team-on-team negotiations, and multi-party negotiations.

9670  Management of Innovation  
3 hours; 3 credits  
The purpose of this course is to train students in the processes of innovation and to apply models, frameworks, and tools that help build sustainable growth, profitability, and new value for customers and the enterprise. The course focuses on best practices and a structured process for embedding end-to-end innovation capability including emerging trend identification, business model development, ideation and creativity, solution development, innovation pipeline management, horizon planning, and commercialization. Students will also explore the role of leadership and change management in building innovation architectures that ignite talent and fuel growth. Students will conduct innovation intelligence, build professional communications skills, and learn about ethics in innovation.  
Prerequisites: MGT 9300, FIN 9770, and MKT 9703.

9680  Technology Strategy  
3 hours; 3 credits  
The purpose of this course is to provide students the analytical tools and frameworks needed to formulate and implement strategies in technology-intensive businesses. The course will cover topics such as patterns of innovation, the impact of innovation on established firms, the role of standards and government, the role of appropriability, cooperative R&D, etc. The course does not require a technical background and is targeted at students interested in pursuing careers in industries with a technological component, consulting, and venture capital.  
Prerequisites: CIS 9000, ECO 9708, ECO 9709, FIN 9770, MGT 9300, and MKT 9703.

9690  Seminar in Strategic Management  
3 hours; 3 credits  
Topics of a specialized nature in the area of strategic management. Current literature will be reviewed and evaluated for its theoretical value and implications for practical applications.  
Prerequisite: Departmental permission required.

9800  MBA Leadership Certificate  
Hours to be arranged; 0 credits  
The MBA Leadership Certificate Program comprises nine components that include two full courses, components of two other courses, and activities outside of the classroom. Students seeking the certificate are supervised and guided by a member of the Department of Management faculty. MBA students will receive an early introduction to the importance of leadership to their MBA experience, and to their professional careers, during the several orientation programs. That experience is a springboard for the Executives on Campus (EOC) mentoring program, which will help students to clarify career and personal goals, and assist in placement when appropriate. Students will also benefit more fully from activities embedded within existing courses because of this preparation. They are also required to take MGT 9660, Negotiation, and either MGT 9330, Leadership and Managerial Effectiveness, or MGT 9302, Developing Managerial Skills, among their electives. Students electing to participate in the program will have an opportunity to apply their newly developed abilities by leading a service activity either at the College or through some form of community service. Finally, these students will develop a Leadership Action Plan in consultation with a member of the Department of Management faculty. This document, a Leadership Portfolio, will summarize the student’s reflections on the above activities and set goals for further development. It will be a powerful item to present to future employers, schools, or other organizations.  
Prerequisite: Departmental permission.

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.
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.

**MGT 9310 Management and Organization Theory**
**MGT 9320 Organization Design and Behavior**
**MGT 9370 Research Methodology in Organization**
**MGT 9430 Managerial Careers and Interpersonal Relations**
**MGT 9880 (IBS 9769) International Business Strategy**
DEPARTMENT OF MARKETING AND INTERNATIONAL BUSINESS

THE FACULTY
Chair: Kapil Bawa

Professors: Kapil Bawa, Lauren Block, Charles Gengler, Stephen Gould, Myung-Soo Lee, J. David Lichtenthal, Lilach Nachum, Steven Schnaars, Sankar Sen, Hirokazu Takada, Gloria Penn Thomas, Yoshihiro Tsurumi

Associate Professors: Eleanora Curlo, Nermin Eyuboglu, Andreas Grein, David Luna, Barry N. Rosen, Clifford Wymbs, Paschalina Ziamou

Assistant Professors: Chen-Ho Chao, Thomas Kramer, Pragya Mathur, Sajeesh Sajeesh, Sang Young Song, Ana Valenzuela

Lecturer: William Heath

DEPARTMENT AND PROGRAM INFORMATION
The Department of Marketing and International Business offers graduate programs leading to the degrees of Master of Business Administration with a major in marketing and Master of Science in marketing. The department offers a wide variety of courses in a number of areas, including advertising, e-commerce, international marketing, and marketing research. Students are encouraged to meet with a faculty advisor to help them in their selection of courses. The department also plays a vital role in coordinating and staffing the International Business Program.

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: MKT 9703.

9702 Marketing Research
3 hours; 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: MKT 9703, STA 9708.

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.

9715 Current Issues in Marketing
3 hours; 3 credits
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.
Pre- or corequisite: MKT 9703.

9716 Consumer Behavior
3 hours; 3 credits
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: MKT 9703.

9725 Advertising Copy Techniques
3 hours; 3 credits
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.
Pre- or corequisite: MKT 9703; MKT 9701 recommended.

9726 Direct Marketing I: Strategies and Tactics
3 hours; 3 credits
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.

**Pre- or corequisite:** MKT 9703.

### 9728 Media Planning and Analysis
3 hours; 3 credits
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.

**Pre- or corequisite:** MKT 9703; MKT 9701 recommended.

### 9729 Retail Management
3 hours; 3 credits
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.

**Pre- or corequisite:** MKT 9703.

### 9730 Channels of Distribution
3 hours; 3 credits
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).

**Pre- or corequisite:** MKT 9703.

### 9736 Direct Marketing II: Database Marketing and Managing the Creative Process
3 hours; 3 credits
This course provides an overview of current issues in direct marketing strategy. In particular, it deals with how to use database analysis to acquire new customers, how to manage qualified sales leads, how to manage existing customer relationships through database management, and how to manage the creation of marketing messages using database-driven interactive media. Students also learn how to identify strategic opportunities for both predictive and segmentation models. The course focuses on identifying potentially important predictive variables from a marketing database and on how to increase their predictive power.

**Prerequisite:** MKT 9726 or departmental permission.

### 9750 Marketing Strategy
3 hours; 3 credits
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:** MKT 9703.

### 9751 New Product Design and Development
3 hours; 3 credits
This course is designed to explore the design and development of new products. We will examine a variety of ways of “hearing” the voice of the customer and then translating this information into design criteria and product specifications. The course includes a team approach to idea generation and creativity techniques, concept development, concept evaluation and testing, and commercialization.

**Prerequisite:** MKT 9703.

### 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 give 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 the 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.

### 9763 International Trade Operations
3 hours; 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.

**Pre- or corequisite:** IBS 9760 or ECO 9741.
9764  **INTERNET 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.

9766  **INTERNATIONAL MARKETING MANAGEMENT**  
3 hours; 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.  
Pre- or corequisites: MKT 9703; IBS 9760 or ECO 9741.

9774  **INTERNATIONAL LOGISTICS**  
3 hours; 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.

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 website for a client and to critique a variety of websites.  
Pre- or corequisite: MKT 9703.

9781 (MGT 9866)  **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. (This course is the same as MGT 9866. Students will receive credit for MKT 9781 or MGT 9866, not both.)  
Prerequisites: CIS 9000, MGT 9860, MKT 9703.

9799  **INDEPENDENT STUDY**  
3 hours; 3 credits  
A research-oriented project for students who have an interest in an area that is not adequately covered in course offerings. This is done under the supervision of an instructor, and the student and instructor together determine what the topic and related tasks will entail.

The following courses will be offered from time to time. The Department of Marketing and International Business is unable to predict the frequency with which these courses will be offered.

9711  **MARKET FORECASTING**  
9712  **QUALITATIVE PROBLEMS IN MARKETING RESEARCH**  
9714  **SALES MANAGEMENT**  
9717  **PRICING POLICY**  
9720  **ADVERTISING RESEARCH**  
9727  **ADVERTISING MANAGEMENT AND STRATEGY**  
9753  **ANALYTICAL MODELS FOR MARKETING MANAGERS**  
9754  **COMPUTER APPLICATIONS FOR MARKETING MANAGERS**  
9758  **SERVICES MARKETING**  
9761  **INTERNATIONAL COMMODITY TRADING**  
9765  **COMPARATIVE MARKETING SYSTEMS**
# DEPARTMENT OF MATHEMATICS

## THE FACULTY

**Chair:** Warren B. Gordon  

**Professors:** Arthur Apter, Fred Buckley, Warren B. Gordon, Miriam Hausman, Jonathan Huntley, Bruce Jordan, Laurence Kirby, Anita Mayo, Carlos Julio Moreno, Alvany Rocha, Mark Sheingorn, David E. Tepper, Aaron Todd  

**Associate Professors:** Jack R. Barone, Joseph E. Collison, Michael Gartenberg, C. Douglas Howard, Rados Radoicic, Jakob Reich, Beryl I. Shaw, Dan Stefanica, Tai-Ho Wang, Sherman Wong, Ingrid-Mona Zamfirescu  

**Assistant Professor:** Elena Kosygina  

**Lecturers:** April Allen-Materowski, Judith Broadwin, Alfred W. Friedland, Sarah Harney, Walter O. Wang

## DEPARTMENT AND PROGRAM INFORMATION

The Department of Mathematics offers a Master of Science in financial engineering. It is designed to provide students with the mathematical background required for modeling and solving problems that arise in the financial services industry. The program combines a rigorous treatment of the underlying mathematical concepts with a strong emphasis on computational techniques and their practical application in finance. The MS in financial engineering is a 36-credit program that can be completed in three semesters of full-time study or five to six semesters of part-time study. All courses are offered in the evening to accommodate the schedule of students with job commitments.

The department also offers courses to assist students in acquiring an understanding of those mathematical concepts and techniques that are fundamental to advanced study in business and administration.

## COURSE DESCRIPTIONS

### 8000-LEVEL COURSES*

#### 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.

#### 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.

*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 course work 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.*
DEPARTMENT OF MATHEMATICS

DEGREE COURSES

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 \( n \) by \( n \) 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 8100.

9705 Intermediate Calculus for Applications
3 hours; 3 credits
Ordinary differential equations, Laplace transforms, elements of calculus of variations, and difference equations.
Prerequisite: MTH 9705.

9814 A Quantitative Introduction to Pricing Financial Instruments
3 hours; 3 credits
This course presents some of the fundamental derivative securities traded in the financial markets: options, forwards, futures, and swaps. Pricing principles such as arbitrage pricing, risk-neutral pricing, the Black-Scholes formula, and binomial trees will also be discussed.
Prerequisites: Two semesters of calculus and either a probability or a statistics undergraduate course.

9821 Numerical Linear Algebra
3 hours; 3 credits
This course begins with a brief presentation of fundamental linear algebra topics: vector spaces, matrix eigenvalues and eigenvectors, and diagonal forms of matrices. The main part of this course consists of the study of numerical methods used in linear algebra: direct and iterative methods for solving linear systems, eigenvalue methods, least square problems, and Newton’s method.

9831 Real Analysis and Probability
3 hours; 3 credits
This course covers enough measure and integration theory to lead quickly to probability. The fundamentals of probability are covered, including probability spaces, random variables, expectation, conditional probability and expectation, moments and certain limit theorems.

9841 Statistics for Finance
3 hours; 3 credits
This course will cover probability and statistics from a Bayesian perspective, with applications to finance. Topics will include joint marginal and conditional probability, discrete and continuous random variables, Bayesian inferences for means and proportions compared with the corresponding frequentist ones, simple linear regression model analyzed in a Bayesian manner, and Bayesian approach to portfolio optimization, including Black-Litterman. A portion of the course will be devoted to teaching a statistical package, most likely R or S-Plus.

9842 Linear and Quadratic Optimization Techniques
3 hours; 3 credits
This course will cover linear and quadratic optimization as well as other nonlinear techniques. Applications from finance will include problems in game theory and portfolio optimization.
Prerequisites: FIN 9801, MTH 9821, MTH 9831. Corequisite: MTH 9813.

9845 Market and Credit Risk Management
3 hours; 3 credits
This course covers qualitative and quantitative aspects of the financial risk associated with managing financial portfolios and with credit default. Topics include market risk, VaR and stress testing, model risk, spot and forward risk, credit default risk, and credit derivatives.
Prerequisite: MTH 9831.

9848 Elements of Structured Finance
3 hours; 3 credits
The course objective is to allow students to analyze the basic credit quality of securitizations backed by commodity asset types (mortgages, auto loans, credit cards, CDOs). Mastery
of the material in this course will let the student model and evaluate the credit impact of collateral or structural alternatives. Hands-on work is both extensive and preparatory to the advanced level.

**9849 Deal Theory and Structured Analysis**  
3 hours; 3 credits  
After taking this class, successful candidates will be able to model a transaction a priori based on the prospectus and issuer databases using the techniques described in class. In addition, the student will be in a position to accurately value asset-backed securities in arbitrary non-revolving transactions in most asset classes, i.e., to assign them credit ratings and interest rates. It is also an objective to enable students to discuss intelligently the drivers of credit, liquidity, and other risks with a view towards optimal liability structuring.

**9852 Numerical Methods for PDEs in Finance**  
3 hours; 3 credits  
Security prices are often represented as solutions to parabolic partial differential equations (PDEs) arising out of the stochastic calculus. This course focuses on the study of these equations, from both a theoretical and a numerical point of view. Several finite difference methods are presented, and their performance is compared with other methods, e.g., binomial methods. Applications include the Black-Scholes formula for American options as the solution of a PDE as well as some exotic option pricing.  
*Prerequisites: FIN 9801, MTH 9813, MTH 9821, MTH 9831.*

**9862 Stochastic Processes in Finance**  
3 hours; 3 credits  
This course covers the basic stochastic processes and probabilistic techniques used in finance (for example, random walks, Markov chains, martingales, Brownian Motion, stochastic integration, and Ito's formula). The Black-Scholes formula is presented from the standpoint of expectation in an appropriate probability space.  
*Prerequisites: FIN 9801, MTH 9813, MTH 9821, MTH 9831.*

**9871 Advanced Computational Methods in Finance**  
3 hours; 3 credits  
This course covers the various specialized mathematical numerical methods that are applied to security valuation and risk management. The mathematical principles of arbitrage-free valuation are applied to binomial and other lattice methods, term structure interest rate models, path-dependent securities, multifactor models, Monte Carlo methods, and other current topics.  
*Prerequisites: MTH 9852, MTH 9862.*

**9873 Interest Rate Models and Interest Rate Derivatives**  
3 hours; 3 credits  
This course covers aspects of interest rate modeling and the valuation of fixed-income securities. Interest rate models such as Ho-Lee, Hull-White, Black-Derman-Toy, and Black-Karasinski will be presented. Topics include implied volatility and mean reversion, path-dependent securities, option-adjusted spread, duration and convexity, hedging techniques, Monte Carlo methods, and multifactor models.

**9881 Current Topics in Mathematical Finance**  
3 hours; 3 credits  
Students are assigned current journal articles in financial mathematics for discussion in a seminar format.  
*Corequisite: MTH 9871.*

**9900 Special Topics in Mathematics**  
3 hours; 3 credits  
This course is designed to expose the advanced student to a variety of mathematical topics that are not covered in the regular curriculum. Topics will vary from year to year.  
*Prerequisite: Departmental permission required.*

**9903 Capstone Project and Presentation**  
3 hours; 3 credits  
Each student will be required to prepare a case study motivated by a real-world problem in finance whose solution requires the application of mathematical techniques presented in this program. The student's analysis and conclusions will be presented to faculty and students.  
*Prerequisites: MTH 9852, MTH 9862.  
Corequisite: MTH 9871.*
DEPARTMENT OF PSYCHOLOGY

THE FACULTY
Chair: Glenn Albright
Professors: Samuel D. Johnson, Joel M. Lefkowitz, Susan Locke, Karen Lyness, David O’Brien
Associate Professors: Glenn Albright, Yochi Cohen-Charash, Mindy Engle-Friedman, Harold Goldstein, Nita L. Lutwak, Jennifer Mangels, Jaihyun Park, Elizabeth M. Reis, Charles Scherbaum, Kristin Sommer
Assistant Professors: Daniele Artistico, Catherine Good, Catalina Lawsin, Loren Naidoo
Lecturer: David Sitt

DEPARTMENT AND PROGRAM INFORMATION
The Department of Psychology offers courses leading to the Master of Business Administration and Master of Science in industrial/organizational psychology. These programs prepare students to assume roles in human resource management and in training and research in business and public organizations. The Master of Business Administration program emphasizes specialized course work within a general business framework. 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.

COURSE DESCRIPTIONS
INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY
9700 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 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.

9703 Design of Psychological Research
3 hours; 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.

9708 Psychology Proseminar I
2 hours plus conference; 3 credits
Analysis of selected concepts, methods, and findings of industrial and organizational psychology.

9709 Psychology Proseminar II
2 hours plus conference; 3 credits
Intensive analysis of selected concepts, methods, and findings of industrial and organizational psychology.

9740 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 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 Leadership and Group Processes
2 hours plus conference; 3 credits
This course provides a grounding in modern leadership theory, power, influence, and the managerial transformation of work organizations. Topics include leadership styles, the impact of management on establishing organizational culture, conflict and negotiation in work organizations, and the effective management of groups and work teams.
9753 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 PSYCHOMETRIC METHODS  
3 hours; 3 credits  
Analysis of measurement problems, including psychometric methods, scaling, principles, and techniques of test construction and test evaluation.

9772 CLINICAL INTERVIEWING  
2 hours plus conference; 3 credits  
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.

9786 SEMINAR IN CONTEMPORARY PSYCHOLOGICAL TOPICS  
3 hours; 3 credits  
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.

9789 SEMINAR IN INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY  
3 hours; 3 credits  
This course includes intensive study of areas of current applied or theoretical concern in the field of industrial and organizational psychology. Examples of the topics that may be offered in different semesters include motivation, organizational culture, and training and development. The specific course topic will be announced during the preceding semester.

9790 PSYCHOLOGICAL IMPACT OF THE ORGANIZATION ON THE INDIVIDUAL  
3 hours; 3 credits  
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 organizationally ineffective behaviors and on organizational intervention strategies.

9791 INTRODUCTION TO ENVIRONMENTAL PSYCHOLOGY  
2 hours plus conference; 3 credits  
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.

9792 PSYCHOLOGY AND URBAN PROBLEMS  
2 hours plus conference; 3 credits  
Psychological principles, research, and strategies relating to urban problems, such as prejudice and racism, poverty, education, drugs, crime, housing, and environmental stresses. The interaction of urban conditions and organizational processes such as training and work performance will also be examined.

9794 PSYCHOLOGICAL STUDY OF POLITICAL BEHAVIOR  
2 hours plus conference; 3 credits  
Examination of the research on such topics as the individual and social psychological processes in the formation and change of political opinion, political information processing, voting behavior, personality characteristics in relation to political attitudes, political decision making, and individual rights and political action committees within organizations.

9795 CLINICAL TECHNIQUES IN INDUSTRIAL PSYCHOLOGY  
2 hours plus conference; 3 credits  
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.

9796 PROBLEMS IN INDUSTRIAL PSYCHOLOGY I—PERSONNEL PSYCHOLOGY  
3 hours; 3 credits  
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.

9797 PROBLEMS IN INDUSTRIAL PSYCHOLOGY II—ORGANIZATIONAL PSYCHOLOGY  
3 hours; 3 credits  
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.

9799 HUMAN ENGINEERING  
2 hours plus conference; 3 credits  
Evaluation of human factors in man-machine relationships, with an emphasis on automation, systems analysis, displays, and adaptive problems to stress.
**9800  Internship in Industrial/Organizational Psychology**  
3 hours; 3 credits  
This elective course is designed to provide students with the opportunity to learn firsthand about the application of industrial/organizational psychology in the workplace. Students complete field intern positions to gain practical experience and insight into the workings of actual businesses from an industrial/organizational psychology perspective. Students must submit a term report describing their experiences. This experience must incorporate at least 120 experimental (work) hours during the semester.  
*Prerequisite: Departmental permission.*

**RESEARCH SEMINAR REQUIREMENT**

**99001  Research Methodology in Design of Psychological Research (Seminar I)**  
3 hours; 3 credits  
First course in the thesis alternative.  
*Prerequisite: Grad 4 status.*

**99002  Research Methodology in Evaluation of Psychological Research (Seminar II)**  
3 hours; 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 FACULTY


Associate Professors: Deborah Balk, John Casey, Greg Chen, Diane Gibson, Jennifer Goldstein, David C. Hoffman, Karl Kronebusch, Thomas Main, Nicole P. Marwell, Dahlia Remler, Dorothy Shipp, Robert Smith, Ryan Smith, Daniel Williams

Assistant Professors: Linda Bailey, Hilary Botein, Thad Calabrese, Bin Chen, Judith Kafka, Sarah Ryan, Na Yin

Distinguished Lecturers: Micheline Blum, Lizabeth N. Gewirtzman, Sonia Jarvis, James Krauskopf

Lecturer: Helen Scharff

Substitute Professor: Paul Firstenberg

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

8000 Computer Skills in Public Affairs
1 hour; 0 credits
This course is a preparatory course for students enrolling in graduate programs in the School of Public Affairs. Admission to the school requires students to pass a computer proficiency exam. Students who do not pass this exam are required to take this course before the conclusion of the second semester of course work.

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 the course focuses on ethical theories that may help resolve these dilemmas.

Prerequisite: Grad 8 status or permission of the Office of Student Affairs and Graduate Admissions 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 in health policy and administration students; others with permission of the Office of Student Affairs and Graduate Admissions 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, the family. Overview of political economy, institutions, and culture; the policy process; role of values and ethics.
Open to all MPA students; others with permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

9102 Advanced Research Methodologies in Public Policy and Public Administration
3 hours; 3 credits
Advanced research methods and techniques utilized in public agencies for policy determination and administrative decision making. Course requirements include student projects and
work exercises in the design and implementation of research studies and program evaluations.  
Prerequisite: Grad 8 status in MPA program or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

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. Internal and external messages are given equal weight. Argumentative structures necessary for constructing sound policy and persuasive techniques relevant to funding, regulation, client, and public constituencies. Topics will vary somewhat from semester to semester depending 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.  
Open to all MPA students; others with permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

9105 PUBLIC SECTOR FINANCIAL MANAGEMENT  
3 hours; 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: PAF 9140 or permission of instructor.

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: PAF 9140 or permission of instructor.

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. (This course is the same as COM 9108. Students will receive credit for PAF 9108 or COM 9108, not both.)  
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 in MPA program or permission of the Office of Student Affairs and Graduate Admissions 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 in MPA program or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

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 in MPA program or permission of the Office of Student Affairs and Graduate Admissions 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 in MPA program or permission of the Office of Student Affairs and Graduate Admissions 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 in MPA program or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.
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.  
**Prerequisite:** Grad 8 status in MPA program or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

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 in MPA program or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

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 in MPA program or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

9120  **PUBLIC AND NONPROFIT MANAGEMENT I**  
3 hours; 3 credits  
Fundamental concepts and techniques for managing government and nonprofit agencies, including schools. This course focuses on structural models; individual behavior, including group dynamics and leadership; human resources methods and models; and political and cultural frameworks. Questions of effectiveness, responsibility, and professional relations are considered.  
**Prerequisite:** Open to all students in the School of Public Affairs (SPA); others with permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.  
MPA students take PAF 9120 to satisfy the core requirement. SPA students cannot receive credit for both PAF 9120 and PAF 9124, PAF 9302, PAF 9309, MGT 9300, or PSY 9788. Not open to students who have taken MGT 9300 and PSY 9788.

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 in MPA program or permission of the Office of Student Affairs and Graduate Admissions 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 in MPA program or permission of the Office of Student Affairs and Graduate Admissions 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 in MPA program or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

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 Student Affairs and Graduate Admissions 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 in MPA program or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.
9133  Economics of the Public Sector  
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 microeconomic policy analysis and, more important, to apply these skills to contemporary policy problems.  
Prerequisite: PAF 9130 or permission of the Office of Student Affairs and Graduate Admissions 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.  
Prerequisite: Grad 8 status or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

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.  
Prerequisite: Grad 8 status or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

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 in MPA program or permission of the Office of Student Affairs and Graduate Admissions 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. (This course is the same as COM 9139. Students will receive credit for PAF 9139 or COM 9139, not both.)  
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 policy cycle through budget development, implementation, and review. Incorporates basic accounting concepts and information presentation and retrieval skills.  
Open to all MPA students; others with permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs. 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.  
Open to all MPA students; others with permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

9150  Introduction to the Nonprofit Sector  
3 hours; 3 credits  
Historical and contemporary perspectives on nonprofit organizations and the nonprofit sector in the United States. The course will emphasize 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 in MPA program or permission of the Office of Student Affairs and Graduate Admissions 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 in MPA program or permission of the Office of Student Affairs and Graduate Admissions 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 fundraising plays in the economics of the nonprofit organization and its relationship with government agencies, foundations, and other donor/granting institutions.
Prerequisite: Grad 8 status in MPA program or permission of the Office of Student Affairs and Graduate Admissions 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 is currently practiced in nonprofit organizations.
Prerequisite: PAF 9140 or permission of instructor.

9154 Management Consulting in the Public and Nonprofit Sectors
3 hours; 3 credits
This course surveys the fundamentals of management consulting focused on government and nonprofit organizations. It emphasizes organizational problem solving and change as well as organizational diagnosis, intervention skills, and client management.
Prerequisite: Grad 8 status or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

9156 Emergency Preparedness, Response, and Recovery
3 hours; 3 credits
The purpose of the course is to introduce students to policy, planning, and management of human services issues that arise in preparing for and responding to disasters and emergencies that have broad effects on people, property, and communities. The course includes the role of both government and nonprofit organizations in responding to disasters and in providing services for relief and recovery. The course also addresses issues of readiness and planning by public and community organizations. Recent and historical events provide examples for students to examine and compare.
Prerequisite: Grad 8 status in MPA program or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

9159 Privatization and Market-Based Governments (formerly Privatization)
3 hours; 3 credits
Market-based government, an important feature of “The New Public Management,” involves competition, privatization, public-private partnerships, competitive sourcing, outsourcing, divestment, withdrawal, displacement, deregulation, citizen choice, vouchers, transferable permits, franchises, user charges, pricing strategies, voluntarism, and civil society—including faith-based institutions. Using a combination of theory, cases, and practice, the course prepares students to use these tools in the real world.
Prerequisite: Grad 8 status or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

9160 Public and Nonprofit Management II
3 hours; 3 credits
Managing public agencies and nonprofit organizations. The course addresses concepts, strategies, and techniques for effectively planning, organizing, directing, and controlling agencies, programs, and projects. The objective of the course is to prepare students for practical managerial assignments in government and in the nonprofit sector.
Prerequisite: Open to all students who have completed PAF 9120 or PAF 9302 or PAF 9310; others with departmental permission.

9161 Business and Public Policy
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: MPA students must have Grad 8 status or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs. MBA students must have completed BUS 9100. Others by permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

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: Grad 8 status or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.
9163 LEADERSHIP AND STRATEGY IN PUBLIC AFFAIRS
3 hours; 3 credits
Leadership and Strategy in Public Affairs examines the personal, institutional and strategic circumstances that public (and nonprofit and business) leaders confront as they conduct their work. The course focuses on the exercise of leadership, particularly the development and execution of strategy, particularly within the context of politics and government. Students will explore the strategic calculi employed by leaders as they attempt to mobilize support, achieve personal influence, and exercise institutional authority to accomplish objectives.
Prerequisite: Grad 8 status or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs or permission of the instructor.

9167 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 in MPA program or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

9170 RESEARCH AND ANALYSIS I
3 hours; 3 credits
The first course in a two-course sequence (the second course is PAF 9172) 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. This first course provides an introduction to data analysis and statistical inference, with an emphasis on policy and management applications. Topics include graphing and numerical summaries, normal distributions, descriptive correlation and regression, basic probability and sampling distributions, confidence intervals, significance tests, chi-square tests, and inference for regression. Students learn these techniques through hands-on work with real data and statistical software.
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 administrative structures, institutional perspectives, needs assessment, program management, and the integration of human services.
Prerequisite: Grad 8 status in MPA program or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

9172 RESEARCH AND ANALYSIS II
3 hours; 3 credits
The second course in a two-course sequence (the first course is PAF 9170) 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 basic methods for designing and conducting research. Topics include the use of theory or models, identifying causes, experiments and quasi-experiments, the logic of control variables and the interpretation of multiple regression, measurement concepts and methods, qualitative methods, and complex sampling. The emphasis is on learning these ideas through practice with many different examples of real-world research and empirical evidence.
Prerequisite: Open to all students who have completed PAF 9170 or PAF 9317; others with permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

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 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 in MPA program or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

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 policy making and policy analysis, policy-relevant data collection and analysis, principles of benefit-cost analysis, techniques of policy analysis (e.g., queuing,
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Hours/Week or Weeks</th>
<th>Credits</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9181</td>
<td><strong>Comparative Public Administration</strong></td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>Public-sector managers at all levels respond to demands generated from beyond the borders of their own jurisdiction. This course focuses on international variations in public administration through a comparative analysis of the political and cultural environments that configure the public and nonprofit sectors around the globe. Prerequisite: Grad 8 status in MPA program or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.</td>
</tr>
<tr>
<td>9182</td>
<td><strong>Development Administration</strong></td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>Introduction to the social, economic, political, and technological constraints, requisites, and institutions used in development programs both national and transnational. Prerequisite: Grad 8 status in MPA program or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.</td>
</tr>
<tr>
<td>9190</td>
<td><strong>Capstone Seminar</strong></td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>Advanced seminar in which students produce a semester project drawing from the full course of study toward the MPA. Special attention is placed on incorporating aptitudes introduced in the core curriculum. The project may involve policy research, intensive study of an organization, development of a rationale for new or changed service programs, or some combination of these. Prerequisites: Completion of the MPA core plus 15 additional credit hours or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.</td>
</tr>
<tr>
<td>9191</td>
<td><strong>Preservice Internship</strong></td>
<td>20</td>
<td>14 weeks or 35 hours per week/8 weeks</td>
<td>3</td>
<td>Intensive administrative internship in a governmental or nonprofit agency. A pass or no-credit grade is assigned. Prerequisite: Grad 8 status; open to MPA students in the National Urban Fellows Program or with the permission of a faculty advisor.</td>
</tr>
<tr>
<td>9192</td>
<td><strong>National Urban Fellowship</strong></td>
<td>40</td>
<td>6</td>
<td>6</td>
<td>Full-time internship program for students associated with the National Urban Fellows Program. Prerequisite: Permission of the Office of Executive Programs, School of Public Affairs.</td>
</tr>
<tr>
<td>9195</td>
<td><strong>Internship in Public Affairs</strong></td>
<td>10</td>
<td>14 hours per week or 18 hours per week/8 weeks</td>
<td>3</td>
<td>An intensive administrative internship in a governmental, nonprofit, or public-sector agency. Required for students enrolled in the Master in Public Administration program who do not have sufficient prior work experience. Not open to students who have completed PAF 9191. This course may not be repeated. Prerequisite: Grad 8 status in MPA program.</td>
</tr>
<tr>
<td>9198</td>
<td><strong>Public Affairs Workshop</strong></td>
<td>15</td>
<td>3</td>
<td>1</td>
<td>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 will be taught by external practitioners and/or Baruch faculty with special expertise in the subject matter. Sample topics include Total Quality Management, Board Relations for Nonprofits, Proposal Writing, Media Relations, and Building an Agency Budget. The workshop format includes (1) assignment of readings and other materials, mailed to students 2–3 weeks prior to the initial class, (2) an all-day Saturday meeting, followed by two to three weeks to work on written assignments, (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>
</tr>
<tr>
<td>9199</td>
<td><strong>Selected Topics in Public Administration</strong></td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>Topic will vary from offering to offering. Prerequisite: Grad 8 status in MPA program or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.</td>
</tr>
<tr>
<td>9299</td>
<td><strong>Selected Topics in Nonprofit Management</strong></td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>The course focuses on major areas in nonprofit management. Topics vary from offering to offering. Prerequisite: Grad 8 status or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.</td>
</tr>
<tr>
<td>9600</td>
<td><strong>Map Making for Public Policy</strong></td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>The course provides an introduction to basic map making skills and the use of maps and spatial data in policy applications. Students will learn how to create and interpret thematic maps, by hands-on experience with mapping software. Advanced topics will include spatial construction of data, and use spatial data in quantitative applications. Prerequisite: PAF 9170.</td>
</tr>
</tbody>
</table>
9610  ENVIRONMENTAL POLICY
3 hours; 3 credits
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.
Prerequisite: Grad 8 status or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

9699  SELECTED TOPICS IN PUBLIC POLICY
3 hours; 3 credits
Focuses on major substantive areas of public policy. Topics vary from offering to offering and could include such policy issues as transportation, environmental protection, housing and urban policy, urban development, health, and labor.
Prerequisite: Grad 8 status or permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs. This course can be taken two times.

9710  HEALTH AND HEALTH CARE (FORMERLY HEALTH CARE DELIVERY IN THE UNITED STATES)
3 hours; 3 credits
Health care managers and policymakers seek to maximize the promise and minimize the problems associated with improving health and providing health services to all Americans. This involves understanding the determinants of population and individual health, the organizational structure and financing of the health care system, the public policymaking process, and approaches to improved quality, performance, and accountability.
Open to all MPA students; others with permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

9715  HEALTH CARE POLICY
3 hours; 3 credits
The purpose of this course is to (1) examine policy issues relevant to four overarching concerns within health care: health status; access to health care; health care quality; and health care costs; and (2) in so doing, provide an understanding of various methods used to analyze health care policy issues and options.
Prerequisite: PAF 9710.

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.
Prerequisites: Grad 8 status, PAF 9710.

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 purpose of an evaluation; different organizational arrangements for evaluation; the specification of evaluation questions; selection of appropriate measures and data collection methods; analysis of evaluation data; and the 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.
Prerequisites: Grad 8 status, PAF 9710.

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 knowledge of the structure of the American health care system.
Prerequisites: Grad 8 status, PAF 9710.

9735  HEALTH POLITICS AND POLICYMAKING
3 hours; 3 credits
This course examines the evolution of the major governmental programs involved with health insurance and health care in the United States. The goal is an understanding of the political dynamics that lead to successes and failures in health policymaking, and the development of strategies that can be used by governmental and nongovernmental actors to accomplish policy change.
Prerequisites: Grad 8 status, PAF 9710.

9766  HEALTH CARE COSTS AND FINANCING (FORMERLY HEALTH CARE ECONOMICS)
3 hours; 3 credits
Description and analysis of health care costs and financing. Key topics include the factors and forces driving health care costs; demand for, operation of, and side effects of health insurance; health care cost-containment techniques; payment for physicians, hospitals, and other providers; interaction of health care with the rest of the economy.
Prerequisite: PAF 9130, PAF 9710, or permission of instructor.
9799 Selected Topics in Health Policy
3 hours; 3 credits
Topics in health policy will vary from offering to offering.
Prerequisites: Grad 8 status, PAF 9710.

9999 Independent Study in Public Affairs
3 hours; 3 credits
Prerequisites: Grad 8 status and permission of the Office of Student Affairs and Graduate Admissions of the School of Public Affairs.

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.

9510 (MGT 9465) Collective Bargaining
9520 Labor Union History
9590 Coordinating Seminar in Labor Relations: “The State of the Unions”
9760 (ECO 9705) Managerial Economics
THE FACULTY
Chair: Ko Wang

Professors: John Goering (Public Affairs), Ko Wang (William Newman Chair in Real Estate Finance)

Associate Professors: Jay Weiser (Law), Rui Yao

Assistant Professors: David Frame, Andra Ghent, Gerd Welke

DEPARTMENT AND PROGRAM INFORMATION

The Department of Real Estate (RES) offers graduate programs leading to the degrees of Master of Business Administration with a major in real estate and Master of Science in real estate.

The Department of Real Estate seeks to recruit talented and motivated students who are interested in understanding the economic and behavioral aspects of real estate markets. The department’s mission is to produce future leaders in real estate and related fields.

The department’s graduate courses provide students with the background to enter one of the most exciting and fastest-growing career fields in New York. In conjunction with their other business courses, students acquire competent skills to succeed in related industries in the business world. Indeed, given real estate’s pervasive impact on public and business sectors, the study of real estate helps students understand the important concepts and issues for making crucial business decisions and creating effective public policy.

COURSE DESCRIPTIONS

9776 (FIN 9776)  Real Estate Finance
3 hours; 3 credits
This course is an introduction to the major concepts, principles, analytical methods, and tools useful for making investment and finance decisions regarding commercial real estate assets. The focus is on “institutional” (e.g., banks, life insurance companies, pension funds, REITs) real estate decision making regarding large-scale commercial property. The course rigorously integrates real estate finance topics with and builds its methodology upon a modern corporate finance and investment framework.
Prerequisite: FIN 9770 or equivalent. Credit is given for RES 9776 or FIN 9776, not both. Not open to students who have completed REA 9785 or equivalent.

9790 (LAW 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.
Credit is given for RES 9790 or LAW 9790, not both.

9800 (FORMERLY REA 9791)  Real Estate Valuation and Market Analysis
3 hours; 3 credits
Covers principles and techniques for appraisal and market feasibility analysis of income-producing real properties (apartment, retail, office). Explains sales comparison, cost, and income capitalization methodologies; leasehold and lease fee valuation; and highest and best use analysis. Comparison of U.S. and international methods. Students will complete a short-form appraisal report, including a market feasibility analysis.

9850 (FORMERLY REA 9785)  Real Estate Capital Markets
3 hours; 3 credits
This course provides exposure to advanced theory and analytical methods used in valuing and pricing securitized real estate. The primary objective of this course is to combine the theory of finance with the practice in real estate capital markets to enable students to make intelligent investment decisions in an increasingly complex real estate market. The main topics covered include mortgage prepayment and default risk analyses and pricing of residential and commercial mortgages; structured finance in residential and commercial real estate industries; and analysis of real estate investment trust (REIT) vehicles.
Prerequisite: FIN 9770 or departmental permission. Not open to students who have completed REA 9785 or equivalent, or FIN 9776 prior to Spring 2007.
9860  REAL ESTATE DEVELOPMENT
3 hours; 3 credits
This graduate course provides a basic overview of key components and requirements associated with real estate development. Central to this are key investment options and development choices. Market and financial feasibility issues are assessed, as well as deal-level real estate financing issues. The course necessarily platforms upon development trends in the New York region as they affect real estate development options and decisions. Central to the course will be student-managed and -initiated case studies of actual development projects and decisions, including meetings with actual developers to review and understand their choices, costs, and decisions. The course will provide an opportunity to meet with and discuss development options and decisions by real estate professionals engaged in various sectors of the real estate industry. Students will develop their own deal proposals and present them to a panel of investors at the conclusion of the course.
Prerequisite: RES 9776 or FIN 9776.

9900  ADVANCED REAL ESTATE INVESTMENT ANALYSIS
3 hours; 3 credits
This course examines selected techniques and issues in the area of real estate finance and investment. Financial concepts and models are applied to real estate analysis so students can develop a better understanding of investment in the real estate market. After the introductory section and a brief review of the fundamentals of real estate finance, the course will introduce the design and valuation of mortgage instruments, which includes the valuation of alternative (creative) mortgage securities and mortgage underwriting and agency (ethics) problems. The course will then review the fundamentals of real estate investment analysis, with a special emphasis on the expanding role of pension funds and other institutional investors in real estate markets. The importance of using international diversification strategies will also be discussed.
Prerequisite: RES 9776 or FIN 9776.

9910  ANALYTICAL SKILLS FOR REAL ESTATE DECISION MAKING
3 hours; 3 credits
The emphasis of this course is on the analytical and quantitative techniques used in commercial real estate financial analysis. To this end, it exposes the student to the major software tools and databases used in commercial real estate for micro-level asset valuation and portfolio analytics. The class includes real data examples and computer laboratory assignments.
Prerequisite: STA 9708 or equivalent.

9920  PROJECT MANAGEMENT AND CONSTRUCTION
3 hours; 3 credits
This course presents the process of designing and building residential and commercial structures within the New York context. The course includes a focus on design, costing, construction site management, building code and clearance issues, and issues leading to the certificate of occupancy. The course will include case examples from the New York area.
Prerequisite: RES 9776 or FIN 9776.

9930 (TAX 9930)  REAL ESTATE TAXATION
3 hours; 3 credits
The course will begin with an introduction to selected basic federal income tax topics. It will then cover: 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. Tax treatment of REITs and REMICs will be discussed as well.
Credit is given for RES 9930 or TAX 9930, not both. Not open to students who have completed TAX 9871.

9940  REAL ESTATE MARKETING
3 hours; 3 credits
Marketing plays an essential role in real estate as it does in all business. The purpose of this course is to examine the basic principles of marketing and to consider how they apply in the real estate context. In that regard, real estate is a product with similarities to other products, as well as also differing in many relevant aspects. Building on the understandings of similarities and differences, key aspects of marketing strategy as it applies to real estate will be considered. In addition, variations in the role of marketing as related to the particular sector of the industry and segment of consumer or end user considered (e.g., apartment versus office properties; household consumers versus commercial consumers) will also be investigated. International aspects will also be considered since many real estate firms operate globally in terms of ownership, brokerage, and/or other services provided. Finally, professional ethical issues will be addressed throughout the course in terms of the various aspects of marketing where they arise, such as in the ethical conduct of marketing research, treating clients fairly, and dealing responsibly with other publics and stakeholders.

9950  INTERNATIONAL REAL ESTATE
3 hours; 3 credits
This course covers the practical issues encountered when conducting real estate investment in another country. Topics covered include return and risk of international real estate investment; international real estate development; global REIT, global mortgage products and mortgage-backed securities (MBS); international taxation; and international real estate brokerage.
Prerequisite: FIN 9770, RES 9776, FIN 9776, or IBS 9760.
9960  **REAL ESTATE AND URBAN ECONOMICS**  
3 hours; 3 credits  
This course is designed to provide a detailed introduction to the economic forces at work in urban real estate markets. This course will emphasize interactions among the three primary sectors making up a regional real estate market: the property market, the capital market, and the market for development. Specific applications of economic theory will include the development of a model of urban land markets, the valuation of embedded options held by landowners, tenure choice, and the construction of a stock-flow model of a residential real estate market. This will allow us to make predictions about the importance of neighborhood, regional, and national events on prices and supply in real estate markets. The analytic components of the course will be complemented with some analysis of real estate market data.  
Prerequisite: ECO 9708 or departmental permission.  
Credit is given for RES 9960 or ECO 9774, not both.

9980 (MGT 9875)  **REAL ESTATE ENTREPRENEURSHIP**  
3 hours; 3 credits  
This course builds upon the core issues introduced in the fall semester’s real estate development course. It is based upon the core assumptions, and theory, that since large parts of real estate are necessarily entrepreneurial, that more complex aspects of real estate entrepreneurship will engage the student in issues of risk evaluation at the “opportunistic” segment of investment choices and financing. Such higher-risk higher-return acquisition and development options require a clear foundation in key dimensions of due diligence from both debt and equity lender perspectives, as well as a clear appreciation of the ways in which deal structuring can affect the value of and stability of joint ventures engaged in high-yield investing and development.  
Prerequisite: RES 9776, FIN 9776, RES 9860, or MGT 9860.  
Credit is given for RES 9980 or MGT 9875, not both.

9990  **REAL ESTATE RESEARCH AND PROJECT**  
3 hours; 3 credits  
This course provides the student with an overview of the seminal and current theoretical and empirical research in real estate economics and finance. The student will complete the course by presenting a research project at the conclusion of the course.  
Prerequisites: RES 9776 or FIN 9776 and two other 9000-level RES courses, or departmental permission.
DEPARTMENT OF STATISTICS AND COMPUTER INFORMATION SYSTEMS

THE FACULTY

Chair: Albert E. Croker

Professors: Ann Brandwein, Albert E. Croker, M. Barry Dumas, Hammou El Barmi, Martin Frankel, Linda W. Friedman, Shulamith Gross, Karl Reiner Lang, Michael Palley, Abdullah Uz Tansel

Associate Professors: Raquel Benbunan-Fich, William Ferns, Elsie S. Gottlieb, Arie Harel, Richard Holowczak, Marios Koufaris, Nanda Kumar, Pai-Chun Ma, Yitzchak P. Sabban, Isak Taksa, Lawrence Tatum

Assistant Professors: Hyokyoung Hong, Radhika Jain, Dobrin Marchev, Kannan Mohan, Ronald Neath, Roumen Vragov, Rongning Wu, Yu Yue

Distinguished Lecturer: Bernard Donefer

Lecturers: Robert Blau, 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, decision sciences (formerly 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.

The quantitative methods and modeling program provides a broad spectrum of basic quantitative skills spanning operations research, statistics, and computer information systems.

COURSE DESCRIPTIONS

COMPUTER INFORMATION SYSTEMS (CIS)

9000 Information Systems for Managers
3 hours; 3 credits
Students will survey and analyze 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 corequisite: ACC 9110 or ECO 9708, or the equivalent.

9230 Globalization and Technology
3 hours; 3 credits
This course is relevant to managers in all disciplines who will face technological decisions in a global business environment. This course will focus on information and communication technology (ICT) environments around the world, national infrastructures and regulatory regimes, global IT applications, global IS development strategies, global supply chains, off-shore outsourcing, global management support systems, and global IS/IT strategies. The course will provide an in-depth understanding of managing information resources across national borders, time zones, cultures, political philosophies, regulatory regimes, and economic infrastructures. This is an interdisciplinary course covering multiple perspectives addressing technical, socioeconomic, sociocultural, policy, regulatory, legal, and ethical issues.
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. This 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.  
*Pre- or corequisite: CIS 9000.*

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.  
*Pre- or corequisite: CIS 9000.*

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).  
*Pre- or corequisite: 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 services provided by these systems. Students will learn how to evaluate operating systems platforms and 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.  
*Pre- or corequisite: CIS 9000.*

9410  **Object-Oriented Programming II**  
3 hours; 3 credits  
Advanced business software development. The emphasis is to use 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 knowledgebases, 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.  
*Prerequisite: CIS 9340.*

9444  **E-Business Principles and Technologies**  
3 hours; 3 credits  
This course introduces students to the various technologies used in e-business and their strategic implications. The issues addressed cover the technical infrastructure, business impact, and global considerations surrounding the analysis and implementation of e-business. The students learn what the various technologies are, how they work, and how organizations can use them to achieve competitive advantage. Students are exposed to a variety of resources and media, including articles from relevant industry publications, demonstrations of existing e-businesses, and guest lectures from e-business executives.  
*Pre- or corequisite: 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. This 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 9110 or equivalent, or FIN 9770.

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.

Prerequisite: CIS 9000.

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.

9556 Risk Management Systems
3 hours; 3 credits
The students will gain an understanding of how institutional financial risks can be quantified and managed using information technology. This course discusses issues in aggregating and rationalizing real-time data from multiple trading sources in designing and implementing firmwide risk systems. The course discusses the business and IT issues, regulatory requirements, and techniques to measure and report risk across a major financial organization and examines several cases of major risk failures. It further addresses market, credit, operational, model, and liquidity risks and the Basel II recommendations regarding risk management in financial institutions.

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 process.

Prerequisites: CIS 9490 or equivalent; CIS 9340 or equivalent.

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 3 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 9750 or 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.

**9775 Special Topics in Information Systems Strategy**  
3 hours; 3 credits  
This course examines issues of current interest in information systems strategy. Topics covered will vary from semester to semester so that students may take the course more than once as the topic changes.  
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 9420, CIS 9340, 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.

**9333 Information Technologies and the Small Business Enterprise**

**9420 Mainframe Computer Applications in Business**

**OPERATIONS RESEARCH (OPR)**

**9704 (U704) Quantitative Analysis for Business Decisions**  
3 hours; 3 credits  
This is an intensive course for advanced graduate and PhD students. Emphasis is placed on modeling as an aid to managerial decision making and also on algorithmic concepts associated with various operations research methods. The tools to be studied are divided into deterministic optimization, dynamic optimization, and stochastic models. Typical optimization topics include linear programming, network models, integer programming, and dynamic programming. Stochastic modeling approaches include Markov chains, queuing, and simulation models. Available software will facilitate the development of modeling and analysis skills. The role of operations research within the organization and the importance of employing a systems orientation are discussed. Throughout, the student is exposed to a wide variety of decision problems and management planning issues in the areas of marketing, economics, finance, accounting, production, personnel, and health administration.  
Prerequisites: MTH 9703 or permission of the instructor; STA 9708.

**9721 Introduction to Quantitative Modeling**  
3 hours; 3 credits  
This course focuses on modeling as an aid to managerial decision making. Students enhance their analytical thinking skills by developing quantitative representations of real-world problems. Using the computer, the models are analyzed—with emphasis on “what-if” questions—and modified, resulting in a better understanding of the underlying structure. Deterministic optimization and probabilistic modeling methods studied include linear and integer programming, networks, queuing theory, simulation, and decision theory. Case studies expose the student to a wide variety of applications and management planning issues in the areas of marketing, economics, finance, accounting, production planning, personnel issues, and systems analysis.  
Prerequisite: STA 9708 or permission of instructor. Credit is given for OPR 9721 or MGT 9500, not both.

**9724 Mathematical Programming**  
3 hours; 3 credits  
This course deals with the theory and application of mathematical programming models to various business problems. We focus on advanced topics in linear and network programming. These include the revised simplex method, duality, sensitivity analysis, large-scale solution methodology, interior point methods, and recent algorithmic developments. Issues and current approaches to the solution methodology for large-scale integer programming models will be discussed. A survey of nonlinear programming methods, including quadratic programming and convex programming, will be
presented. Students have the opportunity to develop models and solve them on the computer.

**Prerequisite:** OPR 9721 or permission of instructor.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>9730</td>
<td>SIMULATION MODELING AND ANALYSIS</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

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 systems design considerations, such as queue configurations, buffers, sequencing, and capacity issues in the manufacturing, service, and health care environments.

**Prerequisite:** STA 9708 or equivalent; corequisite: OPR/STA 9750 or permission of instructor.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>9750 (STA 9750)</td>
<td>BASIC SOFTWARE TOOLS FOR DATA ANALYSIS</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

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 and a PC-based analysis system for the analysis and presentation of both qualitative and quantitative information.

**Prerequisite:** STA 9708 or equivalent.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>9773</td>
<td>SPECIAL TOPICS IN OPERATIONS RESEARCH</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

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 queuing network analysis, multi-objective programming Markov processes with rewards, decision support systems, and the use of heuristics in operations research models.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>9783 (STA 9783)</td>
<td>STOCHASTIC PROCESSES FOR BUSINESS APPLICATIONS</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

This course covers fundamental concepts of stochastic processes necessary for understanding the complex probabilistic models currently used in business applications. Stochastic processes included are Poisson processes, random walks, Markov chains, and Brownian motion. Examples are selected from various business disciplines to illustrate the use of these processes in application.

**Prerequisite:** STA 9715/U703 or permission of instructor.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>9850 (STA 9850)</td>
<td>ADVANCED STATISTICAL COMPUTING</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

This course is a second course in statistical computing for students who have a working knowledge of at least one general-purpose data analysis software package. The goal of the advanced course is to enable the student to utilize the computer for complex data analyses. The topics covered in the course will include numerical linear algebra, numerical optimization, graphical techniques, numerical approximations, numerical integration, Monte Carlo methods, computationally intensive statistics (e.g., bootstrap, jackknife, permutation tests), and large-scale data analysis. The student will learn to implement these statistical methods by writing extensions to statistical packages.

**Prerequisites:** STA/OPR 9750 or equivalent; STA 9000 or 9700.

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.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>9720</td>
<td>DECISION MAKING UNDER UNCERTAINTY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9722</td>
<td>LINEAR PROGRAMMING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9725</td>
<td>DYNAMIC PROGRAMMING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9726</td>
<td>QUEUING THEORY AND MARKOV PROCESSES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9729</td>
<td>MATHEMATICAL PROGRAMMING MODELING TECHNIQUES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9737</td>
<td>COMPUTER PROBLEM SOLVING AND RESEARCH IN OPERATIONS RESEARCH</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9950</td>
<td>MASTER’S PROJECT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>99301</td>
<td>RESEARCH METHODOLOGY (THESIS I)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>99302</td>
<td>THESIS (THESIS II)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**STATISTICS (STA)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>9000</td>
<td>REGRESSION AND FORECASTING MODELS FOR BUSINESS APPLICATIONS</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

This course provides a 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.

**Prerequisite:** STA 9708 or equivalent. 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.

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 nonseasonal 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  
This course provides a comprehensive survey of widely used multivariate statistical methods intended for the user 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 a written report on their findings.  
Prerequisite: STA 9000 or 9700 or equivalent.

9706  **Nonlinear and Nonparametric Modeling**  
3 hours; 3 credits  
This course prepares students for data analysis in three important statistical areas: (1) categorical data analysis, including logistic regression and log-linear models, (2) nonparametric and robust methods, and (3) the analysis of incomplete lifetime data. All three topics have found numerous applications in marketing, accounting, finance, and other areas of business. Survival analysis is concerned with the analysis of incomplete lifetime (or waiting time) data and has recently been applied to financial data but is certain to find new applications in all major business areas. The course will emphasize important aspects of the statistical model underlying the methodology, limitations in applicability of the methods, and applications to real and simulated data.  
Prerequisites: STA 9715/U703; STA 9000 or 9700. STA/OPR 9750 or equivalent is highly desirable.

9708  **Applied Statistical Analysis for Business Decisions**  
3 hours; 3 credits  
This course provides students with the statistical tools and concepts needed in business applications. Topics include proper tabular and chart presentation, interpretation of descriptive measures, applications of probability and the normal distribution, confidence interval estimation, hypothesis testing, simple linear regression models, multiple regression models, and time series analysis. Emphasis is on understanding data analysis and interpretation. Computations are facilitated using standard spreadsheet software, a valuable tool for the students. Discussions on ethical issues are integrated throughout the course. This course will enhance skills in critical thinking, as well as oral and written communication. Techniques learned in this course can be immediately put to use by the students.

9710  **Statistical Methods in Sampling and Auditing**  
3 hours; 3 credits  
This course provides a 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 9708. Credit is given for STA 9710 or 9785, not both.
9715 (U703)  **Applied Probability**  
3 hours; 3 credits  
This course provides 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 distribution functions, 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 or equivalent; STA 9708 or equivalent.

9719 (U702)  **Foundations of Statistical Inference**  
3 hours; 3 credits  
This course provides 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, UMP tests, and tests in regression analysis are further developed. Literature on recent problems and methods in statistics is also examined.  
**Prerequisite:** STA 9715/U703 or permission of instructor.

9750 (OPR 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 and a PC-based analysis system for the analysis and presentation of both qualitative and quantitative information.  
**Prerequisite:** STA 9708 or equivalent.

9783 (OPR 9783) (U783)  **Stochastic Processes for Business Applications**  
3 hours; 3 credits  
This course covers fundamental concepts of stochastic processes necessary for understanding the complex probabilistic models currently used in business applications.

Stochastic processes included are Poisson processes, random walks, Markov chains, and Brownian motion. Examples are selected from various business disciplines to illustrate the use of these processes in application.  
**Prerequisite:** STA 9715/U703 or permission of instructor.

9850 (OPR 9850)  **Advanced Statistical Computing**  
3 hours; 3 credits  
This course is a second course in statistical computing for students who have a working knowledge of at least one general-purpose data analysis software package. The goal of the advanced course is to enable the student to utilize the computer for complex data analyses. The topics covered in the course will include numerical linear algebra, numerical optimization, graphical techniques, numerical approximations, numerical integration, Monte Carlo methods, computationally intensive statistics (e.g., bootstrap, jackknife, permutation tests), and large-scale data analysis. The student will learn to implement these statistical methods by writing extensions to statistical packages.  
**Prerequisites:** STA/OPR 9750 or equivalent; STA 9000 or 9700.

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.

9100  **Intermediate Statistical Methods with SAS**

9470  **Statistical Analysis for Public Administration**

9712  **Advanced Linear Models**

9716  **Nonparametric and Semiparametric Methods of Data Analysis**

9780  **Statistical Methods for Quality Improvement**

9784  **Stochastic Processes for Application II**

9800  **Problem Solving, Computer Applications, and Research in Statistics**

99301  **Research Methodology (Thesis I)**

99302  **Thesis (Thesis II)**
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 Enrollment Management. 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 semimilitary 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 refused, suspended, 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 (throughout 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, or
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 30 calendar days of the filing of the complaint, the chief student affairs officer or designee shall take one of the following actions:

1. **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;
2. **Refer the matter to conciliation.**
3. **Refer the matter back to the chief student affairs officer.** If approved, the complainant shall be notified.

#### Conciliation 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:

1. 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 of the college 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.
2. 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:

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 or 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.
11. Where a student is represented by legal counsel, the president of the college may request that a lawyer from the general counsel’s office appear at the hearing to present the college’s case.
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 15 days after the delivery of the decision appealed from. This 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 to academic status, role, rights, and freedoms of the student. The authority and duties of the University Student Senate shall not extend to 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 depository 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 athletics 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;
9. Transportation, administration, and insurance related to the implementation of these activities;
10. Student services to supplement or add to those provided by the University;
11. Stipends to student leaders.
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 City, State, or Nation or the published rules, regulations, and orders of the University or the duly established college authorities.

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 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 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) The college president or his/her designee as chair;
      (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 30 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–allocating 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. This 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 11 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 10 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 10 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 10 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 described. 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 or any of them. 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 15 days after the delivery of the hearing panel’s decision. This 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 student under charge. If the student is a member of the permanent instructional staff, one such student shall be 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.

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 intel-
lectual 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/college 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.

3. 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.

4. Theft from or damage to University/college premises or property, or theft of or damage to property of any person on University/college premises, is prohibited.

5. 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.

6. 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.

7. Disorderly or indecent conduct on University/college-owned or -controlled property is prohibited.

8. No individual shall have in his/her possession a rifle, shotgun, or firearm or knowingly have in his/her 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/her 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.

9. 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.

10. The unlawful manufacture, distribution, dispensation, possession, or use of illegal drugs or other controlled substances by University 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.

11. 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.

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/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.
STUDENT RIGHTS AND RESPONSIBILITIES

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 154). Procedures for the enforcement of campus codes are detailed in other sections of Article XV (see page 155). Nothing contained herein shall conflict with the rights of The City University of New York as stated in the Rules and Regulations for the Maintenance of Campus Order pursuant to Article 129A of the Educational Law of New York State (see pages 158–59).

Members of the Baruch College community are bound 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 nonclassroom 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, or 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 closing 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 161. The procedures for the administration of these penalties are detailed in the section on disciplinary procedures on page 155.

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.

Computer User Responsibilities

Note: The City University of New York Computer User Responsibilities is a statement originally prepared by the University’s Computer Policy Committee. It underwent review by the University Faculty Senate and the CUNY Office of the Vice Chancellor for Legal Affairs.

The computer resources* of The City University of New York must be used in a manner that is consistent with the University’s educational purposes and environment. All users of computer resources are expected to act in a spirit of mutual respect and cooperation, and to adhere to the regulations for their use set forth in this document. As a user of CUNY resources:

• You must have a valid authorized account to use computer resources that require one and may use only those computer resources that are specifically authorized. You may use your account only in accordance with its authorized purposes and may not use an unauthorized account for any purpose.

• You are responsible for the safeguarding of your computer account. For a mainframe computer account, you should change your password frequently and should not disclose it to anyone. You should take all necessary precautions in protecting the account, no matter what type of computer resources you are using.

• You may not circumvent system protection facilities.

• You may not knowingly use any system to produce system failure or degraded performance.

• You may not engage in unauthorized duplication, alteration, or destruction of data, programs, or software. You may not transmit or disclose data, programs, or software belonging to others and may not duplicate copyrighted material.

• You may not engage in abusive or improper use of computer hardware. This includes, but is not limited to, tampering with equipment, unauthorized attempts at repairing equipment, and unauthorized removal of equipment components.

• You may not use computer resources for private purposes, including, but not limited to, the use of computer resources for profit-making or illegal purposes.

• You may not use computer resources to engage in abuse of computer personnel or other users. Such abuse includes the sending of abusive, anonymous, or unsolicited messages within CUNY or beyond via network facilities.

• The use of college computer resources may be subject to college regulations, and you are expected to be familiar with those regulations.

• These regulations and college regulations are subject to revision. You are expected to be familiar with any revisions in regulations.

The University reserves the right to monitor, under appropriate conditions, all data contained in the system to protect the integrity of the system and to insure compliance with regulations.

Any user who is found to be in violation of these rules shall be subject to the following:

• Suspension and/or termination of computer privileges;

• Disciplinary action by appropriate college and/or University officials;

• Referral to law enforcement authorities for criminal prosecution;

• Other legal action, including action to recover civil damages and penalties.

• “Computer Resources” is an inclusive term referring to any and all computing/information technology: hardware, software, and access. Hardware includes, but is not limited to, terminals, personal computers, workstations, printers, mice, monitors, cabling, and peripheral devices. Software includes, but is not limited to, mainframe shared software, networked software, and stand-alone software residing on personal computers. Access includes, but is not limited to, accounts on timesharing systems as well as access to stand-alone personal computing systems and other relevant technology.

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.

If the college decides not to amend the record as requested by the student, the college will notify the student of the decision and advise the student of his/her right to a hearing before the college’s FERPA appeals officer regarding the request for amendment. Additional information regarding the hearing procedures will be provided when the student is notified of his/her right to a hearing.

3. Students have the right to consent to disclosure of personally identifiable information contained in their education records, except to the extent that FERPA authorizes disclosure without consent. One exception that permits disclosure without consent is disclosure to college officials with legitimate educational interests. A college official is a person employed by the University in an administrative, supervisory, academic or research, or support staff position; a person or company with whom the University has contracted; a person serving on the Board of Trustees; or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another college official in performing his or her tasks.

A college official has a legitimate educational interest if access is reasonably necessary in order to perform his/her instructional, research, administrative, or other duties and responsibilities.

Upon request, the college discloses education records without consent to officials of another college or school in which a student seeks or intends to enroll.

4. Students may appeal the alleged denial of FERPA rights to:
   General Counsel and Vice Chancellor for Legal Affairs
   The City University of New York
   535 East 80th Street
   New York, NY 10021

5. Students have the right to file a complaint with the U.S. Department of Education concerning alleged failures by the college to comply with the requirements of FERPA. The name and address of the office that administers FERPA are:
   Family Policy Compliance Office
   U.S. Department of Education
   600 Independence Avenue, SW
   Washington, D.C. 20202-4605

6. The college may 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.

---

**THE CITY UNIVERSITY OF NEW YORK 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’s nondiscrimination policy. 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. 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.
D. 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.

The complete sexual harassment policy can be found on Baruch’s website at www.baruch.cuny.edu/hr/policies_main.htm.

Hate (Bias) Crimes

1. A person commits a hate crime when he or she commits a specified offense and either:
   a) intentionally selects the person against whom the offense is committed or intended to be committed in whole or in substantial part because of a belief or perception regarding the race, color, national origin, ancestry, gender, religion, religious practice, age, disability, or sexual orientation of a person, regardless of whether the belief or perception is correct, or
   b) intentionally commits the act or acts constituting the offense in whole or in substantial part because of a belief or perception regarding the race, color, national origin, ancestry, gender, religion, religious practice, age, disability, or sexual orientation of a person, regardless of whether the belief or perception is correct.

2. Proof of race, color, national origin, ancestry, gender, religion, religious practice, age, disability, or sexual orientation of the defendant, the victim, or of both the defendant and the victim does not, by itself, constitute legally sufficient evidence satisfying the people’s burden under paragraph (a) or (b) of this section.

3. A “specified offense” is an offense defined by any of the following provisions: section 120.00 (assault in the third degree); section 120.05 (assault in the second degree); section 120.10 (assault in the first degree); section 120.12 (aggravated assault upon a person less than eleven years old); section 120.13 (menacing in the first degree); section 120.14 (menacing in the second degree); section 120.15 (menacing in the third degree); section 120.20 (reckless endangerment in the second degree); section 120.25 (reckless endangerment in the first degree); subdivision one, two, or four of section 125.20 (manslaughter in the first degree); section 125.25 (murder in the second degree); section 125.45 (stalking in the fourth degree); section 125.50 (stalking in the third degree); section 125.55 (stalking in the second degree); section 125.60 (stalking in the first degree); subdivision one of section 130.35 (rape in the first degree); subdivision one of section 130.50 (sodomy in the first degree); subdivision one of section 130.65 (sexual abuse in the first degree); paragraph (a) of subdivision one of section 130.67 (aggravated sexual abuse in the second degree); paragraph (a) of subdivision one of section 130.70 (aggravated sexual abuse in the first degree); section 135.05 (unlawful imprisonment in the second degree); section 135.10 (unlawful imprisonment in the first degree); section 135.20 (kidnapping in the second degree); section 135.25 (kidnapping in the first degree); section 135.60 (coercion in the second degree); section 135.65 (coercion in the first degree); section 140.10 (criminal trespass in the third degree); section 140.15 (criminal trespass in the second degree); section 140.17 (criminal trespass in the first degree); section 140.20 (burglary in the third degree); section 140.25 (burglary in the second degree); section 140.30 (burglary in the first degree); section 145.00 (criminal mischief in the fourth degree); section 145.05 (criminal mischief in the third degree); section 145.10 (criminal mischief in the second degree); section 145.12 (criminal mischief in the first degree); section 150.05 (arsen in the fourth degree); section 150.10 (arsen in the third degree); section 150.15 (arsen in the second degree); section 150.20 (arsen in the first degree); section 155.25 (petit larceny); section 155.30 (grand larceny in the fourth degree); section 155.35 (grand larceny in the third degree); section 155.40 (grand larceny in the second degree); section 155.42 (grand larceny in the first degree); section 160.05 (robbery in the third degree); section 160.10 (robbery in the second degree); section 160.15 (robbery in the first degree); section 240.25 (harassment in the first degree); subdivision one, two, or four of section 240.30 (aggravated harassment in the second degree); or any attempt or conspiracy to commit any of the foregoing offenses.

4. For purposes of this section:
   a) the term “age” means sixty years old or more;
   b) the term “disability” means a physical or mental impairment that substantially limits a major life activity.

Sentencing

1. When a person is convicted of a hate crime pursuant to this article, and the specified offense is a violent felony offense, the hate crime shall be deemed a violent felony offense.

2. When a person is convicted of a hate crime pursuant to this article and the specified offense is a misdemeanor or a class C, D, or E felony, the hate crime shall be deemed to be one category higher than the specified offense the defendant committed, or one category higher than the offense level applicable to the defendant’s conviction for an attempt or conspiracy to commit a specified offense, whichever is applicable.

3. Notwithstanding any other provision of law, when a person is convicted of a hate crime pursuant to this article and the specified offense is a class B felony:
   a) the maximum term of the indeterminate sentence must be at least six years if the defendant is sentenced pursuant to section 70.00 of the penal law.
   b) the term of the determinate sentence must be at least eight years if the defendant is sentenced pursuant to section 70.02;
   c) the term of the determinate sentence must be at least twelve years if the defendant is sentenced pursuant to section 70.04;
   d) the maximum term of the indeterminate sentence must be at least four years if the defendant is sentenced pursuant to section 70.05; and
   e) the maximum term of the indeterminate sentence of the term of the determinate sentence must be at least ten years if the defendant is sentenced pursuant to section 70.06.

4. Notwithstanding any other provision of law, when a person is convicted of a hate crime pursuant to this article and the specified offense is a class A-1 felony, the minimum period of the indeterminate sentence shall be not less than twenty years.

Sentencing

Procedures for Dealing with Hate (Bias)-Related Crimes

A Baruch student who is found to have committed a hate (bias) crime is subject to arrest and disciplinary action that can include admonition, deprivation of certain privileges, probation, suspension, or expulsion.

Counseling and Other Support Services

Counseling and other support services for victims of bias-related crimes are available through the office of the Vice President of Student Development.
DOMESTIC VIOLENCE

Baruch College is committed to promoting a safe and secure academic and work environment for all members of the College community. Victims of domestic violence who have orders of protection or believe the violence may extend onto the campus are encouraged to notify the Department of Public Safety at 646-660-6000. In the case of imminent or actual violence or other emergency, call the Department of Public Safety at 646-312-3333 or call 911, New York City’s emergency assistance number. If you have a question or concern about domestic violence, please contact the all-language, toll-free New York City Domestic Violence Hotline, available 24 hours a day, 7 days a week at 800-621-HOPE (4673). Hearing-impaired members of the Baruch College community can call 212-233-3456 or 800-810-7444.

The domestic violence policy can be accessed via Baruch’s website at www.baruch.cuny.edu/hr/policies_main.htm.

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 day 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. This warning is immediate through CUNY ALERT. Entry into the log will be made within two business days unless disclosing this information is prohibited 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 Security and Public Safety Unit 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 49 campus peace officers (9 sergeants and 40 patrol officers) and 16 campus security assistants, 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. The University has a memorandum of understanding with the New York City Police Department which is renewed on a yearly basis.

Campus security operates 24 hours a day, seven days a week. A supervisor is always present on campus while classes are in session, including weekends.

The office is located at 17 Lexington Avenue, Suite 102, phone: 646-660-6000. To report an emergency, call 646-312-3333. 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 Department's primary methods of reducing crime are through vigilance and education of the Baruch community about ways to minimize vulnerability. 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. Access to Baruch buildings is accomplished by swiping ID cards through turnstiles. 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 and Public Safety Department'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 but 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 possible prevention of another crime. If necessary, a member of the Baruch Security Department will guide a victim through the criminal justice system.
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 assertive 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.

**Predator Descriptions**

Acquaintance assailant: A person the victim knows well and has interacted manneristically. 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.

Asexual assailant: 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.

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, so 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 and Sex Offenses

Report the crime immediately to the police by dialing 911 and to the Baruch College Office of Campus Security and Public Safety at 646-660-6000.

• 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 and Sex Offense Survivors

If you are assaulted at Baruch, call security’s emergency number: 646-312-3333. 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 offenses to the Office of Campus Security and Public Safety at 646-660-6000 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

**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 (646-660-6000) to report crimes or suspicious activities.
• Call the police (911) or security (646-312-3333) 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.

**On the Street**

• Be alert and aware of others on the street.
• Carry a whistle on your key chain.
• Walk with keys in hand as you approach your home so you don’t need to fumble for them.
• Stay on well-lighted streets.
• Avoid dark or concealed areas.
• If you think you are being followed, cross the street or change direction. Find an occupied building, such as one with a doorman, or an open store.
• If a car follows you or stops near you to ask for directions, do not approach the car.
• Try not to overload yourself with packages, books, purses, etc.

**Subway or Bus**

• Wait at well-lighted areas.
• Enter only subway stations that display a green light at the entrance, indicating that a token clerk is on duty.
• If someone bothers you, say in a loud voice, “Leave me alone!” Move to another area of the bus or train. Do not get off the bus or train in an isolated area.
• If you are followed when you exit, use the measures listed above for safety on the street.

**SEXUAL ASSAULT**

This information serves to increase awareness and knowledge about sexual assault and to help you to cope with sexual assault if it does happen. (Further detailed information is found in the Sexual Encounters 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 assertive 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.
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.

NEW YORK STATE SEX OFFENDER REGISTRY

The New York State Division of Criminal Justice Services maintains a registry of convicted sex offenders that is available to local law enforcement agencies, including CUNY’s public safety departments. To obtain information about a Level 2 or Level 3 registered sex offender, you may:

1) contact the police department in the jurisdiction in which the offender resides and/or in which the College is located;

2) contact Public Safety Director Henry J. McLaughlin at 646-660-6000; or

3) call the division's sex offender registry at 800-262-3257.

To obtain information about Level 3 offenders only, you may:

1) contact the division's sex offender registry website: www.criminaljustice.state.ny.us/nsor/sor_about.htm, or

2) access the division's Level 3 subdirectory electronically or via CD-ROM at the College's Public Safety Department or the local law enforcement agency for the jurisdiction in which the offender resides.

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, William and Anita Newman Vertical Campus, 55 Lexington Avenue, Room 2-210.

Any person found to have violated the College 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.

INVESTIGATION OF VIOLENT FELONY OFFENSES

An incident that is determined by an assistant director of public safety to be a violent felony offense as described under subdivision one of section 70.02 of the New York State penal law, or a missing person, will be reported to the New York City Police Department. The NYPD will respond and commence an appropriate investigation.

INSTITUTIONAL SANCTIONS

Students

Students are expected to comply with the Rules of Conduct printed in the Undergraduate Bulletin and Graduate Bulletin. 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.
Employees

The unlawful manufacture, distribution, possession, or use of illegal drugs or other controlled substances and the unauthorized use of alcohol by Baruch College employees in the workplace is prohibited.

Employees found in violation of the Standards of Conduct referred to in this policy may be subject to disciplinary action under the provisions of the applicable union contract. Additionally, sanctions that may be imposed include verified attendance and successful participation in a drug/alcohol assistance program and/or the filing of criminal charges and arrest.

Counseling, Treatment, and Rehabilitation Programs

Baruch College provides educational and counseling services to students and employees through the Division of Student Development and Counseling, located in the William and Anita Newman Vertical Campus (phone: 646-312-2155). A full list of off-campus resources is available in the Counseling Center.

Following is a partial list of local resources:

<table>
<thead>
<tr>
<th>Resource</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIDS Hotline (DOH)</td>
<td>212-447-8200</td>
</tr>
<tr>
<td>Alcoholics Anonymous</td>
<td>212-647-1680</td>
</tr>
<tr>
<td>Al-Anon</td>
<td>212-254-7230</td>
</tr>
<tr>
<td>Alcohol Council of New York</td>
<td>212-252-7001</td>
</tr>
<tr>
<td>Pot Smokers Anonymous</td>
<td>212-254-1777</td>
</tr>
<tr>
<td>Narcotics Anonymous</td>
<td>212-929-6262</td>
</tr>
<tr>
<td>ACOA Intergroup of Greater New York</td>
<td>212-647-1680</td>
</tr>
<tr>
<td>Daytop Village, Inc.</td>
<td>212-354-6000</td>
</tr>
<tr>
<td>Odyssey House, Inc.</td>
<td>212-780-1515</td>
</tr>
<tr>
<td>Phoenix House</td>
<td>212-595-5810</td>
</tr>
<tr>
<td>Beth Israel Medical Center</td>
<td></td>
</tr>
<tr>
<td>Methadone Maintenance Treatment Program,</td>
<td></td>
</tr>
<tr>
<td>First Avenue at 16th Street, NY, NY 10003</td>
<td>212-420-2059</td>
</tr>
<tr>
<td>Bellevue Hospital Center</td>
<td></td>
</tr>
<tr>
<td>27 Street and First Avenue, NY, NY 10016</td>
<td>212-562-4141</td>
</tr>
<tr>
<td>St. Luke’s-Roosevelt Hospital Center,</td>
<td></td>
</tr>
<tr>
<td>Smithers Alcoholism Treatment Center,</td>
<td></td>
</tr>
<tr>
<td>410 West 58th Street, NY, NY 10019</td>
<td>212-420-4516</td>
</tr>
<tr>
<td>The Stuyvesant Polyclinic, 137 Second Avenue,</td>
<td>212-647-0220</td>
</tr>
<tr>
<td>NY, NY 10003</td>
<td></td>
</tr>
</tbody>
</table>

Local Hospitals with Rape Crisis Programs

- St. Vincent’s Department of Community Medicine
  - 646-604-8068/212-604-8068
  - 212-604-7627
- Bellevue Hospital
  - 212-562-4141
- Beth Israel Hospital
  - 317 East 17th Street, NY, NY 10003
  - 212-374-5260
- Manhattan District Attorney’s Office
  - Sex Crimes Unit
  - 212-335-9000

Campus Safety, Security Programs, and Information

In addition to the information in this publication, special “safe campus” fliers are published as needed. Also, 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 are posted conspicuously and listed well in advance in the Ticker. 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. The College informs, advises, and updates students about security procedures by the inclusion of the Security Letter in the Undergraduate Bulletin, the Student Handbook, and the Schedule of Classes. The Security Letter is also posted on the Baruch College Public Safety website.

Security and the Local Police

Members of the Office of Campus Security and Public Safety attend monthly meetings of the local NYC Police 13th Precinct’s community council and maintain excellent rapport with the local and state 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: 646-460-6000
- Emergency: 646-312-3333
- New York City Police
  - 13th Precinct: 212-477-7411
  - Emergency: 911
- Baruch Student Services: 646-312-4570

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

The Advisory Committee on Campus Safety will provide upon request all campus crime statistics as reported to the United States Department of Education. The crime statistics may be accessed through the U.S. Department of Education’s website: http://nces.ed.gov/surveys/peqis/publications/97402. Assistant Director of Public Safety John Siotkas is the designated Baruch College contact person authorized to provide such statistics for the College. He can be reached at 646-660-6000.

The Baruch College Office of Campus Security and Public Safety submits a monthly Uniform Crime Report to the vice president for administration and finance 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.
### CRIMES 2008 2007 2006

<table>
<thead>
<tr>
<th></th>
<th>On Campus</th>
<th>Off Campus</th>
<th>On Campus</th>
<th>Off Campus</th>
<th>On Campus</th>
<th>Off Campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Murder</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Forcible Sex Offenses</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Nonforcible Sex Offenses</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Robbery</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Aggravated Assault</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Arson</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Motor Vehicle Theft</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Burglary</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Hate Crimes</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Liquor Violation*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Drug Abuse*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Weapons Possession*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</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>
</tr>
</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>
</tr>
<tr>
<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>
</tr>
<tr>
<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>
</tr>
<tr>
<td>P/L 130.35 Rape 1st Degree</td>
<td>Class “B” 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>
</tr>
<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>
</tr>
<tr>
<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>
</tr>
<tr>
<td>P/L 130.67 Aggravated Sexual Abuse 2nd Degree</td>
<td>Class “C” Felony</td>
<td>Up to $5,000</td>
<td>1 to 15 years</td>
</tr>
<tr>
<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, the stations listed below will broadcast and/or web post current CUNY messages after 6 am on the day involved. Announcements will indicate whether day classes, evening classes, or both have been canceled.

The announcements will also be posted on the CUNY website at www.cuny.edu.

The public safety office (646-660-6000) is open 24 hours a day; the College switchboard (646-312-1000) will also be staffed for emergency coverage.

When changing conditions require early closing during the work day, the Office of Human Resources will notify each office directly by telephone or e-mail, and radio stations will alert students and faculty members about canceled evening classes.

For more information, please visit www.baruch.cuny.edu/emergency.

<table>
<thead>
<tr>
<th>AM RADIO</th>
<th>FM RADIO</th>
<th>WEBSITES</th>
</tr>
</thead>
<tbody>
<tr>
<td>WINS 1010</td>
<td>WFAS 103.9</td>
<td><a href="http://www.wfasfm.com">www.wfasfm.com</a> <a href="http://www.1010WINS.com">www.1010WINS.com</a></td>
</tr>
</tbody>
</table>
THE ADMINISTRATION

ADMINISTRATION OF THE CITY UNIVERSITY OF NEW YORK

THE BOARD OF TRUSTEES

Benno C. Schmidt, Jr., Chairperson
Valerie Lancaster Beal
Philip Alfonso Berry
Wellington Z. Chen
Rita DiMartino
Freida D. Foster-Tolbert
Joseph Lhota
Hugo M. Morales, M.D.
Peter S. Pantaleo
Kathleen Pesile
Carol A. Robles Roman
Marc V. Shaw
Charles A. Shorter
Sam A. Sutton
Jeffrey Wiesenfeld
Manfred Philipp, ex officio
   Chair, University Faculty Senate
Simone Lamont, ex officio
   Chairperson, University Student Senate
Frederick P. Schaffer, General Counsel and
   Vice Chancellor for Legal Affairs

OFFICERS OF THE UNIVERSITY

Matthew Goldstein
   Chancellor
Allan H. Dobrin
   Executive Vice Chancellor and Chief Operating Officer
Alexandra Logue
   Interim Executive Vice Chancellor and University Provost
Jay Hershenson
   Senior Vice Chancellor for University Relations and
   Secretary of the Board of Trustees
Frederick P. Schaffer
   Senior Vice Chancellor for Legal Affairs and
   General Counsel
Ernesto Malave
   Vice Chancellor for Budget and Finance
Gloriana B. Waters
   Vice Chancellor for Human Resources Management
Garrie W. Moore
   Vice Chancellor for Student Development
Pamela S. Silverblatt
   Vice Chancellor of Labor Relations
Iris Weinshall
   Vice Chancellor for Facilities Planning,
   Construction, and Management
Gillian Small
   Vice Chancellor for Research
Brian Cohen
   Associate Vice Chancellor and University CIO

PRESIDENTS OF THE COLLEGES AND DEANS OF THE PROFESSIONAL SCHOOLS

Kathleen M. Waldron
   Baruch College
Christoph M. Kimmich
   Brooklyn College
Gregory Williams
   City College
Tomás Morales
   The College of Staten Island
Jennifer Raab
   Hunter College
Jeremy Travis
   John Jay College of Criminal Justice
Ricardo R. Fernandez
   Lehman College
Edison O. Jackson
   Medgar Evers College
Russell K. Hotzler
   New York City Technical College
James L. Muyssens
   Queens College
Marcia V. Keizs
   York College
Antonio Perez
   Borough of Manhattan Community College
Carolyn G. Williams
   Bronx Community College
Doñores M. Fernandez
   Eugenio Maria de Hostos Community College
Gail O. Mellow
   Fiorello H. LaGuardia Community College
Regina S. Peruggi
   Kingsborough Community College
Eduardo J. Marti
   Queensborough Community College
William P. Kelly
   Graduate School and University Center
Michelle J. Anderson, Dean
   City University School of Law at Queens College
Stanford A. Roman, Jr., Dean
   The Sophie Davis School of Biomedical Education
Stephen Shepard, Dean
   The Graduate School of Journalism

All personnel listings in this section are based on incumbency information available when this volume went to press and are not necessarily either comprehensive or effective for the current academic year.
ADMINISTRATION OF BARUCH COLLEGE

OFFICERS OF ADMINISTRATION

Kathleen M. Waldron
President

James McCarthy
Provost and Senior Vice President for Academic Affairs

A. Mark Gibbel
Vice President for College Advancement

Johanna D’Aleo
Vice President for Administration and Finance

Ben Corpus
Vice President for Student Development and Enrollment Management and Dean of Students

John R. Dugan, Jr.
Dean, Faculty and Staff Relations/Counsel to the President

GRADUATE STUDIES

ZICKLIN SCHOOL OF BUSINESS

John A. Elliott
Dean and Vice President and Irwin and Arlene Ettinger Professor of Accountancy

Phyllis Zadra
Associate Dean and Executive Director, Undergraduate Programs

Myung-Soo Lee
Associate Dean and Director, Graduate Studies

Frank Fletcher
Executive Director of Graduate Programs

Joseph Onochie
Academic Director, Executive MBA Program

Chris Koutsoutis
Director, Executive Programs

Avner Wolf
Academic Director, Executive MS in Finance Program, and Executive Director, International Executive Programs

Ted Joyce
Academic Director, Baruch/Mount Sinai Graduate Program in Health Care Administration

Robert M. Stolinsky
Director, Executive Programs, and Director, Baruch/Mount Sinai Graduate Program in Health Care Administration

Richard E. Kopelman
Academic Director, Executive MSILR Program

DOCTORAL PROGRAM IN BUSINESS

Joseph B. Weintrop
Executive Officer

WEISSMAN SCHOOL OF ARTS AND SCIENCES

Jeffrey Peck
Dean

Gary Hentzi
Associate Dean and Director of Graduate Studies

SCHOOL OF PUBLIC AFFAIRS

David S. Birdsell
Dean

Jonathan Engel
Associate Dean for Academic Programs

Barbara J. Fife
Executive Director of External Relations

Michael J. Lovaglio
Director of Graduate Admissions and Student Services

Laurie Alemian-Derian
Director of Finance and Administration
<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ronald M. Aaron</td>
<td>Professor of Student Development and Counseling and Associate Dean of Students</td>
</tr>
<tr>
<td>Ba, Hunter College; MS, Indiana State University; EdD, Indiana University</td>
<td></td>
</tr>
<tr>
<td>Zolica R. Abotsi</td>
<td>Grants Assistant, Post-Award Administration, Office of Sponsored Programs and Research</td>
</tr>
<tr>
<td>Ba, City College of New York</td>
<td></td>
</tr>
<tr>
<td>Ervand Abrahamian</td>
<td>University Distinguished Professor of History</td>
</tr>
<tr>
<td>Ba, MA, Oxford University; MA, PhD, Columbia University</td>
<td></td>
</tr>
<tr>
<td>Saad Abulhab</td>
<td>Director of Technology, Newman Library</td>
</tr>
<tr>
<td>BSEE, Polytechnic University; MSLIS, Pratt University</td>
<td></td>
</tr>
<tr>
<td>Ruth Adler</td>
<td>Professor of Modern Languages and Comparative Literature</td>
</tr>
<tr>
<td>Ba, City College of New York; MA, Hunter College; PhD, New York University</td>
<td></td>
</tr>
<tr>
<td>John Albanese</td>
<td>Director of the Full-Time Honors MBA Program, Zicklin School of Business</td>
</tr>
<tr>
<td>Ba, Roger Williams University; MA, MA, University of Connecticut</td>
<td></td>
</tr>
<tr>
<td>Glenn Albright</td>
<td>Associate Professor and Chair of Psychology</td>
</tr>
<tr>
<td>BS, Parsons College; MS, Southern Illinois University; PhD, CUNY</td>
<td></td>
</tr>
<tr>
<td>Laurie Alemian-Derian</td>
<td>Director of Finance and Administration, School of Public Affairs</td>
</tr>
<tr>
<td>Ba, Bridgewater State College</td>
<td></td>
</tr>
<tr>
<td>Tisha M. Alfred</td>
<td>Coordinator of Campus Operations</td>
</tr>
<tr>
<td>BBA, Baruch College</td>
<td></td>
</tr>
<tr>
<td>Tuzyline Allan</td>
<td>Associate Professor of English</td>
</tr>
<tr>
<td>Ba, Durham University (England); MA, New York University; PhD, SUNY at Stony Brook</td>
<td></td>
</tr>
<tr>
<td>Esther Allen</td>
<td>Assistant Professor of Modern Languages and Comparative Literature</td>
</tr>
<tr>
<td>Ba, Scripps College; PhD, New York University</td>
<td></td>
</tr>
<tr>
<td>Linda Allen</td>
<td>Professor of Economics and Finance</td>
</tr>
<tr>
<td>Ba, Queens College; PhD, New York University</td>
<td></td>
</tr>
<tr>
<td>April Allen-Materowski</td>
<td>Lecturer, Mathematics</td>
</tr>
<tr>
<td>AB, San Diego State University; MA, University of California at Santa Cruz</td>
<td></td>
</tr>
<tr>
<td>Stan Altman</td>
<td>Professor of Public Affairs</td>
</tr>
<tr>
<td>BEE, City College of New York; MSEE, Purdue University; PhD, Polytechnic Institute of Brooklyn</td>
<td></td>
</tr>
<tr>
<td>Elaine Anderson</td>
<td>Lecturer, Department of Law</td>
</tr>
<tr>
<td>BBA, Baruch College; JD, New York Law School; PhD, Brooklyn Law School</td>
<td></td>
</tr>
<tr>
<td>Maria Andrade</td>
<td>Associate Professor of Modern Languages and Comparative Literature (joint appointment with Black and Hispanic Studies)</td>
</tr>
<tr>
<td>BA, Universidad de Los Andes (Bogotá, Colombia); MA, PhD, SUNY at Stony Brook; MA, The New School for Social Research</td>
<td></td>
</tr>
<tr>
<td>Angela Anselmo</td>
<td>Assistant Professor of Student Development and Counseling and Director of SEEK</td>
</tr>
<tr>
<td>BA, City College of New York; MSEd, CUNY; MSc, New Seminary; MA, PhD, Yeshiva University</td>
<td></td>
</tr>
<tr>
<td>Francis Antonucci</td>
<td>Assistant to the Director of Campus Facilities and Operations</td>
</tr>
<tr>
<td>BBA, Baruch College</td>
<td></td>
</tr>
<tr>
<td>Arthur Apter</td>
<td>Professor of Mathematics</td>
</tr>
<tr>
<td>BS, PhD, Massachusetts Institute of Technology</td>
<td></td>
</tr>
<tr>
<td>Nancy Aries</td>
<td>Professor of Public Affairs</td>
</tr>
<tr>
<td>AB, University of Michigan; PhD, Brandeis University</td>
<td></td>
</tr>
<tr>
<td>Daniele Artistico</td>
<td>Assistant Professor of Psychology</td>
</tr>
<tr>
<td>BA, MA, PhD, University of Rome, “La Sapienza” Italy</td>
<td></td>
</tr>
<tr>
<td>Ilya V. Ashmyan</td>
<td>Chief Administrative Superintendent of Buildings and Grounds</td>
</tr>
<tr>
<td>MSME, Moscow I.M. Gubkin Institute of Oil and Gas; MS, Moscow M.V. Lomonosov State University</td>
<td></td>
</tr>
<tr>
<td>Timothy Aubry</td>
<td>Assistant Professor of English</td>
</tr>
<tr>
<td>BA, Amherst College; MA, PhD, Princeton University</td>
<td></td>
</tr>
<tr>
<td>Anne Austin</td>
<td>Director of Baruch College Early Learning Center, Department of Student Development and Counseling</td>
</tr>
<tr>
<td>BS, City College of New York; MS, Bank Street College of Education</td>
<td></td>
</tr>
<tr>
<td>Elliot Axelrod</td>
<td>Professor and Chair of Law</td>
</tr>
<tr>
<td>BS, New York University; JD, New York Law School</td>
<td></td>
</tr>
</tbody>
</table>
Carl E. Aylman  
*Director of Student Life, Student Affairs, and Enrollment Management*  
BS, City College of New York; MA, Teachers College, Columbia University; JD, Brooklyn Law School

Phyllis T. Bagley  
*Senior Registrar, Office of the Registrar*  
BSW, MSW, Temple University

Linda A. Bailey  
*Assistant Professor of Public Affairs*  
BS, MS, University of the West Indies; PhD, Michigan State University

Turan G. Bali  
*Professor of Economics and Finance*  
BA, Bogazici University (Turkey); MPhil, PhD, CUNY

Deborah Balk  
*Associate Professor of Public Affairs*  
AB, MPP, University of Michigan at Ann Arbor; PhD, University of California at Berkeley

Isolina Ballesteros  
*Assistant Professor of Modern Languages and Comparative Literature*  
BA, MA, University of Zaragoza (Spain); PhD, Boston University

Moshe Banai  
*Professor of Management*  
BA, Ben Gurion University (Israel); MSc, Tel-Aviv University; PhD, London Business School, University of London

Jack R. Barone  
*Associate Professor of Mathematics*  
BS, MA, St. John's University; PhD, New York University

Betty Bauder  
*Payroll Manager*  
BA, Muhlenberg College

Kapil Bawa  
*Professor and Chair of Marketing and International Business*  
BA, St. Stephen's College; Postgraduate Diploma, Indian Institute of Management; PhD, Columbia University

Yelena Bayevskiy  
*Admissions Counselor, Office of Undergraduate Admissions*  
BBA, Baruch College

Jana O’Keefe Bazzoni  
*Professor and Chair of Communication Studies*  
BA, St. Mary-of-the-Woods College; MA, Hunter College; MPhil, PhD, CUNY

Carla Bellamy  
*Assistant Professor of Sociology, Anthropology, and Religion*  
BA, St. Olaf College; MTS, Harvard University; MPhil, PhD, Columbia University

Raquel Benbunan-Fich  
*Associate Professor of Statistics and Computer Information Systems*  
BS, Universidad Simon Bolivar (Venezuela); MBA, Institute of Graduate Studies in Business Administration (ISEA; Venezuela); PhD, Rutgers University

Neil Bennett  
*Professor of Public Affairs and Director of the CUNY Institute for Demographic Research*  
BS, Brown University; PhD, Princeton University

Paula S. Berggren  
*Professor of English*  
AB, Barnard College; MA, PhD, Yale University

Carol R. Berkin  
*Presidential Professor of History*  
AB, Barnard College; MA, PhD, Columbia University

Terry Berkowitz  
*Professor of Art, Department of Fine and Performing Arts Certificate Program, School of Visual Arts; MFA, School of the Art Institute of Chicago*

Regina Bernard  
*Assistant Professor of Black and Hispanic Studies*  
BS, John Jay College; MPhil, CUNY Graduate Center; MA, Columbia University; PhD, CUNY Graduate Center

Elaine Bernstein  
*Director of Advisement Services, Flex-Time MBA and MS Programs, Zicklin School of Business*  
BA, Hunter College; MPA, Baruch College

Roslyn Bernstein  
*Professor of Journalism*  
BA, Brandeis University; MA, PhD, New York University

Mithu Bhambhani  
*Transfer Credit Evaluator Specialist, Registrar*  
BComm, Delhi University

Debra B. Bick-Duggan  
*Special Projects Associate, Center for Advisement and Orientation*  
BA, Lehman College; MA, Michigan State University

Stanton F. Biddle  
*Professor, Library*  
BA, Howard University; MLS, Clark Atlanta University; MPA, New York University; DLIS, University of California at Berkeley

David S. Birdsell  
*Dean of the School of Public Affairs and Professor of Public Affairs*  
BA, MA, University of Virginia; PhD, University of Maryland

Robert Blau  
*Lecturer, Statistics and Computer Information Systems*  
BS, MS, PhD, Cornell University
### INSTRUCTIONAL AND ADMINISTRATIVE STAFF

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Education Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lea Bleyman</td>
<td>Professor Emerita of General Biology and Genetics</td>
<td>BA, Brandeis University; MA, Columbia University; PhD, Indiana University</td>
</tr>
<tr>
<td>Ellen Block</td>
<td>Associate Professor of English</td>
<td>BA, City College of New York; MAT, University of Chicago; MA, PhD, New York University</td>
</tr>
<tr>
<td>Lauren G. Block</td>
<td>Professor of Marketing and International Business</td>
<td>BS, SUNY at Albany; MBA, Emory University; PhD, Columbia University</td>
</tr>
<tr>
<td>Micheline Blum</td>
<td>Distinguished Lecturer of Public Affairs and Director of Baruch Survey Research</td>
<td>BA, York University (Toronto); MA, PhD, New York University</td>
</tr>
<tr>
<td>William Boddy</td>
<td>Professor of Communication Studies</td>
<td>BA, York University (Toronto); MA, PhD, New York University</td>
</tr>
<tr>
<td>Louis Bolce</td>
<td>Associate Professor of Political Science</td>
<td>BA, MA, PhD, University of Cincinnati</td>
</tr>
<tr>
<td>Alvin L. Booke</td>
<td>Lecturer, Management</td>
<td>BBA, MBA, City College of New York</td>
</tr>
<tr>
<td>Jerry Bornstein</td>
<td>Associate Professor, Library</td>
<td>BA, New York University; MLS, Pratt Institute; MA, Hunter College</td>
</tr>
<tr>
<td>Hilary Botein</td>
<td>Assistant Professor of Public Affairs</td>
<td>BA, Swarthmore College; JD, Northeastern University; PhD, Columbia University</td>
</tr>
<tr>
<td>Etan Bourkoff</td>
<td>Professor of Physics, Department of Natural Sciences</td>
<td>BS, MS, Massachusetts Institute of Technology; PhD, University of California at Berkeley</td>
</tr>
<tr>
<td>David Boxill</td>
<td>Assistant Director of Human Resources</td>
<td>BS, Medgar Evers College</td>
</tr>
<tr>
<td>Eugenia M. Bragen</td>
<td>Lecturer, English</td>
<td>BAE, University of Mississippi; MA, New York University</td>
</tr>
<tr>
<td>Ann C. Brandwein</td>
<td>Professor of Statistics and Computer Information Systems</td>
<td>BS, City College of New York; MS, PhD, Rutgers University</td>
</tr>
<tr>
<td>John Brenkman</td>
<td>University Distinguished Professor of English</td>
<td>BA, PhD, University of Iowa</td>
</tr>
<tr>
<td>Harold P. Brent</td>
<td>Professor of English</td>
<td>AB, Providence College; MA, University of Nevada; PhD, University of Wisconsin–Madison</td>
</tr>
<tr>
<td>Joel Brind</td>
<td>Professor of Biology, Department of Natural Sciences</td>
<td>BS, Yale University; MS, PhD, New York University</td>
</tr>
<tr>
<td>Judith Broadwin</td>
<td>Lecturer, Mathematics</td>
<td>BS, MSEd, Queens College; MS, SUNY at Stony Brook</td>
</tr>
<tr>
<td>David Brodherson</td>
<td>Assistant Professor, Library</td>
<td>BA, New York University; BS, Utah State University; MA, University of Chicago; MLS, Queens College; PhD, Cornell University</td>
</tr>
<tr>
<td>Charlotte Brooks</td>
<td>Assistant Professor of History</td>
<td>BA, Yale University; MA, PhD, Northwestern University</td>
</tr>
<tr>
<td>Craig Brown</td>
<td>Assistant Professor of Economics and Finance</td>
<td>BA, Rutgers University; MA, Ford School of Public Policy; PhD, University of Michigan</td>
</tr>
<tr>
<td>Dionne Brown</td>
<td>Academic Advisor, Center for Advisement and Orientation</td>
<td>BBA, MSEd, Baruch College</td>
</tr>
<tr>
<td>Tamara Bryan</td>
<td>Administrative Coordinator, Weissman Center for International Business</td>
<td>BA, University of Michigan–Ann Arbor</td>
</tr>
<tr>
<td>Fred Buckley</td>
<td>Professor of Mathematics</td>
<td>BA, Pace University; PhD, CUNY</td>
</tr>
<tr>
<td>Stanley Buder</td>
<td>Professor of History</td>
<td>BA, City College of New York; MA, PhD, University of Chicago</td>
</tr>
<tr>
<td>Donal Byard</td>
<td>Associate Professor of Accountancy</td>
<td>BA, University of Limerick (Ireland); MS, University College, Dublin; PhD, University of Maryland College Park</td>
</tr>
<tr>
<td>Thad Calabrese</td>
<td>Assistant Professor of Public Affairs</td>
<td>BA, Fordham University; MPA, PhD, New York University</td>
</tr>
<tr>
<td>Joseph Calliste</td>
<td>Assistant Director of Scheduling, Campus Security and Public Safety</td>
<td>BA, Brooklyn College</td>
</tr>
<tr>
<td>Name</td>
<td>Position/Role</td>
<td>Educational Background</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Athelstan S. Canagarajah</td>
<td>Associate Professor of English</td>
<td>BA, University of Kelaniya (Sri Lanka); MA, Bowling Green University; PhD, University of Texas at Austin</td>
</tr>
<tr>
<td>Juan Caraballo</td>
<td>Lecturer, Student Development and Counseling</td>
<td>BA, Hunter College; MA, New York University</td>
</tr>
<tr>
<td>Michael Carew</td>
<td>Distinguished Lecturer, Economics and Finance</td>
<td>BS, Fordham University; MBA, PhD, New York University</td>
</tr>
<tr>
<td>Douglas R. Carmichael</td>
<td>Wollman Distinguished Professor of Accountancy</td>
<td>BS, MAS, PhD, University of Illinois; CPA, Illinois</td>
</tr>
<tr>
<td>Olga Casanova-Burgess</td>
<td>Professor of Modern Languages and Comparative Literature</td>
<td>BA, Lehman College; MA, Hunter College; PhD, CUNY</td>
</tr>
<tr>
<td>John Casey</td>
<td>Associate Professor of Public Affairs</td>
<td>BA, BSW, University of Sydney; MPA, Baruch College; PhD, Universitat Autònoma de Barcelona</td>
</tr>
<tr>
<td>Mildred Castillo</td>
<td>Aid for Part-Time Study (APTS) Coordinator and Financial Aid Counselor</td>
<td>BA, MSEd, Baruch College</td>
</tr>
<tr>
<td>Elaine Cataletto</td>
<td>Senior Academic Advisor, Center for Advisement and Orientation</td>
<td>BBA, MBA, 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; MPh, MSc, PhD, Yale University</td>
</tr>
<tr>
<td>Danny Cayas</td>
<td>Information Systems Associate Level 2, Weissman School of Arts and Sciences</td>
<td>BA, Queens College</td>
</tr>
<tr>
<td>David S. Cenedella</td>
<td>Lecturer, Accountancy</td>
<td>BA, Colgate University; JD, Benjamin Cardozo School of Law; LLM, New York University School of Law</td>
</tr>
<tr>
<td>Archishman Chakraborty</td>
<td>Associate Professor of Economics and Finance</td>
<td>BS, Calcutta University; MA, Delhi University; PhD, Princeton University</td>
</tr>
<tr>
<td>Suparna Chakraborty</td>
<td>Assistant Professor of Economics and Finance</td>
<td>BA, MA, Delhi University; MA, University of Washington; PhD, University of Minnesota</td>
</tr>
<tr>
<td>Sonji Chambers</td>
<td>Enrollment Coordinator, Continuing and Professional Studies</td>
<td>BBA, Baruch College</td>
</tr>
<tr>
<td>Susan Maizel Chambré</td>
<td>Professor of Sociology and Anthropology</td>
<td>BA, Queens College; AM, PhD, University of Pennsylvania</td>
</tr>
<tr>
<td>Mike Chen-Ho Chao</td>
<td>Assistant Professor of Marketing and International Business</td>
<td>BA, National Chengchi University (Taiwan); MA, University of Missouri–Columbia; PhD, St. Louis University</td>
</tr>
<tr>
<td>Sheau-Yueh Chao</td>
<td>Professor, Library</td>
<td>BA, Tamkang University (Taiwan); MLS, University of Wisconsin–Madison; MS, New York Institute of Technology</td>
</tr>
<tr>
<td>Carolle Charles</td>
<td>Associate Professor of Sociology and Anthropology</td>
<td>BA, MA, University of Quebec à Montreal; PhD, SUNY at Binghampton</td>
</tr>
<tr>
<td>Bin Chen</td>
<td>Assistant Professor of Public Affairs</td>
<td>BA, Shanghai International Studies University; MS, London School of Economics; PhD, University of Southern California</td>
</tr>
<tr>
<td>Greg Chen</td>
<td>Associate Professor of Public Affairs</td>
<td>BA, MS, University of Science and Technology, Beijing; MA, PhD, University of Victoria (British Columbia)</td>
</tr>
<tr>
<td>Ting Chen</td>
<td>Assistant Professor of Accountancy</td>
<td>BA, Fudan University (China); MS, PhD, Carnegie Mellon University</td>
</tr>
<tr>
<td>W. David Cheng</td>
<td>Professor of Student Development and Counseling and Director of Counseling</td>
<td>BA, Lafayette College; MS, PhD, Rutgers University</td>
</tr>
<tr>
<td>Julius Cherny</td>
<td>Lecturer, Accountancy</td>
<td>BBA, MBA, Pace University; PhD, New York University</td>
</tr>
<tr>
<td>T. William Chien</td>
<td>Professor of Management</td>
<td>BS, National Chiao Tung University (Taiwan); PhD, Purdue University</td>
</tr>
<tr>
<td>Boo Choi</td>
<td>Director of Administrative and Financial Services, Weissman School of Arts and Sciences</td>
<td>BS, University of Illinois at Urbana-Champaign; MBA, Illinois Institute of Technology</td>
</tr>
<tr>
<td>John Choonoo</td>
<td>Associate Director of Institutional Research and Analysis</td>
<td>BA, SUNY at Oneonta; MA, EdD, Columbia University</td>
</tr>
<tr>
<td>Name</td>
<td>Title and Institutions</td>
<td></td>
</tr>
<tr>
<td>-----------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Eva Shan Chou</td>
<td>Associate Professor of English</td>
<td></td>
</tr>
<tr>
<td></td>
<td>AB, Radcliffe College; MA, PhD, Harvard University</td>
<td></td>
</tr>
<tr>
<td>Christina Christoforatou</td>
<td>Assistant Professor of English</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BA, MA, Brooklyn College; MPhil, PhD, CUNY</td>
<td></td>
</tr>
<tr>
<td>Ann Clarkson</td>
<td>Associate Dean, Continuing and Professional Studies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BA, William Smith College; MA, Columbia University</td>
<td></td>
</tr>
<tr>
<td>Vincent Coffey</td>
<td>Financial Aid Counselor/Direct Loan Coordinator</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BA, Hunter College</td>
<td></td>
</tr>
<tr>
<td>Mitchell Cohen</td>
<td>Professor of Political Science</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BA, Case Western Reserve University; MA, PhD, Columbia University</td>
<td></td>
</tr>
<tr>
<td>Yochi Cohen-Charash</td>
<td>Associate Professor of Psychology</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BA, MS, Tel-Aviv University; MA, PhD, University of California at Berkeley</td>
<td></td>
</tr>
<tr>
<td>Antoinette Colaninno</td>
<td>Coordinator for Conferences, Training Programs, and Publications, Zicklin School of Business</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BFA, New York University</td>
<td></td>
</tr>
<tr>
<td>Joseph E. Collison</td>
<td>Associate Professor of Mathematics</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BS, Manhattan College; MS, PhD, New York University</td>
<td></td>
</tr>
<tr>
<td>Ariadne Condos</td>
<td>Operations Director, Baruch Performing Arts Center</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BA, Baruch College; MFA, Brooklyn College</td>
<td></td>
</tr>
<tr>
<td>Theresa Conway</td>
<td>Pre-Law Advisor, Starr Career Development Center</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BS, MS, St. John’s University</td>
<td></td>
</tr>
<tr>
<td>Héctor Cordero-Guzmán</td>
<td>Professor and Chair of Black and Hispanic Studies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BA, University of Dayton; MA, PhD, University of Chicago</td>
<td></td>
</tr>
<tr>
<td>Ben Corpus</td>
<td>Vice President for Student Development and Enrollment Management and Dean of Students</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BA, Oswego State University; MS, SUNY at Albany; PhD, New York University</td>
<td></td>
</tr>
<tr>
<td>Marya Cotton</td>
<td>Assistant Professor of Law</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BA, Pomona College; JD, University of Chicago</td>
<td></td>
</tr>
<tr>
<td>Crescetia Coutinho</td>
<td>Conferences Coordinator, Campus Facilities and Operations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BSc, Bombay University</td>
<td></td>
</tr>
<tr>
<td>Sean M. Crockett</td>
<td>Assistant Professor of Economics and Finance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BA, University of Pittsburgh; MA, George Washington University; MS, PhD, Carnegie Mellon University</td>
<td></td>
</tr>
<tr>
<td>Albert E. Croker</td>
<td>Professor and Chair of Statistics and Computer Information Systems</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BS, MS, PhD, SUNY at Stony Brook</td>
<td></td>
</tr>
<tr>
<td>David Cruz de Jesús</td>
<td>Associate Professor of Modern Languages and Comparative Literature</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BA, MA, PhD, SUNY at Albany</td>
<td></td>
</tr>
<tr>
<td>Eleonora Carlo</td>
<td>Associate Professor of Marketing and International Business</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BS, University of Milan; MS, California Institute of Technology; PhD, University of Maryland</td>
<td></td>
</tr>
<tr>
<td>Jay Dahya</td>
<td>Assistant Professor of Economics and Finance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BSc, MSc, PhD, University of Dundee (Scotland)</td>
<td></td>
</tr>
<tr>
<td>Johanna D’Aleo</td>
<td>Vice President for Administration and Finance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BA, MS, SUNY at New Paltz</td>
<td></td>
</tr>
<tr>
<td>Gerard Dalgish</td>
<td>Professor of English</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BA, Lehman College; MA, PhD, University of Illinois</td>
<td></td>
</tr>
<tr>
<td>Marianne D’Amato</td>
<td>Assistant Director for Purchasing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BA, Lehman College; MA, Fordham University; MBA, Baruch College</td>
<td></td>
</tr>
<tr>
<td>David G. Dannenbring</td>
<td>Professor of Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BS, California State Polytechnic University; PhD, Columbia University</td>
<td></td>
</tr>
<tr>
<td>Jeff Danowitz</td>
<td>Director of Marketing, Office of Communications and Marketing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BBA, Baruch College</td>
<td></td>
</tr>
<tr>
<td>Doris Darin</td>
<td>Associate Professor of English</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BA, Wayne State University; MA, University of Michigan; PhD, New York University</td>
<td></td>
</tr>
<tr>
<td>Masako Darrough</td>
<td>Professor and Chair of the Stan Ross Department of Accountancy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BA, International Christian University (Japan); PhD, University of British Columbia</td>
<td></td>
</tr>
<tr>
<td>Ajay Das</td>
<td>Professor of Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BA, University of Lucknow (India); MBA, University of Northern Iowa; PhD, Michigan State University</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Title/Position</td>
<td></td>
</tr>
<tr>
<td>---------------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>T.K. Das</td>
<td>Professor of Management</td>
<td></td>
</tr>
<tr>
<td>BSc (Hons.), University of Calcutta; MSc, Jadavpur University; MM, Asian Institute of Management, Philippines; PhD, University of California, Los Angeles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bridgett Davis</td>
<td>Professor of Journalism</td>
<td></td>
</tr>
<tr>
<td>BA, Spelman College; MS, Columbia University</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Harry Z. Davis</td>
<td>Professor of Accountancy</td>
<td></td>
</tr>
<tr>
<td>BA, Yeshiva University; MBA, Baruch College; MPhil, PhD, Columbia University</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paquita Davis-Friday</td>
<td>Associate Professor of Accountancy</td>
<td></td>
</tr>
<tr>
<td>BBA, MAcc, MA, PhD, University of Michigan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monica Dean</td>
<td>Administrative Director, Lawrence N. Field Center for Entrepreneurship</td>
<td></td>
</tr>
<tr>
<td>BSCE, Howard University; MBA, University of California at Berkeley</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Els de Graauw</td>
<td>Assistant Professor of Political Science</td>
<td></td>
</tr>
<tr>
<td>MA, Radboud University (the Netherlands); MA, PhD, University of California at Berkeley</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rosa Alvarado DeJesús</td>
<td>Assistant to the Director of Technology and Support Services, Zicklin School of Business</td>
<td></td>
</tr>
<tr>
<td>BBA, Baruch College</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marisa DeLaCruz</td>
<td>Director, International Student Service Center</td>
<td></td>
</tr>
<tr>
<td>BBA, Marymount Manhattan College; MBA, The College of Insurance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Angelina Delgado</td>
<td>Director of Operations, School of Public Affairs</td>
<td></td>
</tr>
<tr>
<td>BA, MPA, MSEd, Baruch College</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gayle DeLong</td>
<td>Associate Professor of Economics and Finance</td>
<td></td>
</tr>
<tr>
<td>BA, American University; MA, University of South Carolina; PhD, Columbia University</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gerald D. De Maio</td>
<td>Associate Professor of Political Science</td>
<td></td>
</tr>
<tr>
<td>BA, Manhattan College; MA, PhD, New York University</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kemal Özgür Demirtas</td>
<td>Associate Professor of Economics and Finance</td>
<td></td>
</tr>
<tr>
<td>BS, Bogazici University (Turkey); PhD, Boston College</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thomas Desch-Obi</td>
<td>Assistant Professor of History</td>
<td></td>
</tr>
<tr>
<td>BA, Harvard University; MA, PhD, University of California, Los Angeles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Julie Des Jardins</td>
<td>Assistant Professor of History</td>
<td></td>
</tr>
<tr>
<td>BA, MA, Washington University; MA, PhD, Brown University</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paul Devany</td>
<td>Financial Manager, Continuing and Professional Studies</td>
<td></td>
</tr>
<tr>
<td>BBA, Pace University; CPA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maria K. DiBenedetto</td>
<td>Director of Advisement Services, Full-Time MBA Program, Zicklin School of Business</td>
<td></td>
</tr>
<tr>
<td>BA, Queens College; MA, EdM, Columbia University</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alan DiGaetano</td>
<td>Professor of Political Science</td>
<td></td>
</tr>
<tr>
<td>BA, University of Michigan; MA, Wayne State University; PhD, Boston University</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vincent DiGirolamo</td>
<td>Assistant Professor of History</td>
<td></td>
</tr>
<tr>
<td>BA, University of California at Berkeley; MA, PhD, Princeton University</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stephan Dilchert</td>
<td>Assistant Professor of Management</td>
<td></td>
</tr>
<tr>
<td>Vordiplom, Free University of Berlin; PhD, University of Minnesota</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dragana Dima</td>
<td>Admissions Counselor/Evaluation Specialist, Office of Undergraduate Admissions</td>
<td></td>
</tr>
<tr>
<td>BBA, Baruch College</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Michael DiMarco</td>
<td>Bursar</td>
<td></td>
</tr>
<tr>
<td>BS, Wagner College; MBA, Baruch College</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emily Comstock DiMartino</td>
<td>Associate Professor of English</td>
<td></td>
</tr>
<tr>
<td>BA, Syracuse University; MS, PhD, Fordham University</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maria DiMeo-Calvelli</td>
<td>Assistant Professor of Law</td>
<td></td>
</tr>
<tr>
<td>BA, Fordham University; JD, Harvard University</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marco Dinovelli</td>
<td>International Student Advisor, International Student Service Center</td>
<td></td>
</tr>
<tr>
<td>BS, Rutgers University</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jacqueline DiSalvo</td>
<td>Associate Professor of English</td>
<td></td>
</tr>
<tr>
<td>BA, Antioch College; MA, PhD, University of Wisconsin--Madison</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Terri Dixon</td>
<td>Baruch College Fund Associate Controller</td>
<td></td>
</tr>
<tr>
<td>BA, Dillard University</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Bernard Donefer  
*Distinguished Lecturer, Statistics and Computer Information Systems*  
BA, Long Island University; MBA, New York University

Francis P. Donnelly  
*Assistant Professor, Library*  
BA, University of Delaware; MA, University of Toronto; MLS, University of Washington

Algeon Douglas  
*Human Resources Assistant*  
BS, SUNY at Albany

Arthur Downing  
*Assistant Vice President for Technology and Professor and Chief Librarian, Library*  
AB, MLS, PhD, Rutgers University; MA, New York 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

Adrian Dumitru  
*Associate Professor of Physics, Department of Natural Sciences*  
BS, MS, PhD, J.W. Goethe University

Evgeniya Duzhak  
*Assistant Professor of Economics and Finance*  
BS, Novosibirsk State University; MA, PhD, University of Kansas

William J. Earle  
*Professor of Philosophy*  
BA, Iona College; PhD, Columbia University

William Eastwood  
*Enrollment Advisor, Continuing and Professional Studies*  
BA, Queens College

Martin Edelstein  
*Lecturer, Sociology and Anthropology*  
BA, MA, Queens College

Lisa K. Edwards  
*Director, Facilities Planning, Management and Construction*  
BS, City College of New York

Matthew Edwards  
*Assistant Professor of Law*  
BA, SUNY at Binghamton; JD, New York University

Helene Eisenman  
*Assistant Professor of Biology, Department of Natural Sciences*  
BA, Grinnell College; PhD, University of Wisconsin

Micki Eisenman  
*Assistant Professor, Department of Management*  
BA, Hebrew University of Jerusalem; MBA, Tulane University; PhD, Columbia University

Hammou El Barmi  
*Professor of Statistics and Computer Information Systems*  
BS, DEA University of Mohamed V (Morocco); MS, PhD, University of Iowa

John A. Elliott  
*Dean and Vice President of the Zicklin School of Business and the Irwin and Arlene Ettinger Professor of Accountancy*  
BS, MBA, University of Maryland; PhD, Cornell University

Lisa Ellis  
*Assistant Professor, Library*  
AB, Dartmouth College; MLS, Rutgers University; MA, Hunter College

William Eng  
*Professor of Student Development and Counseling and Director of Intercollegiate Athletics, Department of Student Development and Counseling*  
BS, MSEd, City College of New York; EdD, New York University

Jonathan Engel  
*Professor of Public Affairs and Associate Dean for Academic Programs, School of Public Affairs*  
BS, Harvard University; MBA, Yale School of Management; PhD, Yale University

Mindy Engle-Friedman  
*Associate Professor of Psychology and Ombuds*  
BS, SUNY at Binghamton; MS, PhD, Northwestern University

Judith Entes  
*Associate Professor of English*  
BA, SUNY at Stony Brook; MS, City College of New York; PhD, Fordham University

Michele R. Epstein  
*Director of Telephony Planning and Technology*  
BA, Lehman College; MA, New York University; MBA, Baruch College

Alan J. Evelyn  
*Director and Research Integrity Officer, Office of Sponsored Programs and Research*  
BA, Washington and Jefferson College; MBA, University of Nebraska–Lincoln

Shelley Eversley  
*Assistant Professor of English*  
BA, Columbia College; 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 and International Business  
BS, Middle East Technical University; MBA, Fairleigh Dickinson University; PhD, University of North Carolina

Surabela B. Fabian  
Director of Academic Operations, Continuing and Professional Studies  
BA, MA, University of Illinois

Sandra Fajardo  
Assistant Director of Academic Advisement, School of Public Affairs  
BBA, MSEd, Baruch College

Derek Felton  
Admissions Counselor, Office of Undergraduate Admissions  
BA, Chicago State University

Johanna Fernandez  
Assistant Professor of History (joint appointment with Black and Hispanic Studies)  
BA, Brown University; MA, MPhil, PhD, Columbia University

William J. Ferns  
Associate Professor of Statistics and Computer Information Systems  
BA, Trinity College; MS, Baruch College; PhD, CUNY

Frances Ferrara  
Assistant Director, Financial Aid Office  
BBA, Baruch College

Barbara Fife  
Director of External Affairs and Co-Director, Center for Innovation and Leadership in Government, School of Public Affairs  
BA, Bryn Mawr College; MUP, Hunter College

Elizabeth Figini  
Assistant Director, Graduate Student Services, Zicklin School of Business  
BA, SUNY at Fredonia; MS, Canisius College

Mildred Figueroa-Rodriguez  
Assistant Director for Transfer Services, Office of Undergraduate Admissions  
BBA, Baruch College

Wayne Finke  
Associate Professor of Modern Languages and Comparative Literature  
BA, MA, PhD, New York University

Mary Finnen  
Assistant Vice President for Budget and Finance  
BBA, MBA, Baruch College

Paul B. Firstenberg  
Substitute Professor of Public Affairs  
BA, Princeton University; JD, Harvard Law School

Cheryl Fleisher  
Coordinator of Test Preparation  
MS, New York University

Frank Fletcher  
Executive Director of Graduate Programs  
BBA, MBA, Fordham University

Benedetto Fontana  
Associate Professor of Political Science  
BA, Brooklyn College; MPhil, PhD, CUNY

Tracy Ford  
Assistant Director of Graduate Admissions, Zicklin School of Business  
BA, University of Pennsylvania; MBA, Columbia University

Robert C. Foskey  
Lecturer, Management  
BBA, Baruch College; MBA, Fordham University

David Frame  
Assistant Professor of Real Estate  
BS, University of Minnesota; PhD, Carnegie Mellon University

Clark (Jack) Francis II  
Professor of Economics and Finance  
BS, MBA, Indiana University; PhD, University of Washington

Stephen Francoeur  
Assistant Professor, Library  
BA, Wesleyan University; MLS, Pratt Institute

Kevin Frank  
Assistant Professor of English  
BA, University of Southern California; MA, PhD, University of California, Los Angeles

George D. Frankel  
Systems Analyst/Programmer, Baruch Computing and Technology Center  
BA, City College of New York; 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

Linda Weiser Friedman  
Professor of Statistics and Computer Information Systems  
BA, Baruch College; MS, PhD, Polytechnic Institute of New York
<table>
<thead>
<tr>
<th>Name</th>
<th>Position and Current Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andrea Gabor</td>
<td>Associate Professor of Journalism, BA, Wesleyan University; MS, Columbia University</td>
</tr>
<tr>
<td>Eric M. Gander</td>
<td>Associate Professor of Communication Studies, BA, MA, University of Virginia; PhD, Northwestern University</td>
</tr>
<tr>
<td>Nidzaida Garcia</td>
<td>Assistant Director of the Student Academic Consulting Center, BBA, Baruch College</td>
</tr>
<tr>
<td>Naomi Gardberg</td>
<td>Associate Professor of Management, BA, MBA, Tulane University; MPh, PhD, New York University</td>
</tr>
<tr>
<td>Elisabeth Gareis</td>
<td>Associate Professor of Communication Studies, BA, Friedrich-Alexander University (Germany); MA, PhD, University of Georgia</td>
</tr>
<tr>
<td>David Garlock</td>
<td>Director of Purchasing and Auxiliary Services, AB, MA, Columbia University; PhD, CUNY</td>
</tr>
<tr>
<td>Michael Garral</td>
<td>Assistant Professor of Philosophy, BA, University of California at Berkeley; PhD, Johns Hopkins University</td>
</tr>
<tr>
<td>Michael Gartenberg</td>
<td>Associate Professor of Mathematics, BS, Brooklyn College; MA, PhD, Yeshiva University</td>
</tr>
<tr>
<td>Kyra Gaunt</td>
<td>Associate Professor of Ethnomusicology, Anthropology, and Black Studies, Department of Sociology and Anthropology (joint appointment with Black and Hispanic Studies), BA, American University; MMus, SUNY at Binghamton; PhD, University of Michigan</td>
</tr>
<tr>
<td>Harold Gee</td>
<td>Assistant Professor, Library, BS, New York University; MBA, St. John's University; MLS, Queens College</td>
</tr>
<tr>
<td>Tara A. Gemmel</td>
<td>Admissions Counselor, Office of Undergraduate Admissions, BA, University of Scranton</td>
</tr>
<tr>
<td>Mehmet Genc</td>
<td>Assistant Professor of Management, BA, MBA, Middle East Technical University; PhD, University of Minnesota</td>
</tr>
<tr>
<td>Charles Gengler</td>
<td>Professor of Marketing and International Business, BS, University of Illinois; MS, PhD, University of Texas</td>
</tr>
<tr>
<td>John Georges</td>
<td>Outreach and Enrollment Manager, Continuing and Professional Studies, AA, Pace University; BA, MA, New York University</td>
</tr>
<tr>
<td>Judith Gerber</td>
<td>Manager of Educational and User Services, Computer Center for Visually Impaired People, BA, SUNY Empire State College</td>
</tr>
<tr>
<td>Emil Gernert, Jr.</td>
<td>Associate Professor of Biology, Department of Natural Sciences, BS, Manhattan College; MS, PhD, New York University</td>
</tr>
<tr>
<td>Mikhail Gershovich</td>
<td>Director, Bernard L. Schwartz Communication Institute, BA, University of California, Santa Cruz; MA, Northeastern University; PhD, CUNY</td>
</tr>
<tr>
<td>Lizabeth Gewirtzman</td>
<td>Distinguished Lecturer, Public Affairs</td>
</tr>
<tr>
<td>Andrea Ghent</td>
<td>Assistant Professor of Real Estate, BA, University of British Columbia; MA, University of Toronto; PhD, University of California, San Diego</td>
</tr>
<tr>
<td>Alok Ghosh</td>
<td>Professor of Accountancy and Academic Director of the Executive MS in Analysis of Financial Statements, Internal Operations, and Risk Assessment Program, Zicklin School of Business, BS, St. Xavier College; MA, PhD, Tulane University</td>
</tr>
<tr>
<td>Christos Giannikos</td>
<td>Associate Professor of Economics and Finance, MS, PhD, Columbia University</td>
</tr>
<tr>
<td>A. Mark Gibbel</td>
<td>Vice President for College Advancement, BA, Goshen College; MA, New York University</td>
</tr>
<tr>
<td>Diane Gibson</td>
<td>Associate Professor of Public Affairs, BS, University of Wisconsin; MA, PhD, University of Chicago</td>
</tr>
<tr>
<td>Donna Gitter</td>
<td>Associate Professor of Law, BA, Cornell University; JD, University of Pennsylvania</td>
</tr>
<tr>
<td>Barbara G. Gluck</td>
<td>Associate Professor of English, AB, Barnard College; MA, PhD, Columbia University</td>
</tr>
<tr>
<td>John Goering</td>
<td>Professor of Public Affairs and Director, Undergraduate Program in Real Estate and Metropolitan Development, School of Public Affairs, BA, Fordham University; MA, PhD, Brown University</td>
</tr>
<tr>
<td>Regine Goldberg</td>
<td>Director of Graduate Student Life, Zicklin School of Business, BA, Hunter College; MALS, SUNY at Stony Brook</td>
</tr>
<tr>
<td>Name</td>
<td>Title and Department</td>
</tr>
<tr>
<td>-----------------------</td>
<td>---------------------------------------------------------</td>
</tr>
<tr>
<td>Frank Goldstein</td>
<td>Registrar, Continuing and Professional Studies</td>
</tr>
<tr>
<td>Harold Goldstein</td>
<td>Associate Professor of Psychology</td>
</tr>
<tr>
<td>Jennifer Goldstein</td>
<td>Associate Professor of Public Affairs</td>
</tr>
<tr>
<td>Susan B. Goldstein</td>
<td>Lecturer, Communication Studies</td>
</tr>
<tr>
<td>Stephanie Golob</td>
<td>Associate Professor of Political Science</td>
</tr>
<tr>
<td>Emmanuel Gomez</td>
<td>Assistant to the Assistant Vice President for Finance</td>
</tr>
<tr>
<td>Catherine Good</td>
<td>Assistant Professor of Psychology</td>
</tr>
<tr>
<td>Michael B. Goodman</td>
<td>Professor of Communication Studies</td>
</tr>
<tr>
<td>Warren B. Gordon</td>
<td>Professor and Chair of Mathematics</td>
</tr>
<tr>
<td>Hyman Gorenberg</td>
<td>Professor of Accountancy</td>
</tr>
<tr>
<td>Elsie Sterbin Gottlieb</td>
<td>Associate Professor of Statistics and Computer Information Systems</td>
</tr>
<tr>
<td>Stephen Gould</td>
<td>Professor of Marketing and International Business</td>
</tr>
<tr>
<td>Stephanie Govan</td>
<td>Director of Scheduling, Registration, and Enrollment Data Management, Weissman School of Arts and Sciences</td>
</tr>
<tr>
<td>Marlene Graham</td>
<td>Manager of Audiovisual Services, Baruch Computing and Technology Center</td>
</tr>
<tr>
<td>Barbara Greco</td>
<td>Academic Operations, Continuing and Professional Studies</td>
</tr>
<tr>
<td>Edyta Greer</td>
<td>Assistant Professor of Chemistry, Department of Natural Sciences</td>
</tr>
<tr>
<td>Peter Gregory</td>
<td>Instructor, Mathematics</td>
</tr>
<tr>
<td>Andreas F. Grein</td>
<td>Associate Professor of Marketing and International Business and Coordinator of the International Business Program</td>
</tr>
<tr>
<td>Alison Griffiths</td>
<td>Professor of Communication Studies</td>
</tr>
<tr>
<td>Shulamith T. Gross</td>
<td>Professor of Statistics and Computer Information Systems</td>
</tr>
<tr>
<td>David F. Gruber</td>
<td>Assistant Professor of Biology and Environmental Science, Department of Natural Sciences</td>
</tr>
<tr>
<td>Kenneth J. Guest</td>
<td>Associate Professor of Sociology and Anthropology</td>
</tr>
<tr>
<td>Lale Guler</td>
<td>Assistant Professor of Accounting</td>
</tr>
<tr>
<td>Allison E. Gunther</td>
<td>Athletics Coordinator and Compliance Director</td>
</tr>
<tr>
<td>Peter M. Gutmann</td>
<td>Professor of Economics and Finance</td>
</tr>
<tr>
<td>James F. Guyot</td>
<td>Professor of Public Affairs</td>
</tr>
<tr>
<td>Donna Haggarty</td>
<td>Executive Director of Strategic Partnerships, Office of College Advancement</td>
</tr>
<tr>
<td>Name</td>
<td>Title</td>
</tr>
<tr>
<td>--------------------------</td>
<td>--------------------------------------------</td>
</tr>
<tr>
<td>Vera Haller</td>
<td>Assistant Professor of Journalism</td>
</tr>
<tr>
<td>Richard Hallex</td>
<td>Higher Education Associate,</td>
</tr>
<tr>
<td>Christopher Hallowell</td>
<td>Professor of Journalism</td>
</tr>
<tr>
<td>Thomas Halper</td>
<td>Professor and Chair of Political Science</td>
</tr>
<tr>
<td>Bert Hansen</td>
<td>Professor of History</td>
</tr>
<tr>
<td>Arie Harel</td>
<td>Associate Professor of Statistics and</td>
</tr>
<tr>
<td>Giora Harpaz</td>
<td>Economics and Finance</td>
</tr>
<tr>
<td>Jennifer A. Harrington</td>
<td>Undergraduate Coordinator, School of Public Affairs</td>
</tr>
<tr>
<td>Joseph Hartnett</td>
<td>Instructor, Library</td>
</tr>
<tr>
<td>Miriam Hausman</td>
<td>Professor of Mathematics</td>
</tr>
<tr>
<td>Bryant T. Hayes</td>
<td>Lecturer, English</td>
</tr>
<tr>
<td>Thomas Hayes</td>
<td>Professor of English</td>
</tr>
<tr>
<td>Sonali Hazarika</td>
<td>Assistant Professor of Economics and Finance</td>
</tr>
<tr>
<td>William J. Heath</td>
<td>Lecturer, Marketing and International Business</td>
</tr>
<tr>
<td>Thomas Heinrich</td>
<td>Associate Professor of History</td>
</tr>
<tr>
<td>Ted Henken</td>
<td>Associate Professor of Sociology and Anthropology (joint appointment with Black and Hispanic Studies)</td>
</tr>
<tr>
<td>Gary P. Hentzi</td>
<td>Associate Professor of English and Associate Dean, Weissman School of Arts and Sciences</td>
</tr>
<tr>
<td>Christopher A. Hessel</td>
<td>Associate Professor of Economics and Finance</td>
</tr>
<tr>
<td>Mary Gorman Hetherington</td>
<td>Chief of Staff, Office of the President</td>
</tr>
<tr>
<td>Marina Heung</td>
<td>Associate Professor of English</td>
</tr>
<tr>
<td>Wendy Heyman</td>
<td>Arts and Sciences Coordinator, Starr Career Development Center</td>
</tr>
<tr>
<td>George R. Hill</td>
<td>Associate Professor of Music, Department of Fine and Performing Arts</td>
</tr>
<tr>
<td>Peter Hitchcock</td>
<td>Professor of English</td>
</tr>
<tr>
<td>Brian Hoefl</td>
<td>Executive Director, Leadership Giving</td>
</tr>
<tr>
<td>Timothy Hoellein</td>
<td>Assistant Professor of Biology, Department of Natural Sciences</td>
</tr>
<tr>
<td>David C. Hoffman</td>
<td>Associate Professor Emeritus of Public Affairs</td>
</tr>
<tr>
<td><strong>Phillip Hogue</strong></td>
<td><strong>Jonathan Huntley</strong></td>
</tr>
<tr>
<td>Senior Academic Advisor, Center for Advisement and Orientation</td>
<td>Professor of Mathematics</td>
</tr>
<tr>
<td>PhD, St. John's University</td>
<td>BS, Yale University; MS, PhD, Stanford University</td>
</tr>
<tr>
<td><strong>Mary Jean Carey Holland</strong></td>
<td><strong>Patricia Imbimbo</strong></td>
</tr>
<tr>
<td>Professor of Biology, Department of Natural Sciences</td>
<td>Director, Starr Career Development Center</td>
</tr>
<tr>
<td>AB, Vassar College; MS, PhD, New York University</td>
<td>BA, Oakland University; MA, New York University; PhD, Teachers College, Columbia University</td>
</tr>
<tr>
<td><strong>Richard Holowczak</strong></td>
<td><strong>Veronica Ingram-Henry</strong></td>
</tr>
<tr>
<td>Associate Professor of Statistics and Computer Information Systems and Director of the Bert and Sandra Wasserman Trading Floor/Subotnick Financial Services Center</td>
<td>Assistant Director of Student Life, Student Affairs and Enrollment Management</td>
</tr>
<tr>
<td>BS, College of New Jersey; MBA, PhD, Rutgers University; MS, New Jersey Institute of Technology</td>
<td>BBA, MSEd, Baruch College</td>
</tr>
<tr>
<td><strong>Hyokyoung Hong</strong></td>
<td><strong>Curtis E. Izen</strong></td>
</tr>
<tr>
<td>Assistant Professor of Statistics and Computer Information Systems</td>
<td>Manager of Network Support, Baruch Computing and Technology Center</td>
</tr>
<tr>
<td>BS; Sungkyunkwan University (Korea); MS (statistics), MS (actuarial science), PhD, University of Illinois at Urbana-Champaign</td>
<td>BS, Brooklyn College; MBA, Baruch College</td>
</tr>
<tr>
<td><strong>Brian J. Householder</strong></td>
<td><strong>Katucha Jacques</strong></td>
</tr>
<tr>
<td>Assistant Professor of Communication Studies</td>
<td>Financial Aid Counselor/Assistant Perkins Loan Coordinator</td>
</tr>
<tr>
<td>BA, Humboldt State University; MA, Wake Forest University; PhD, University of Georgia</td>
<td>BS, Manhattan College</td>
</tr>
<tr>
<td><strong>Armen Hovakimian</strong></td>
<td><strong>Radhika Jain</strong></td>
</tr>
<tr>
<td>Associate Professor of Economics and Finance</td>
<td>Assistant Professor of Statistics and Computer Information Systems</td>
</tr>
<tr>
<td>BS, Yerevan Polytechnic Institute (Armenia); MBA, American University; PhD, Boston College</td>
<td>BE, Pune Institute of Computer Technology; ME, Stevens Institute of Technology; PhD, Georgia State University</td>
</tr>
<tr>
<td><strong>Douglas Howard</strong></td>
<td><strong>Jamal Jalilian-Marian</strong></td>
</tr>
<tr>
<td>Associate Professor of Mathematics</td>
<td>Associate Professor of Physics, Department of Natural Sciences</td>
</tr>
<tr>
<td>BS, Massachusetts Institute of Technology; MBA, Columbia University; PhD, Courant Institute, New York University</td>
<td>BA, University of Illinois at Chicago; PhD, University of Minnesota</td>
</tr>
<tr>
<td><strong>Lie-Fern Hsu</strong></td>
<td><strong>Joan Japha</strong></td>
</tr>
<tr>
<td>Associate Professor of Management</td>
<td>Professor of Biology, Department of Natural Sciences</td>
</tr>
<tr>
<td>BS, National Chiao-Tung University; MBA, Washington State University; MS, PhD, Case Western Reserve University</td>
<td>BS, Brooklyn College; PhD, University of Connecticut</td>
</tr>
<tr>
<td><strong>Rong Huang</strong></td>
<td><strong>Sonia Renee Jarvis</strong></td>
</tr>
<tr>
<td>Assistant Professor of Accountancy</td>
<td>Distinguished Lecturer of Public Affairs</td>
</tr>
<tr>
<td>BS, BA, Dong Hua University, China; MA, Mississippi State University; PhD, University of Texas, Dallas</td>
<td>BA, Stamford University; JD, Yale University</td>
</tr>
<tr>
<td><strong>Larry Huckings</strong></td>
<td><strong>Susan Ji</strong></td>
</tr>
<tr>
<td>Assistant Professor of Economics and Finance</td>
<td>Assistant Professor of Economics and Finance</td>
</tr>
<tr>
<td>BS, University of New Hampshire; MA, PhD, University of Chicago</td>
<td>BS, MS, Tianjin University (China); PhD, University of Arizona</td>
</tr>
<tr>
<td><strong>Andrea Huda</strong></td>
<td><strong>Qun Gerry Jiao</strong></td>
</tr>
<tr>
<td>Enrollment Advisor, Continuing and Professional Studies</td>
<td>Professor, Library</td>
</tr>
<tr>
<td>BA, Massachusetts College of Liberal Arts</td>
<td>BA, Beijing Institute of Aeronautics and Astronautics; MEd, Miami University; MA, Columbia University; MLIS, University of South Carolina</td>
</tr>
<tr>
<td><strong>Basilia (BB) Huff</strong></td>
<td><strong>Carlos Johnson</strong></td>
</tr>
<tr>
<td>Director, Development of Gift Prospects, Office of College Advancement</td>
<td>Associate Professor of Mathematics</td>
</tr>
<tr>
<td>BS, University of Pennsylvania</td>
<td>BS, California Institute of Technology; MBA, University of Pennsylvania; PhD, University of Massachusetts</td>
</tr>
<tr>
<td><strong>Patricia J. Johnson</strong></td>
<td><strong>Veronica Ingram-Henry</strong></td>
</tr>
<tr>
<td>Lecturer, Student Development and Counseling</td>
<td>Assistant Director of Student Life, Student Affairs and Enrollment Management</td>
</tr>
<tr>
<td>BS, Morris Brown College; MSEd, Northern Illinois University</td>
<td>BBA, MSEd, Baruch College</td>
</tr>
<tr>
<td>Name</td>
<td>Title</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Samuel D. Johnson, Jr.</td>
<td>Professor of Psychology</td>
</tr>
<tr>
<td>David R. Jones</td>
<td>Associate Professor of Political Science</td>
</tr>
<tr>
<td>Bruce W. Jordan</td>
<td>Professor of Mathematics</td>
</tr>
<tr>
<td>Carmel Jordan</td>
<td>Associate Professor of English</td>
</tr>
<tr>
<td>Cora Jordan</td>
<td>International Student Advisor</td>
</tr>
<tr>
<td>Machli Joseph</td>
<td>Assistant Athletic Director, Director of Athletic Facilities and Operation</td>
</tr>
<tr>
<td>Eileen A. Josephart</td>
<td>Transfer Evaluation Specialist, Office of the Registrar</td>
</tr>
<tr>
<td>Ted Joyce</td>
<td>Professor of Economics and Finance and Academic Director of the Baruch/Mount Sinai Graduate Program in Health Care Administration, Zicklin School of Business</td>
</tr>
<tr>
<td>Jimmy Jung</td>
<td>Manager of Enrollment Services</td>
</tr>
<tr>
<td>Ilse Junod</td>
<td>Lecturer, Student Development and Counseling</td>
</tr>
<tr>
<td>Gayana Jurkevich</td>
<td>Professor of Modern Languages and Comparative Literature</td>
</tr>
<tr>
<td>Patricia Juza</td>
<td>Director of English, Modern Languages, and Test Preparation Programs, Continuing and Professional Studies</td>
</tr>
<tr>
<td>Judith Kafka</td>
<td>Assistant Professor of Public Affairs</td>
</tr>
<tr>
<td>Debbie Kaminer</td>
<td>Associate Professor of Law</td>
</tr>
<tr>
<td>Caroline Kasnakian</td>
<td>Assistant Professor of Student Development and Counseling and Assistant Director/Director of Training, Counseling Center</td>
</tr>
<tr>
<td>Donna Katz</td>
<td>Associate Director of Human Resources</td>
</tr>
<tr>
<td>Steven Katz</td>
<td>Associate Professor of Economics and Finance</td>
</tr>
<tr>
<td>Elaine M. Kauvar</td>
<td>Professor of English</td>
</tr>
<tr>
<td>Christian Keck</td>
<td>Director, Student Computing Services</td>
</tr>
<tr>
<td>David Keller</td>
<td>Admissions Counselor, Office of Undergraduate Admissions</td>
</tr>
<tr>
<td>W. Yvette Kelley</td>
<td>Director of Technology, School of Public Affairs</td>
</tr>
<tr>
<td>Mary Kern</td>
<td>Assistant Professor of Management</td>
</tr>
<tr>
<td>Joseph J. Kerstein</td>
<td>Associate Professor of Accountancy</td>
</tr>
<tr>
<td>Ramzi Raja Khuri</td>
<td>Professor of Physics, Department of Natural Sciences</td>
</tr>
<tr>
<td>Joseph Kij</td>
<td>Systems Specialist/Database Administrator, Baruch Computing and Technology Center</td>
</tr>
<tr>
<td>Ellen King</td>
<td>Assistant Director, Employer Relations, Graduate Career Management Center, Zicklin School of Business</td>
</tr>
<tr>
<td>Beverley King-Hall</td>
<td>Associate Registrar, Office of the Registrar</td>
</tr>
<tr>
<td>Name</td>
<td>Title</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Laurence A.S. Kirby</td>
<td>Professor of Mathematics</td>
</tr>
<tr>
<td>Norman L. Kleinberg</td>
<td>Associate Professor of Economics and Finance</td>
</tr>
<tr>
<td>Louise A. Klusek</td>
<td>Associate Professor, Library</td>
</tr>
<tr>
<td>Linda H. Kneller</td>
<td>Associate Registrar, Office of the Registrar</td>
</tr>
<tr>
<td>Richard E. Kopelman</td>
<td>Professor of Management and Academic Director of the Executive MSILR Program, Zicklin School of Business</td>
</tr>
<tr>
<td>Sanders D. Korenman</td>
<td>Professor of Public Affairs</td>
</tr>
<tr>
<td>Abraham K. Korman</td>
<td>Wollman Distinguished Professor of Management</td>
</tr>
<tr>
<td>Helaine Korn</td>
<td>Associate Professor of Management</td>
</tr>
<tr>
<td>Viatchesla Koscmina</td>
<td>Information Systems Assistant Level 2, Weissman School of Arts and Sciences</td>
</tr>
<tr>
<td>Elena Kosygina</td>
<td>Assistant Professor of Mathematics</td>
</tr>
<tr>
<td>Marios Koufaris</td>
<td>Associate Professor of Statistics and Computer Information Systems</td>
</tr>
<tr>
<td>Chris Koutsouts</td>
<td>Director of Executive Programs, Zicklin School of Business</td>
</tr>
<tr>
<td>Thomas Kramer</td>
<td>Assistant Professor of Marketing and International Business</td>
</tr>
<tr>
<td>Sandra Kraskin</td>
<td>Director, Sidney Mishkin Gallery</td>
</tr>
<tr>
<td>Heather Krasna</td>
<td>Internship Coordinator, Starr Career Development Center</td>
</tr>
<tr>
<td>James A. Krauskopf</td>
<td>Distinguished Lecturer, Public Affairs, and Director of Center for Nonprofit Strategy and Management</td>
</tr>
<tr>
<td>Allen I. Kraut</td>
<td>Professor of Management</td>
</tr>
<tr>
<td>Eric Krebs</td>
<td>Marvin Antonowsky Professor of Theatre, Department of Fine and Performing Arts</td>
</tr>
<tr>
<td>Karl Kronebusch</td>
<td>Associate Professor of Public Affairs</td>
</tr>
<tr>
<td>Chandrika Kulatilleke</td>
<td>Professor of Chemistry, Department of Natural Sciences</td>
</tr>
<tr>
<td>Nanda Kumar</td>
<td>Associate Professor of Statistics and Computer Information Systems</td>
</tr>
<tr>
<td>Wendy Kyman</td>
<td>Associate Professor of Student Development and Counseling</td>
</tr>
<tr>
<td>Douglas P. Lackey</td>
<td>Professor and Chair of Philosophy</td>
</tr>
<tr>
<td>Barbara M. Lambert</td>
<td>Deputy Director, Manager of Corporate Relations, Starr Career Development Center</td>
</tr>
<tr>
<td>Philip Lambert</td>
<td>Professor of Music, Department of Fine and Performing Arts</td>
</tr>
</tbody>
</table>
### INSTRUCTIONAL AND ADMINISTRATIVE STAFF

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Additional Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Jessica Lang</strong></td>
<td>Assistant Professor of English&lt;br&gt;BA, Cornell University; MA, Washington University; PhD, Brandeis University</td>
</tr>
<tr>
<td><strong>Karl Reiner Lang</strong></td>
<td>Professor of Statistics and Computer Information Systems&lt;br&gt;BBA, MBA, Free University of Berlin; PhD, University of Texas at Austin</td>
</tr>
<tr>
<td><strong>Michael S. Large</strong></td>
<td>Recruitment Specialist for Graduate Admissions, Zicklin School of Business&lt;br&gt;BA, MBA, Hofstra University</td>
</tr>
<tr>
<td><strong>Irina Laskin</strong></td>
<td>Baruch College Fund Controller&lt;br&gt;BS, Yeshiva University</td>
</tr>
<tr>
<td><strong>Christina Latouf</strong></td>
<td>Chief Communications and Marketing Officer&lt;br&gt;BA, New York University; MBA, Baruch College</td>
</tr>
<tr>
<td><strong>Barbara Lawrence</strong></td>
<td>Associate Provost&lt;br&gt;AB, University of Illinois; AM, PhD, New York University</td>
</tr>
<tr>
<td><strong>Catalina Lawsin</strong></td>
<td>Assistant Professor of Psychology&lt;br&gt;BS, Indiana University; MA, Catholic University of America; PhD, Colorado State University</td>
</tr>
<tr>
<td><strong>Maria Leather</strong></td>
<td>Academic Operations Assistant, Continuing and Professional Studies&lt;br&gt;BSA, Fashion Institute of Technology</td>
</tr>
<tr>
<td><strong>Jae Won Lee</strong></td>
<td>Associate Professor of Economics and Finance&lt;br&gt;BA, Seoul National University; MA, City College of New York; PhD, CUNY</td>
</tr>
<tr>
<td><strong>Kenya N. Lee</strong></td>
<td>Executive Secretary to the President&lt;br&gt;BA, Queens College</td>
</tr>
<tr>
<td><strong>Myung-Soo Lee</strong></td>
<td>Associate Dean of the Zicklin School of Business and Professor of Marketing and International Business&lt;br&gt;BBA, Chung-Ang University (Korea); MBA, SUNY at Albany; PhD, SUNY at Buffalo</td>
</tr>
<tr>
<td><strong>Yong-Gyu Lee</strong></td>
<td>Assistant Professor of Accountancy&lt;br&gt;BA, MBA, Seoul National University (Korea); MAS, University of Illinois at Urbana-Champaign; PhD, Columbia University</td>
</tr>
<tr>
<td><strong>Joel M. Lefkowitz</strong></td>
<td>Professor of Psychology&lt;br&gt;BBA, City College of New York; MS, PhD, Case Western Reserve University</td>
</tr>
<tr>
<td><strong>Nancy Leighton</strong></td>
<td>Alumni Coordinator, Starr Career Development Center&lt;br&gt;BA, Lafayette College; MA, EdM, Teachers College, Columbia University</td>
</tr>
<tr>
<td><strong>Howard Lentner</strong></td>
<td>Professor Emeritus of Political Science&lt;br&gt;BS, Miami University; MA, PhD, Syracuse University</td>
</tr>
<tr>
<td><strong>Matthew LePere</strong></td>
<td>Associate Director, Robert Zicklin Center for Corporate Integrity&lt;br&gt;BS, Cornell University</td>
</tr>
<tr>
<td><strong>Gail Levin</strong></td>
<td>University Distinguished Professor of Art History, Department of Fine and Performing Arts&lt;br&gt;BA, Simmons College; MA, Tufts University; PhD, Rutgers University</td>
</tr>
<tr>
<td><strong>Arthur Lewin</strong></td>
<td>Associate Professor of Black and Hispanic Studies&lt;br&gt;BA, Queens College; PhD, CUNY</td>
</tr>
<tr>
<td><strong>Merton Lewis</strong></td>
<td>Senior College Lab Technician, Department of Natural Sciences&lt;br&gt;BA, Baruch College</td>
</tr>
<tr>
<td><strong>Patricia Lewis</strong></td>
<td>Assistant Director of Advisement Services, Flex-Time MBA and MS Programs, Zicklin School of Business&lt;br&gt;BA, Fordham University; MA, New York University</td>
</tr>
<tr>
<td><strong>Eugenia Liakaris</strong></td>
<td>Senior Career Advisor, Graduate Career Management Center, Zicklin School of Business&lt;br&gt;BS, New York Institute of Technology; MBA, Hofstra University</td>
</tr>
<tr>
<td><strong>Ke Liang</strong></td>
<td>Assistant Professor of Sociology and Anthropology&lt;br&gt;BA, MA, Peking University; PhD, University of Pennsylvania</td>
</tr>
<tr>
<td><strong>J. David Lichtenthal</strong></td>
<td>Professor of Marketing and International Business&lt;br&gt;BA, SUNY at Potsdam; MBA, SUNY at Buffalo; PhD, Pennsylvania State University</td>
</tr>
<tr>
<td><strong>Steven B. Lilien</strong></td>
<td>Irving Weinstein Distinguished Professor of Accountancy&lt;br&gt;BS, MS, PhD, New York University; CPA, New York</td>
</tr>
<tr>
<td><strong>Seth Lipner</strong></td>
<td>Professor of Law&lt;br&gt;BS, Rensselaer Polytechnic Institute; JD, Albany Law School; LLM, New York University</td>
</tr>
<tr>
<td><strong>Lewis Liu</strong></td>
<td>Professor, Library&lt;br&gt;BA, Beijing Teacher’s College (China); MEd, SUNY at Buffalo; MBA, Niagara University; MS, University of Illinois at Urbana-Champaign; PhD, SUNY at Buffalo</td>
</tr>
</tbody>
</table>

187
Robert J. Lloyd
Assistant Vice President of Campus Operations
BA, BSME, Washington State University

Ruthe Lloyd
Relationship Manager, Employer Relations, Graduate Career Management Center, Zicklin School of Business
BA, Michigan State University

Thomas Lo
Associate Director of Graduate Admissions, Zicklin School of Business
BA, Baruch College; MA, Hunter College

Susan Locke
Professor of Psychology
BA, Vassar College; PhD, Adelphi University

N. Paul Loomba
Professor of Management
BSME, BSEE, University of Nebraska; MS, Massachusetts Institute of Technology; PhD, University of Wisconsin–Madison

Lai Louie
Financial Aid Counselor/Alternative Loan Coordinator
BA, Baruch College; MA, Hunter College

Michael Lovaglio
Director of Graduate Admissions and Student Services, School of Public Affairs
BA, New York University

Meir Lubetski
Professor of Modern Languages and Comparative Literature
BA, MA, Hebrew University; MS, Brooklyn College; PhD, New York University

Eric Lugo
Director of Government and Community Relations, Office of Communications and Marketing
BA, SUNY at Albany

David Luna
Associate Professor of Marketing and International Business
BA, Lakeland College; MBA, Marquette University; PhD, University of Wisconsin–Milwaukee

Steven Lustgarten
Professor of Economics and Finance
BA, City College of New York; MS, PhD, University of California, Los Angeles

Nita L. Lutwak
Associate Professor of Psychology
BA, Baruch College; MA, Hunter College; PhD, Fordham University

Karen Luxton-Gourgey
Director of the Computer Center for Visually Impaired People, Continuing and Professional Studies
BA, Oberlin College; MA, New York University; EdD, Teachers College, Columbia University

Janet Lyden
Career Advisor, Graduate Career Management Center, Zicklin School of Business
BA, Hamilton College

Karen Lyness
Professor of Psychology
BA, Miami University; MA, PhD, Ohio State University

Thomas Lyons
Professor of Management and Field Family Professor of Entrepreneurship
BA, Butler University; MA, Loyola University; PhD, University of Michigan

Barry Kai-Fai Ma
Associate Professor of Economics and Finance
BA, University of Toronto; MS, PhD, Stanford University

Jin Ma
Assistant Professor, Library
BS, Peking University; MLS, Emporia State University; MS, University of Connecticut

Pai-Chun Ma
Associate Professor of Statistics and Computer Information Systems
BS, National Chiao-Tung University (Taiwan); MBA, SUNY at Buffalo; PhD, New York University

John V. Maciuika
Associate Professor of Art, Department of Fine and Performing Arts
BA, University of Pennsylvania; PhD, University of California at Berkeley

Elizabeth Maglietta
Director of Advancement Research, Office of College Advancement
BS, MLS, St. John’s University

John Maher
Director of Finance and Administration, Newman Programs in Real Estate
BBA, Baruch College; MA, Fordham University

Rezaullah Mahmud
Webmaster, Zicklin School of Business
BBA, LeMoyne Owen College

Thomas Main
Associate Professor of Public Affairs
BA, University of Chicago; MPA, Kennedy School of Government, Harvard University; PhD, Princeton University

Boris Maizel
Lecturer, Philosophy
MA, PhD, Moscow State University

John Malatesta
Managing Director, Baruch Performing Arts Center
BA, Pennsylvania State University
<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Affiliations</th>
</tr>
</thead>
</table>
| Edward Malca             | Lecturer, Economics and Finance  
BBA, MBA, PhD, CUNY; DMD, University of Medicine                                                                                                           |
| Charles J. Malerich      | Associate Professor of Chemistry, Department of Natural Sciences  
BS, St. John's University; PhD, Yale University                                                                                                           |
| Brenda Maller            | Transfer Evaluation Coordinator, Office of the Registrar  
BA, Queens College                                                                                                                                                |
| Jennifer Mangels         | Associate Professor of Psychology  
BAAS, University of Delaware;  
PhD, University of California, Berkeley                                                                                                                          |
| Sebastiano Manzan        | Assistant Professor of Economics and Finance  
BS, University of Venice; MS, Venice International University;  
PhD, University of Amsterdam                                                                                                                                       |
| Dobrin Marchev           | Assistant Professor of Statistics and Computer Information Systems  
MS, PhD, University of Florida                                                                                                                                 |
| Kenneth Marcus           | Lillie and Nathan Ackerman Visiting Professor of  
Equality and Justice in America  
BA, Williams College; JD, University of California                                                                                                                    |
| Eugene Marlow            | Professor of Journalism  
BA, Hunter College; MBA, Golden Gate University;  
PhD, New York University                                                                                                                                                |
| Carol Marquardt          | Associate Professor, Department of Accountancy  
BA, University of Wisconsin; MS, University of Arizona;  
PhD, Cornell University                                                                                                                                 |
| Julien Marques           | Assistant Director of Student Orientation and New Student Programs  
BS, Emerson College; MA, Boston College                                                                                                                                |
| Terrence F. Martell      | Emanuel Saxe Distinguished Professor of Finance and Director of the Weissman Center for International Business  
BA, Iona College; PhD, Pennsylvania State University                                                                                                                     |
| Johanna Martin           | Director, Graduate Career Management Center, Zicklin School of Business  
BA, SUNY at Oswego; MA, New York University                                                                                                                            |
| Elena M. Martinez        | Professor and Chair of Modern Languages and Comparative Literature  
BA, University of Puerto Rico; MA, PhD, New York University                                                                                                              |
| Victor H. Martinez       | Assistant Professor of Economics and Finance  
BS (physics), BS (mathematics), SUNY at Stony Brook;  
PhD, Massachusetts Institute of Technology                                                                                                                                 |
| Nicole P. Marwell        | Associate Professor of Public Affairs  
BA, Columbia University; MA, PhD, University of Chicago                                                                                                                                 |
| Christina Mashruwala     | Assistant Professor of Accountancy  
BA, MA, PhD, University of Washington                                                                                                                                 |
| Shamin Mashruwala        | Assistant Professor of Accountancy  
BE, SUNY; MBA, University of Chicago;  
PhD, University of Washington                                                                                                                                 |
| Pragya Mathur            | Assistant Professor of Marketing and International Business  
BA, St. Stephen's College, University of Delhi;  
MBA, University of Delhi; MPhil, PhD, New York University, Stern School of Business                                                                                     |
| Kimberly Maybar          | Assistant Director, Professional Programs, Continuing and Professional Studies  
BA, Drew University; MA, New York University                                                                                                                                 |
| Alyce Mayo               | Administrative Director–Entrepreneurship, Lawrence N. Field Center for Entrepreneurship, Zicklin School of Business  
BA, Brooklyn College; MA, Teachers College, Columbia University                                                                                                             |
| Anita Mayo               | Professor of Mathematics  
BA, Barnard College; PhD, New York University                                                                                                                                 |
| Deborah Mazzia           | Assistant Registrar, Office of the Registrar  
BBA, Baruch College                                                                                                                                                     |
| Lois J. McAndrew         | Assistant Director of Campus Security and Public Safety  
BS, John Jay College of Criminal Justice                                                                                                                                 |
| William McClellan        | Associate Professor of English  
BA, Syracuse University; MPhil, PhD, CUNY                                                                                                                                 |
| John McGarraghy          | Professor of Public Affairs  
BA, St. Mary's University; MA, Catholic University of America; EdD, Harvard University                                                                                                                                   |
| Mary McGlynn             | Assistant Professor of English  
BA, University of Texas at Austin; MA, MPhil, PhD, Columbia University                                                                                                                                                        |
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>University 1</th>
<th>University 2</th>
<th>University 3</th>
<th>University 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Henry J. McLaughlin</td>
<td>Director of Campus Security and Public Safety</td>
<td>BA, Iona College; MS, Lehman College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Keisha McLeod</td>
<td>Coordinator of Student Services, Weissman School of Arts and Sciences</td>
<td>BBA, Baruch College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corey Mead</td>
<td>Assistant Professor of English</td>
<td>BA, University of Iowa; MA, University of Washington; PhD, University of Wisconsin–Madison</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Douglas Medina</td>
<td>Associate Director, Undergraduate Honors Program</td>
<td>AAS, Westchester Community College; BA, Manhattanville College; MA, New School University, The New School for Social Research</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CARYN E. MEDVED</td>
<td>Associate Professor of Communication Studies</td>
<td>BA, MA, Michigan State University; PhD, University of Kansas</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>STEVEN V. MELNIK</td>
<td>Associate Professor of Accountancy</td>
<td>BBA, Baruch College; JD, New York Law School; LLM, New York University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ELYSE MENDEL</td>
<td>Director of Graduate Career Services, School of Public Affairs</td>
<td>BA, SUNY College at Old Westbury; MSEd, Baruch College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MELISA MENDEZ</td>
<td>Assistant Director, Pre-Award Administration, Office of Sponsored Programs and Research</td>
<td>BA, Brooklyn College</td>
<td></td>
<td></td>
<td></td>
</tr>
<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>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ANA L. MERA-RUZ</td>
<td>Coordinator of Administrative and Financial Services, Weissman School of Arts and Sciences</td>
<td>BA, City College of New York</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>REBECCA S. MERKIN</td>
<td>Assistant Professor of Communication Studies</td>
<td>BS, New York University; MS, Boston University; PhD, Kent State University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WILLIAM MILLISER</td>
<td>Assistant Professor of Management</td>
<td>BS, Lehigh University; MST, Reserve University, University of New Hampshire; PhD, Case Western Reserve University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JOSHUA E. MILLS</td>
<td>Professor of English and Director of the Journalism Program</td>
<td>BA, MA, City College of New York</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Darryl G. Minor</td>
<td>User Education and Support Assistant, Baruch Computing and Technology Center</td>
<td>BBA, Baruch College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peter Miroshnik</td>
<td>Senior College Laboratory Technician</td>
<td>BS, Polytechnic College, Kiev, Ukraine</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KENNETH M. MISCHEL</td>
<td>Associate Professor of Economics and Finance</td>
<td>BA, University of Pennsylvania; PhD, Columbia University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JERRY MITCHELL</td>
<td>Professor of Public Affairs</td>
<td>BS, Southwest Missouri State University; MPA, Texas A&amp;M University; PhD, University of Kansas</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RICHARD MITTEN</td>
<td>Director, Study Abroad Program</td>
<td>BA, Columbia University; MA, Cambridge University; PhD, University of Vienna</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KANNAN MOHAN</td>
<td>Assistant Professor of Statistics and Computer Information Systems</td>
<td>BEng, Coimbatore Institute of Technology (India); PhD, Georgia State University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HUGO MORALES</td>
<td>Assistant Director and Coordinator of Information Center, Office of Undergraduate Admissions</td>
<td>BA, City College of New York</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CARLOS JULIO MORENO</td>
<td>Professor of Mathematics</td>
<td>BA, PhD, New York University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAROL MORGAN</td>
<td>Director of the Student Academic Consulting Center, Director of the Immersion Program</td>
<td>BA, MA, Lehman College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ANNE G. MORRIS</td>
<td>Director, Center for Logistics and Transportation, Zicklin School of Business</td>
<td>BS, Ohio State University; MA, Teachers College, Columbia University; PhD, Fordham University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JOSEPH MUI</td>
<td>Systems Analyst/Programmer, Baruch Computing and Technology Center</td>
<td>BA, Lehman College; MBA, Baruch College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SANDRA MULLINGS</td>
<td>Associate Professor of Law</td>
<td>BA, MS, Queens College; JD, Yale University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JASON MUNSHI-SOUTH</td>
<td>Assistant Professor of Biology and Ecology, Department of Natural Sciences</td>
<td>AB, University of Chicago; PhD, University of Maryland</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Title and Department</td>
<td>Education and Professional Experience</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------</td>
<td>------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brian Phillip Murphy</td>
<td>Assistant Professor of History</td>
<td>BA, Haverford College; MA, PhD, University of Virginia</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frances Murphy</td>
<td>Director of Graduate Admissions, Zicklin School of Business</td>
<td>BBA, Cardinal Cushing College; MBA, Baruch College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Samuel Murray</td>
<td>Assistant Director, Financial Aid Office</td>
<td>BBA, MSED, Baruch College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Douglas Muzzio</td>
<td>Professor of Public Affairs and Co-Director, Center for Innovation and Leadership in Government, School of Public Affairs</td>
<td>BA, Fordham University; MA, PhD, New York University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Robert J. Myers</td>
<td>Professor of Communication Studies</td>
<td>BA, MA, Queens College; PhD, St. John's University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lilach Nachum</td>
<td>Professor of Marketing and International Business</td>
<td>BA, MBA, Tel-Aviv University; PhD, Copenhagen Business School</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rajarishi Nahata</td>
<td>Assistant Professor of Economics and Finance</td>
<td>BEng, Maharaja Sayajirao University (India); MMS, University of Bombay; PhD, Vanderbilt University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loren J. Naidoo</td>
<td>Assistant Professor of Psychology</td>
<td>BS, McGill University; MA, PhD, University of Akron</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ronald Neath</td>
<td>Assistant Professor of Statistics and Computer Information Systems</td>
<td>BS, MS, University of California, Davis; PhD, University of Minnesota</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marilyn Neimark</td>
<td>Professor of Accountancy</td>
<td>BA, Cornell University; MBA, MPhil, PhD, New York University; CPA, New York</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ali Nematollahy</td>
<td>Assistant Professor of Modern Languages and Comparative Literature</td>
<td>BA, University of Maryland; MA, PhD, CUNY</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eric Neubacher</td>
<td>Assistant Professor, Library</td>
<td>BA, Bucknell University; MLS, Rutgers University; MPA, Baruch College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>John Neves</td>
<td>Sports Information Director</td>
<td>BA, Manhattan College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sue Y. Ng</td>
<td>Senior College Laboratory Technician, Department of Modern Languages and Comparative Literature</td>
<td>BBA, Baruch College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bogdan Nicolescu</td>
<td>Senior College Laboratory Technician, Department of Natural Sciences</td>
<td>BS, Clarkson University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hugo Nurnberg</td>
<td>Professor of Accountancy</td>
<td>BS, Queens College; MBA, Baruch College; PhD, Columbia University; CPA, New York</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>David O'Brien</td>
<td>Professor of Psychology</td>
<td>BA, Boston University; PhD, Temple University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evangelina Ocasio</td>
<td>Enrollment Advisor, Continuing and Professional Studies</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Betty Ogilus-DuVerger</td>
<td>Lecturer, Student Development and Counseling</td>
<td>BA, Baruch College; MSED and Advanced Certificate, Brooklyn College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>David Olan</td>
<td>Professor of Music, Department of Fine and Performing Arts</td>
<td>AB, Columbia College; MS, MM, University of Wisconsin–Madison; DMA, Columbia University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Veena Talwar Oldenberg</td>
<td>Professor of History</td>
<td>BA, Sarah Lawrence College; PhD, Columbia University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>June O’Neill</td>
<td>Wollman Distinguished Professor of Economics and Director of the Center for the Study of Business and Government</td>
<td>BA, Sarah Lawrence College; PhD, Columbia University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Joseph Onochie</td>
<td>Associate Professor of Economics and Finance and Academic Director of the Executive MBA Program, Zicklin School of Business</td>
<td>BBA, University of Nigeria; MBA, Tulane University; MS, University of Southwestern Louisiana; MA, PhD, University of New Orleans</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Richard Orbe-Austin</td>
<td>Coordinator of Special Programs, Starr Career Development Center</td>
<td>BA, New York University; MsEd, PhD, Fordham University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peter Orland</td>
<td>Professor of Physics, Department of Natural Sciences</td>
<td>BS, University of California at Berkeley; PhD, University of California, Santa Cruz</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Title and Department</td>
<td>Education Details</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rita Ormsby</td>
<td>Associate Professor, Library</td>
<td>BA, University of Iowa; MSL, University of Wisconsin–Madison; MPA, Baruch College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Farhana Osmani</td>
<td>Information Systems Associate, Level 1, Weissman School</td>
<td>BA, Baruch College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mehmet Ozbilgin</td>
<td>Assistant Professor of Accountancy</td>
<td>BS, Istanbul Technical University; MBA, Georgia State University; PhD, Purdue University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Michael A. Palley</td>
<td>Professor of Statistics and Computer Information Systems</td>
<td>BS, Wharton School, University of Pennsylvania; MS, MPhil, PhD, Stern School of Business, New York University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Susanna Pangestu</td>
<td>Senior Accountant, Continuing and Professional Studies</td>
<td>BS, Hunter College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gene Park</td>
<td>Assistant Professor of Political Science</td>
<td>BA, Swarthmore College; MCP, PhD, University of California at Berkeley</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jaihyun Park</td>
<td>Associate Professor of Psychology</td>
<td>BA, Seoul National University; MS, PhD, Yale University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gloria Paulus</td>
<td>Senior Academic Advisor, Center for Advisement and</td>
<td>BA, Montclair State College; MA, Hunter College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alan Pearlman</td>
<td>Senior College Laboratory Technician, Weissman School</td>
<td>BSEd, MSED, Baruch College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carmen Pedrogo</td>
<td>Affirmative Action Officer</td>
<td>BA, MA, University of Miami</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aisha Peña</td>
<td>Associate Professor, Library</td>
<td>AAS, New York City Technical College; BA, Hunter College; MS, Pratt Institute; MS, Polytechnic University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Katherine Pence</td>
<td>Associate Professor of History</td>
<td>BA, Pomona College; MA, PhD, University of Michigan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lin Peng</td>
<td>Associate Professor of Economics and Finance</td>
<td>MA, Wesleyan University; PhD, Duke University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beremis Perez</td>
<td>College Laboratory Technician, Department of Natural</td>
<td>AA, Borough of Manhattan Community College; BA, SUNY at Binghampton</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glenn Petersen</td>
<td>Professor and Chair of Sociology and Anthropology</td>
<td>BA, California State College, Bakersfield; MA, MPhil, PhD, Columbia University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Susan Peterson</td>
<td>ESL Program Coordinator, Continuing and Professional</td>
<td>BA, University of Minnesota; MA, Hunter College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Myra Pineiro</td>
<td>Budget Analyst, Budget Office</td>
<td>BBA, Baruch College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Angela Pinto</td>
<td>Assistant Professor of Psychology</td>
<td>BA, Harvard University; MA, PhD, University of Maryland</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Robert Pirowski</td>
<td>Associate Director of Recruitment, Office of Undergraduate Admissions</td>
<td>BBA, Delhi College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Joseph Pizzo</td>
<td>Marketing Project Manager, Continuing and Professional</td>
<td>BSA, Pratt Institute</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Michael P. Plekon</td>
<td>Professor of Sociology and Anthropology</td>
<td>BA, Catholic University of America; MA, PhD, Rutgers University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bobbie J. Pollard</td>
<td>Associate Professor, Library</td>
<td>BA, Jackson State College; MLS, Atlanta University; MA, New York University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debra Popkin</td>
<td>Professor of Modern Languages and Comparative Literature</td>
<td>BA, City College of New York; MA, PhD, Columbia University; Diplôme, University of Paris, Sorbonne</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lisa Poulard-Burton</td>
<td>Director of Alumni Relations, Office of College</td>
<td>BA, Baruch College; MPA, Long Island University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Greg Price</td>
<td>Associate Registrar, Office of the Registrar</td>
<td>BBA, Baruch College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eloise Quiñones-Keber</td>
<td>Professor of Art, Department of Fine and Performing Arts</td>
<td>BA, Immaculate Heart College; MA, University of California, Los Angeles; MA, PhD, Columbia University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jaime Q. Quintong</td>
<td>Controller, Baruch College Fund</td>
<td>BS, Adamson University, Phillipines</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Title and Affiliation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------</td>
<td>---------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alfonso Quiroz</td>
<td>Professor of History, Universidad Catolica; MA, PhD, Columbia University</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rados Radoicic</td>
<td>Associate Professor of Mathematics, Massachusetts Institute of Technology</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Keith Ramig</td>
<td>Associate Professor of Chemistry, Massachusetts Institute of Technology, Indiana Univ.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Helen Ramirez</td>
<td>Assistant Director of Graduate Admissions, Zicklin School of Business, Fordham Univ.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denyse Ramkaran</td>
<td>Director of Testing and Evaluation, John Jay College</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dularie Ramkishun</td>
<td>Academic Data Analyst, Office of the Dean, Zicklin School of Business, Baruch College</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ester Ramos</td>
<td>Head of Circulation, Library, Baruch College</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dalchand Rampaul</td>
<td>Chief College Laboratory Technician, Department of Natural Sciences, Baruch College</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Raymond Rankis</td>
<td>Associate Athletic Director and Director of Intramural Athletics, Baruch College</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ria Rasalan</td>
<td>Assistant Director for Admissions, School of Public Affairs, Barnard College</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Linda Rath</td>
<td>Instructor, Library, Barnard College; MLS, SUNY at Buffalo</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>James Ratigan</td>
<td>Director of Professional Programs, Continuing and Professional Studies, Queens College</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ned Regan</td>
<td>CUNY Distinguished Professor of Public Affairs, Hobart College; JD, State Univ.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jakob Reich</td>
<td>Associate Professor of Mathematics, University of New Mexico</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elizabeth M. Reis</td>
<td>Associate Professor of Psychology, University of Massachusetts, MEd, PhD, Columbia University</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dahlia Remler</td>
<td>Associate Professor of Public Affairs, University of California at Berkeley, DPhil, Oxford</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Joel Rentzler</td>
<td>Professor of Economics and Finance, University of California at Berkeley, PhD, Harvard University</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>David Reynolds</td>
<td>University Distinguished Professor of English, Amherst College, PhD, Brown University</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sharon D. Ricks</td>
<td>Director of Academic Advising Programs, Center for Advising, SUNY at Stony Brook, Baruch College</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hala Rihan-Bonner</td>
<td>Associate Director, International Programs, Zicklin School of Business, American Univ.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charles A. Riley</td>
<td>Associate Professor of English, Princeton University, MPhil, PhD, CUNY</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mary Rivers</td>
<td>Assistant Vice President for Planning and Budget, Cornell University, MPA, Princeton University</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evelyn Roberts</td>
<td>Associate Director, Strategic Partnerships, University of Rochester, PhD, Brown University</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elizabeth Robinson</td>
<td>Director of Human Resources, Hunter College</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alvany Rocha</td>
<td>Professor of Mathematics, Universidad Federal de Pernambuco, PhD, Rutgers University</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Astrid Rodriguez</td>
<td>Enrollment Analyst, CUNY Graduate Center</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marvin Rodriguez</td>
<td>Academic Advisor, Center for Advising, BBA, Baruch College</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sandra Roff</td>
<td>Professor of Library, Hunter College, SUNY at Oneonta, MA, University of Pennsylvania, MLS, Pratt Institute</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Position and Department</td>
<td>Education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------</td>
<td>----------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Edward G. Rogoff</td>
<td>Professor and Chair of Management</td>
<td>BA, MBA, PhD, Columbia University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carl Rollyson</td>
<td>Professor of Journalism</td>
<td>BA, Michigan State University; MA, PhD, University of Toronto</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Robin Root</td>
<td>Assistant Professor of Sociology and Anthropology</td>
<td>BA, MA, University of Pennsylvania; MPH, Harvard University; PhD, University of California, Los Angeles</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vilmarie Rosario</td>
<td>Academic Advisor, Center for Advisement and Orientation</td>
<td>BBA, Pace University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barry Rosen</td>
<td>Associate Professor of Marketing and International Business</td>
<td>BS, MS, SUNY College of Environmental Science and Forestry; MBA, Syracuse University; PhD, SUNY at Buffalo</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>David Rosenberg</td>
<td>Associate Professor of Law</td>
<td>BA, Oberlin College; JD, Cornell University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Geanne Rosenberg</td>
<td>Associate Professor of Journalism and Chair of Journalism and the Writing Professions</td>
<td>BA, Bryn Mawr College; MS, JD, Columbia University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ruth D. Rosenthal</td>
<td>Associate Professor of Communication Studies</td>
<td>BA, MS, Brooklyn College; PhD, CUNY</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Howard N. Ross</td>
<td>Professor of Economics and Finance</td>
<td>AB, MA, PhD, Columbia University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barbara Katz Rothman</td>
<td>Professor of Sociology and Anthropology</td>
<td>BA, Brooklyn College; MA, PhD, New York University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hannah Rothstein</td>
<td>Professor of Management</td>
<td>BA, Brooklyn College; MA, Hebrew University; PhD, University of Maryland</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Murray Rubinstein</td>
<td>Professor of History</td>
<td>BA, City College of New York; MA, St. John’s University; PhD, New York University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ann Ruecker</td>
<td>Associate Director of Executive Programs, School of Public Affairs</td>
<td>BA, Boston College; MA, Hunter College; MPA, Baruch College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>William Ruland</td>
<td>Professor of Accountancy</td>
<td>BS, Pennsylvania State University; MBA, PhD, SUNY at Buffalo</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sarah Ryan</td>
<td>Assistant Professor of Public Affairs</td>
<td>BA, Capital University; MA, PhD, Ohio University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yitzchak P. Sabban</td>
<td>Associate Professor of Statistics and Computer Information Systems</td>
<td>BA, MA, Hebrew University; PhD, New York University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shadia A. Sachedina</td>
<td>Student Affairs Coordinator, Office of the Vice President for Student Development &amp; Enrollment Management</td>
<td>BA, SUNY at Stony Brook, MsEd, Baruch College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deborah Saivetz</td>
<td>Associate Professor of Theatre, Department of Fine and Performing Arts</td>
<td>BS, MA, PhD, Northwestern University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sajeezh Sajeezh</td>
<td>Assistant Professor of Marketing and International Business</td>
<td>BTech, Indian Institute of Technology; AM, PhD, University of Pennsylvania</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jennifer Salas</td>
<td>Assistant to the Assistant Vice President for Undergraduate Admissions and Financial Aid/Scholarship Coordinator</td>
<td>BA, Hunter College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Zoé Sheehan Saldaña</td>
<td>Assistant Professor of Art, Department of Fine and Performing Arts</td>
<td>BA, Oberlin College; MFA, Rochester Institute of Technology</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ora F. Saloman</td>
<td>Professor of Music, Department of Fine and Performing Arts</td>
<td>AB, Barnard College; MA, PhD, Columbia University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jorge Sanchez</td>
<td>Coordinator, Technology for Baruch College Administrative Services</td>
<td>BBA, Administrator Publico, Facultad de Ciencias Politicas y Administrativas (Bogotá); MA, New York University; MSEd, Baruch College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Raul Sanchez</td>
<td>Program Coordinator, ESL and Languages, Continuing and Professional Studies</td>
<td>MA, New York University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aurea Santana</td>
<td>Coordinator, Academic Personnel and Budget Systems</td>
<td>BBA, MSEd, Baruch College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parmatma Saran</td>
<td>Professor of Sociology and Anthropology</td>
<td>BA, MA, Patna University (India); PhD, CUNY</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bharat Sarath</td>
<td>Professor of Accountancy</td>
<td>BA, Pembroke College, Cambridge (England); PhD, University of Calgary; PhD, Stanford University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Title/Position</td>
<td>Education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hagop Sarkissian</td>
<td>Assistant Professor of Philosophy</td>
<td>BA, MA, University of Toronto; PhD, Duke University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E.S. Savas</td>
<td>Presidential Professor of Public Affairs</td>
<td>BA, BS, University of Chicago; MA, PhD, Columbia University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barbara E. Savedoff</td>
<td>Associate Professor of Philosophy</td>
<td>BA, Princeton University; MA, Columbia University; PhD, Rutgers University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leah H. Schanke</td>
<td>Training and Development Specialist, Human Resources</td>
<td>BA, Queens College; MA, Springfield College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Helen Scharff</td>
<td>Lecturer, Public Affairs</td>
<td>BA, Kenyon College; MA, Hunter College; PhD, New York University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Valerie Schawaroch</td>
<td>Associate Professor of Biology, Department of Natural Sciences</td>
<td>BS, Adelphi University; MA, City College of New York; PhD, CUNY</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donald Schepers</td>
<td>Associate Professor of Management</td>
<td>BA, St. Mary's University; MDiv, St. Michael's Faculty of Theology, University of Toronto; MBA, Tulane University; PhD, University of Arizona</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charles A. Scherbaum, Jr.</td>
<td>Associate Professor of Psychology</td>
<td>BS, University of Washington; MS, PhD, Ohio University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Susan Schindler</td>
<td>Associate Professor of Mathematics</td>
<td>BA, Mount Holyoke College; MA, PhD, University of Wisconsin–Madison</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Steven Schnaars</td>
<td>Professor of Marketing and International Business</td>
<td>BS, University of Dayton; MBA, Baruch College; MS, PhD, CUNY</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>George O. Schneller IV</td>
<td>Associate Professor of Management</td>
<td>BA, Mount Union College; MS, PhD, Lehigh University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eugene Scholtens</td>
<td>Senior College Laboratory Technician, Department of Fine and Performing Arts</td>
<td>BA, MA, University of Illinois</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grace Schulman</td>
<td>University Distinguished Professor of English</td>
<td>BS, Bard College and American University; MA, PhD, New York University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seymour Schulman</td>
<td>Professor of Biology, Department of Natural Sciences</td>
<td>BS, City College of New York; MS, PhD, New York University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Morris Schwartz</td>
<td>Lecturer, Statistics and Computer Information Systems</td>
<td>BE, ME, City College of New York; EE, New York University; MS, Polytechnic University of New York; MBA, New York Institute of Technology</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Robert Schwartz</td>
<td>Marvin M. Speiser Professor of Finance and University Distinguished Professor of Finance</td>
<td>BA, New York University; MBA, PhD, Columbia University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Myron Schwartzman</td>
<td>Professor of Journalism</td>
<td>BA, Columbia College; MPhil, University of London; PhD, SUNY at Stony Brook</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sibyl Schwarzenbach</td>
<td>Associate Professor of Philosophy</td>
<td>BA, Cornell University; MA, PhD, Harvard University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Susan S. Sciusco</td>
<td>Manager of Satellite Operations and Installation, Baruch Computing and Technology Center</td>
<td>BBA, Baruch College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Robert M. Scotto</td>
<td>Assistant Professor of English</td>
<td>BA, Manhattan College; MA, Brooklyn College; PhD, CUNY</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sankar Sen</td>
<td>Professor of Marketing and International Business</td>
<td>BA, Brandeis University; MS, University of Minnesota; PhD, University of Pennsylvania</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tansen Sen</td>
<td>Associate Professor of History</td>
<td>BA, Beijing Languages Institute; MA, Beijing University; PhD, University of Pennsylvania</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S. Prakash Sethi</td>
<td>University Distinguished Professor of Management</td>
<td>MA, Delhi University; MBA, PhD, Columbia University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>David Shanton</td>
<td>Executive Director of Development, Office of College Advancement</td>
<td>BA, Utica College; MA, Rutgers University; MLS, St. John's University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beryl I. Shaw</td>
<td>Associate Professor of Mathematics</td>
<td>BA, MA, PhD, Yeshiva University</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mark Sheingorn</td>
<td>Professor of Mathematics</td>
<td>AB, Dartmouth College; MA, PhD, University of Wisconsin–Madison</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Position and Affiliations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Karen Shelby                  | Assistant Professor of Art, Department of Fine and Performing Arts  
BA, College of Wooster; MA, Ohio State University; PhD, Barnard College |
| Katherine Shafter             | Associate Professor, Library  
BA, MS, PhD, Florida State University |
| Weilei (Stone) Shi            | Assistant Professor of Management  
BA, MA, Shanghai University; PhD, University of Pittsburgh |
| Dorothy Shipp                 | Associate Professor of Public Affairs  
BA, University of California, Davis; MA, University of California at Berkeley; PhD, Stanford University |
| Roberta F. Shogan             | Lecturer, Communication Studies  
BA, Brooklyn College; MA, Columbia University |
| Lauren Silberman              | Professor of English  
AB, Smith College; MPhil, PhD, Yale University |
| John Siotkas                  | Assistant Director of Campus Security and Public Safety  
BS, MPA, John Jay College of Criminal Justice |
| Isabel Cid Sirgado            | Professor of Modern Languages and Comparative Literature  
MA, St. John's University; PhD, New York University |
| Ralph A. Sirianni             | Senior College Laboratory Technician, Department of Student Development and Counseling |
| Barbara Sirois                | Director, Services for Students with Disabilities  
BA, University of Wisconsin–Milwaukee; MA, Hunter College |
| David Sitt                    | Lecturer, Psychology  
BA, Baruch College; MA, PhD, Yeshiva University |
| Lene Skou                     | Deputy Director, Weissman Center for International Business, Zicklin School of Business  
JD, University of Copenhagen; LLM, New York University |
| Dennis Slavin                 | Associate Provost and Associate Professor of Music  
BA, Brandeis University; MFA, PhD, Princeton University |
| Cheryl Smith                  | Associate Professor of English  
BA, MA, PhD, Tufts University |
| Glova Smith                   | Director of Technology Support Services, Zicklin School of Business  
BS, Fordham University; MS, Lehman College |
| Naimah Smith                  | Director of CIS, Office of College Advancement  
BA, Hunter College |
| Patricia Smith                | Professor of Philosophy  
BA, University of West Florida;  
MA, PhD, JD, University of Arizona |
| Robert Courtney Smith         | Associate Professor of Public Affairs  
BA, University of Delaware; MA, PhD, Columbia University |
| Ryan Alan Smith               | Associate Professor of Public Affairs  
BA, University of Pennsylvania; MS, University of Wisconsin–Madison; PhD, University of California, Los Angeles |
| Gregory J. Snyder             | Assistant Professor of Sociology and Anthropology  
BA, University of Wisconsin–Madison;  
MA, PhD, The New School for Social Research |
| Shoshanna Sofaer              | Robert P. Luciano Chair of Health Care Policy and Professor of Public Affairs  
AB, Barnard College; MPH, DPH, University of California at Berkeley |
| Kristin Sommer                | Associate Professor of Psychology  
BA, MA, PhD, University of Toledo |
| Young Kyu Son                 | Associate Professor of Management  
BS, Seoul National University; MS, PhD, Auburn University |
| Sang Young Song               | Assistant Professor of Marketing and International Business  
BA, MBA, Seoul National University;  
MS, PhD, Wharton School, University of Pennsylvania |
| Mark Spergel                  | Director of Orientation and Freshman Year Incentive  
BA, University of Chicago; MA, Hunter College;  
PhM, PhD, CUNY |
| Georghios Sphicas             | Professor of Management  
BA, BBA, American University of Beirut;  
MA, PhD, Columbia University |
| Sandeep Sreekumar             | Assistant Professor of Philosophy  
BA, The National Law School of India;  
MA, PhD, University of Oxford |
Michael Staub  
*Professor of English*  
BA, Hampshire College; MA, PhD, Brown University

Dan Stefanica  
*Associate Professor of Mathematics*  
BA, University of Bucharest (Romania); PhD, Courant Institute, New York University

Ellen Adelman Stein  
*Career Counseling Coordinator,*  
*Stern Career Development Center*  
BA, University of Rochester; MA, EdM, Columbia University; PhD, Fordham University

Louis W. Stern  
*Associate Professor of Management*  
BA, Temple University; MS, PhD, Lehigh University

Abigail Stevens-Amare  
*Coordinator, Administrative and Financial Services, Office of the Provost and Senior Vice President for Academic Affairs*  
BBA, Baruch College

Robert M. Stolinsky  
*Lecturer and Director of Executive Programs and the Baruch College/Mount Sinai School of Medicine Graduate Program in Health Care Administration, Zicklin School of Business*  
BA, Hiram College; MA, New York University

Barbara M. Strauch  
*Operations Manager, Baruch Computing and Technology Center*  
BA, Baruch College

Norman Strauss  
*Distinguished Lecturer, Accountancy*  
BBA, MBA, Baruch College

Amrish R. Sugrim-Singh  
*Faculty Liaison, Office of Sponsored Programs and Research*  
BBA, Baruch College

Neil Sullivan  
*Professor of Public Affairs*  
BA, MA, University of Southern California; PhD, Brandeis University

Melissa Sultana  
*Coordinator of Executive Programs, School of Public Affairs*  
BS, Pennsylvania State University; MPA, Baruch College

Leonard Sussman  
*Professor of Art, Department of Fine and Performing Arts*  
BA, University of California at Berkeley; MFA, Pratt Institute

Anne Swartz  
*Professor of Music, Department of Fine and Performing Arts*  
BA, Wilson College; MA, PhD, University of Pittsburgh

Jan Sweeney  
*Lecturer, Accountancy*  
BA, University of Wales; MBA, University of Alberta; PhD, Cornell University

David J. Szalda  
*Professor of Chemistry, Department of Natural Sciences*  
BS, Manhattan College; MA, PhD, Johns Hopkins University

Hirokazu Takada  
*Professor of Marketing and International Business*  
BA, Otaru University of Commerce; MM, Northwestern University; PhD, Purdue University

Isak Takså  
*Associate Professor of Statistics and Computer Information Systems*  
BS, Institute of National Economics, Ukraine; MS, Columbia University; PhD, CUNY

Kishore Tandon  
*Professor and Chair of Economics and Finance*  
BS, MA, University of Rajasthan; MS, University of Manitoba; PhD, University of Pittsburgh

Abdullah Uz Tansel  
*Professor of Statistics and Computer Information Systems*  
BS, MS, Middle East Technical University; MBA, University of Southern California; PhD, Middle East Technical University

Nigara Tashkent  
*Manager, Client Services and Documentation,*  
*Baruch Computing and Technology Center*  
BA, Baruch College

Lawrence G. Tatum  
*Associate Professor of Statistics and Computer Information Systems*  
BA, New College; PhD, New York University

Abraham D. Tawil  
*Executive Director of Hillel at Baruch College*  
BA, Brooklyn College; MD, American University School of Medicine (Wisconsin); MBA, Baruch College; JD, Benjamin Cardozo School of Law

Clarence Taylor  
*Professor of History (joint appointment with Black and Hispanic Studies)*  
BA, Brooklyn College; MA, New York University; PhD, CUNY

Claude Taylor  
*Lecturer, English*  
BA, Bard College; MA, Teachers College, Columbia University

Marilyn Taylor-Charles  
*Enrollment Office Manager, Continuing and Professional Studies*
<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Department</th>
<th>Education Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Felipe Tejera</td>
<td>Higher Education Officer, Baruch Computing and Technology Center</td>
<td>BA, Columbia University</td>
</tr>
<tr>
<td>Susan Tenenbaum</td>
<td>Associate Professor of Political Science</td>
<td>BA, Hunter College; PhD, CUNY</td>
</tr>
<tr>
<td>Susan Tenneriello</td>
<td>Assistant Professor of Theatre, Department of Fine and Performing Arts</td>
<td>BA, MA, Hunter College; MPhil, PhD, CUNY Graduate Center</td>
</tr>
<tr>
<td>David E. Tepper</td>
<td>Professor of Mathematics</td>
<td>BA, MA, PhD, Temple University</td>
</tr>
<tr>
<td>Thomas Teufel</td>
<td>Assistant Professor of Philosophy</td>
<td>Zwischenprüfung, Heinrich Heine University; MA, University of Western Ontario; PhD, Harvard University</td>
</tr>
<tr>
<td>Corlisse Thomas</td>
<td>Assistant Vice President for Student Affairs</td>
<td>BA, Tufts University; MA, EdD, Teachers College, Columbia University</td>
</tr>
<tr>
<td>Gloria Penn Thomas</td>
<td>Professor of Marketing and International Business</td>
<td>BA, Wellesley College; PhD, Temple University</td>
</tr>
<tr>
<td>Cynthia Thompson</td>
<td>Professor of Management</td>
<td>BS, Florida State University; PhD, University of Tennessee</td>
</tr>
<tr>
<td>Ingrid Tineo</td>
<td>Program Coordinator, Starr Career Development Center</td>
<td>BS, Fordham University; MA, New York University</td>
</tr>
<tr>
<td>Anthony Tinker</td>
<td>Professor of Accountancy</td>
<td>MSc, Bradford University; PhD, University of Manchester</td>
</tr>
<tr>
<td>Aaron R. Todd</td>
<td>Professor of Mathematics</td>
<td>BS, University of Michigan; MSc, University of Leeds (England); PhD, University of Florida</td>
</tr>
<tr>
<td>John E. Todd</td>
<td>Associate Professor and Chair of English</td>
<td>BA, Oberlin College; MA, Columbia University; PhD, University of Wisconsin–Madison</td>
</tr>
<tr>
<td>Eliza Tom</td>
<td>Associate Registrar, Office of the Registrar</td>
<td>BBA, MSEd, Baruch College</td>
</tr>
<tr>
<td>Andrew Tomasello</td>
<td>Associate Professor of Music, Department of Fine and Performing Arts</td>
<td>BA, Queens College; PhD, Yale University</td>
</tr>
<tr>
<td>Saundra Towns</td>
<td>Lecturer, English</td>
<td>BA, City College of New York; MA, Long Island University</td>
</tr>
<tr>
<td>Vilna Bashi Treitler</td>
<td>Associate Professor of Black and Hispanic Studies</td>
<td>BA, University of South Florida; MIA, Columbia University; MS, PhD, University of Wisconsin–Madison</td>
</tr>
<tr>
<td>Randolph Trumbach</td>
<td>Professor of History</td>
<td>BA, University of New Orleans; MA, PhD, Johns Hopkins University</td>
</tr>
<tr>
<td>Judy Tse</td>
<td>Director of Undergraduate Student Services, Zicklin School of Business</td>
<td>BBA, MSEd, Baruch College</td>
</tr>
<tr>
<td>Yoshiohiro Tsurumi</td>
<td>Professor of Marketing and International Business</td>
<td>BA, MA, PhD, Keio University (Japan); MBA, DBA, Harvard University</td>
</tr>
<tr>
<td>Edward B. Tucker</td>
<td>Professor of Biology, Department of Natural Sciences</td>
<td>BSc, MSc, University of Alberta; PhD, University of Calgary</td>
</tr>
<tr>
<td>Christopher Tuthill</td>
<td>Assistant Professor, Library</td>
<td>BA, St. Joseph’s College (Patchogue); MA, SUNY at Binghamton; MLS, SUNY at Albany</td>
</tr>
<tr>
<td>Ana Valenzuela</td>
<td>Assistant Professor of Marketing and International Business</td>
<td>BBS, PhD, Universidad Autónoma de Madrid; MBA, Georgetown University</td>
</tr>
<tr>
<td>Josie Vargas-Torres</td>
<td>Transfer Evaluation Specialist, Office of the Registrar</td>
<td>BA, Baruch College</td>
</tr>
<tr>
<td>Carmen Vásquez</td>
<td>Executive Assistant to the Provost and Vice President for Academic Affairs</td>
<td>BA, New York University; MPA, Baruch College</td>
</tr>
<tr>
<td>Igor Vaysman</td>
<td>Associate Professor of Accountancy</td>
<td>BS, Trinity University; PhD, Stanford University</td>
</tr>
<tr>
<td>Natalie Velasquez</td>
<td>Assistant to the Vice President for Student Development and Enrollment Management</td>
<td>BS, Baruch College</td>
</tr>
<tr>
<td>Emre A. Veral</td>
<td>Associate Professor of Management</td>
<td>BS, University of Missouri; MS, PhD, Clemson University</td>
</tr>
</tbody>
</table>
Ashok Vora  
Professor of Economics and Finance  
BSc, University of Bombay; MBA, Indian Institute of Management; PhD, Northwestern University

Roumen Vragov  
Assistant Professor of Statistics and Computer Information Systems  
BBA, Southwestern College; PhD, University of Arizona

Donald J. Vredenburgh  
Professor of Management  
BA, Georgetown University; MBA, Wharton School, University of Pennsylvania; PhD, SUNY at Buffalo

Sonya F. Wahab  
Coordinator of Academic Affairs, Weissman School of Arts and Sciences  
BBA, Baruch College

John H. Wahlert  
Professor of Biology and Chair, Department of Natural Sciences  
BA, Amherst College; MA, PhD, Harvard University

Michael Waldman  
Associate Professor, Library  
BA, EAESP-FGV (Brazil); MA, University of Florida; MLS, Syracuse University

Kathleen Waldron  
President and Professor of History  
BA, SUNY at Stony Brook; PhD, Indiana University

Yvell Walker-Stanford  
Director, Executives on Campus  
BBA, MPA, Baruch College

Paula G. Walter  
Professor of Law  
BA, BCL, LLB, McGill University

Jun Wang  
Assistant Professor of Economics and Finance  
BS, Fudan University (China); PhD, Georgia State University

Ko Wang  
William Newman Chair in Real Estate Finance and Chair of Real Estate  
LLB, Chinese Culture University; MS, MBA, PhD, University of Texas at Austin

Tai-Ho Wang  
Associate Professor of Mathematics  
BS, MS, PhD, National Chiao Tung University (Taiwan)

Walter O. Wang  
Lecturer, Mathematics  
BA, Queens College; MS, New York University

Beverley Warner  
Director of Finance and Administration, Zicklin School of Business  
BA, Spelman College; MPA, New York University

Noriko Watanabe  
Assistant Professor of Modern Languages and Comparative Literature  
BA, Kwansei-Gakuin University (Japan); MA, PhD, SUNY at Buffalo

Valerie J. Watnick  
Associate Professor of Law  
BS, Bucknell University; JD, Cornell University

Dov Waxman  
Assistant Professor of Political Science  
BA, Oxford University; MA, PhD, Johns Hopkins University

Margo Weaker  
Assistant Professor of Economics and Finance  
BS, University of Science and Technology of China; MA, University of Pennsylvania; PhD, Duke University

Joseph B. Weintrop  
Stan Ross Professor of Accountancy and Executive Officer, PhD Program in Business, Zicklin School of Business  
BASc, University of Waterloo; MBA, York University; PhD, University of Oregon

Jay Weiser  
Associate Professor of Law  
BA, Columbia College; JD, Columbia University School of Law; MA, Stanford University

Jeffrey H. Weiss  
Professor of Economics and Finance  
AB, University of California at Berkeley; MS, PhD, University of Wisconsin–Madison

Gerd Welke  
Assistant Professor of Real Estate  
BSc, MSc, University of Witwatersrand; PhD, SUNY at Stony Brook; PhD, University of California at Berkeley

Barbara Wells  
Director, Student Academic Services, Weissman School of Arts and Sciences  
BA, Queen’s University; MEd, University of British Columbia
**INSTRUCTIONAL AND ADMINISTRATIVE STAFF**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
<th>Education/Institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frank Werber</td>
<td>Assistant Director, Baruch Computing and Technology Center</td>
<td>BA, College of Holy Cross; JD, St. John’s University</td>
</tr>
<tr>
<td>Allan Wernick</td>
<td>Professor of Law</td>
<td>BA, Stanford University; JD, Loyola University</td>
</tr>
<tr>
<td>Nancy West</td>
<td>Director, Financial Aid Office</td>
<td>BA, Queens College</td>
</tr>
<tr>
<td>Mary Robin Whitney</td>
<td>Substitute Lecturer, Marketing</td>
<td>BA, Rutgers College; MA, New York University; ABD, New York University</td>
</tr>
<tr>
<td>Cynthia Hyla Whittaker</td>
<td>Professor and Chair of History</td>
<td>BA, Marymount College; MA, PhD, Indiana University</td>
</tr>
<tr>
<td>Richard Wilkins</td>
<td>Associate Professor of Communication Studies</td>
<td>BA, MEd, Tampere University (Finland); PhD, University of Massachusetts</td>
</tr>
<tr>
<td>Daniel W. Williams</td>
<td>Associate Professor of Public Affairs</td>
<td>BA, MA, University of Virginia; DPA, Virginia Commonwealth University</td>
</tr>
<tr>
<td>Eugene Williams</td>
<td>Director, Bronx Small Business Development Center</td>
<td>MA, New School for Social Research</td>
</tr>
<tr>
<td>Avner Wolf</td>
<td>Professor of Economics and Finance, Executive Director of International Programs, and Academic Director of the Executive MS in Finance Program, Zicklin School of Business</td>
<td>BA, MPhil, MA, Hebrew University; PhD, Columbia University</td>
</tr>
<tr>
<td>Kevin Wolff</td>
<td>Instructional Designer, BCTC</td>
<td>BA, Bard College; MA, Teachers College, Columbia University</td>
</tr>
<tr>
<td>Elizabeth Lara Wollman</td>
<td>Assistant Professor of Music, Department of Fine and Performing Arts</td>
<td>BA, Columbia University; MA, PhD, CUNY</td>
</tr>
<tr>
<td>Sherman K. Wong</td>
<td>Associate Professor of Mathematics</td>
<td>BA, MA, PhD, University of California at Berkeley</td>
</tr>
<tr>
<td>Susan Wong</td>
<td>Lecturer, Student Development and Counseling</td>
<td>BA, Baruch College; MSW, Fordham University</td>
</tr>
<tr>
<td>Liuren Wu</td>
<td>Associate Professor of Economics and Finance</td>
<td>BS, MS, Beijing Institute of Technology; PhD, Chinese Academy of Sciences; MPhil, New York University</td>
</tr>
<tr>
<td>Rongning Wu</td>
<td>Assistant Professor of Statistics and Computer Information Systems</td>
<td>BS, Southeast University; ME, Nanjing University of Science and Technology; MS, PhD, Colorado State University</td>
</tr>
<tr>
<td>Clifford Wymbs</td>
<td>Associate Professor of Marketing and International Business</td>
<td>BA, MS, Rutgers University; MBA, Columbia University; PhD, Rutgers University</td>
</tr>
<tr>
<td>Ping Xu</td>
<td>Associate Professor of Modern Languages and Comparative Literature</td>
<td>BA, Zhejiang Teachers College (China); MA, Nanjing University (China); MA, PhD, SUNY at Binghamton</td>
</tr>
<tr>
<td>Nicholas Yang</td>
<td>Deputy Controller</td>
<td>BA, Queens College</td>
</tr>
<tr>
<td>Rui Yao</td>
<td>Associate Professor of Real Estate</td>
<td>BS, Peking University; PhD, University of North Carolina</td>
</tr>
<tr>
<td>Jianming Ye</td>
<td>Associate Professor of Accountancy</td>
<td>BSc, Xiami University (China); PhD, University of Chicago</td>
</tr>
<tr>
<td>Na Yin</td>
<td>Assistant Professor of Public Affairs</td>
<td>PhD, SUNY Stony Brook</td>
</tr>
<tr>
<td>Xiaoli Yin</td>
<td>Assistant Professor of Management</td>
<td>BA, Beijing Foreign Studies University; MA, PhD, Northwestern University</td>
</tr>
<tr>
<td>Dae-Hee Yoon</td>
<td>Assistant Professor of Accountancy</td>
<td>BBA, MBA, Yonsei University (Korea); MS, University of Illinois at Urbana-Champaign; MA, MPhil, PhD, Yale University</td>
</tr>
<tr>
<td>Susan Young</td>
<td>Associate Professor of Accountancy</td>
<td>BS, California State University, Stanislaus; MBA, California State University, Sacramento; PhD, University of Southern California</td>
</tr>
<tr>
<td>Nancy Yousef</td>
<td>Associate Professor of English</td>
<td>BA, Harvard University; MS, MPhil, PhD, Columbia University</td>
</tr>
<tr>
<td>Zhiqiang Yu</td>
<td>Associate Professor of Modern Languages and Comparative Literature</td>
<td>BA, Fudan University (China); MA, University of Iowa; PhD, University of Washington</td>
</tr>
</tbody>
</table>
### INSTRUCTIONAL AND ADMINISTRATIVE STAFF

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Department</th>
<th>Education and Professional Background</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Yu Yue</strong></td>
<td>Assistant Professor of Statistics and Computer</td>
<td>BS, Shanghai University of Finance and Economics; MA, PhD, University of Missouri–Columbia</td>
</tr>
<tr>
<td><strong>Ramona Kay Zachary</strong></td>
<td>Peter S. Jonas Professor of Entrepreneurship, Department of Management, and Academic Director of the Lawrence N. Field Center for Entrepreneurship</td>
<td>BS, MS, PhD, Purdue University</td>
</tr>
<tr>
<td><strong>Jhoanna Zadanowsky</strong></td>
<td>Assistant to the Vice President for Administration and Finance</td>
<td>BA, SUNY Purchase; MS, Manhattanville College</td>
</tr>
<tr>
<td><strong>Phyllis Zadra</strong></td>
<td>Associate Dean for Undergraduate Programs, Zicklin School of Business</td>
<td>BA, MS, City College of New York; EdD, Teachers College, Columbia University</td>
</tr>
<tr>
<td><strong>Ingrid-Mona Zamfirescu</strong></td>
<td>Associate Professor of Mathematics</td>
<td>BA, MA, University of Bucharest; MP, PhD, Columbia University</td>
</tr>
<tr>
<td><strong>Franco Zangrilli</strong></td>
<td>Professor of Modern Languages and Comparative Literature</td>
<td>BA, Lehman College; PhD, Rutgers University</td>
</tr>
<tr>
<td><strong>Chester B. Zarnoch</strong></td>
<td>Professor of Biology and Ecology, Department of Natural Sciences</td>
<td>BS, Southampton College, Long Island University; MA, Brooklyn College and CUNY Graduate Center; PhD, CUNY Graduate Center</td>
</tr>
<tr>
<td><strong>Paschalina Ziamou</strong></td>
<td>Associate Professor of Marketing and International Business</td>
<td>BS, Aristotle University of Thessalonika; MS, University of Burgundy; PhD, University of Rhode Island</td>
</tr>
<tr>
<td><strong>Emmanuel Zur</strong></td>
<td>Assistant Professor of Accountancy</td>
<td>BBA, LLB, MSc, Tel Aviv University; PhD, Stern School of Business, New York University</td>
</tr>
</tbody>
</table>
BY SUBWAY: Take the #1, #6, F, N, or R to 23rd Street Station.

BY BUS: Take the M1, 2, 3, 5, 6, 7, 15, 18, 101, or 102 to 23rd Street.

BY TRAIN: Metro-North to Grand Central, then #6 to 23rd Street Station or M101 or M102 bus to 25th Street entrance of Vertical Campus. New Jersey Transit or the LIRR to Penn Station, then 25-minute walk to campus.

THE LAWRENCE AND ERIK FIELD BUILDING
17 Lexington Avenue

THE WILLIAM AND ANITA NEWMAN VERTICAL CAMPUS
One Bernard Baruch Way
(53 Lexington Avenue)

NEWMAN HALL
137 East 22nd Street

ADMINISTRATIVE CENTER
135 East 22nd Street

INFORMATION AND TECHNOLOGY BUILDING
151 East 25th Street

EARLY LEARNING CENTER
104 East 19th Street

THE ANNEX BUILDING
137 East 25th Street

ENTRANCE TO STUDENT HEALTH CENTER
138 East 26th Street
<table>
<thead>
<tr>
<th><strong>ACADEMIC UNITS AND SERVICES</strong></th>
<th>Bldg.</th>
<th>Room</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Zicklin School of Business</strong></td>
<td>B, C, H</td>
<td></td>
</tr>
<tr>
<td>Dean</td>
<td>B</td>
<td>13-260</td>
</tr>
<tr>
<td>Graduate Career</td>
<td>H</td>
<td>820</td>
</tr>
<tr>
<td>Management Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate Academic Services</td>
<td>B</td>
<td>13-221</td>
</tr>
<tr>
<td><em>Departments/Programs</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stan Ross Department of Accountancy</td>
<td>B</td>
<td>12-225</td>
</tr>
<tr>
<td>Bert W. Wasserman Department of Economics and Finance</td>
<td>B</td>
<td>10-226</td>
</tr>
<tr>
<td>Health Care Administration Program</td>
<td>B</td>
<td>13-282</td>
</tr>
<tr>
<td>Industrial and Labor Relations</td>
<td>B</td>
<td>13-282</td>
</tr>
<tr>
<td>Law</td>
<td>B</td>
<td>9-225</td>
</tr>
<tr>
<td>Management</td>
<td>B</td>
<td>9-240</td>
</tr>
<tr>
<td>Marketing and International Business</td>
<td>B</td>
<td>12-240</td>
</tr>
<tr>
<td>Real Estate</td>
<td>C</td>
<td>406</td>
</tr>
<tr>
<td>Statistics and CIS</td>
<td>B</td>
<td>11-220</td>
</tr>
<tr>
<td>Doctoral Programs</td>
<td>B</td>
<td>13-255</td>
</tr>
<tr>
<td>Executive Programs</td>
<td>B</td>
<td>13-282</td>
</tr>
<tr>
<td>Full-Time MBA Program</td>
<td>B</td>
<td>13-280</td>
</tr>
<tr>
<td><strong>The Mildred and George Weissman School of Arts and Sciences</strong></td>
<td>A, B</td>
<td></td>
</tr>
<tr>
<td>Dean</td>
<td>B</td>
<td>8-250</td>
</tr>
<tr>
<td>Graduate Studies</td>
<td>B</td>
<td>8-211</td>
</tr>
<tr>
<td><em>Departments</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Athletics/Physical Education</td>
<td>B</td>
<td>1-110</td>
</tr>
<tr>
<td>Black and Hispanic Studies</td>
<td>B</td>
<td>4-280</td>
</tr>
<tr>
<td>Communication Studies</td>
<td>B</td>
<td>8-240</td>
</tr>
<tr>
<td>Corporate Communications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(graduate admissions)</td>
<td>B</td>
<td>8-211</td>
</tr>
<tr>
<td><em>Departments</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>English</td>
<td>B</td>
<td>7-240</td>
</tr>
<tr>
<td>Business Journalism</td>
<td>B</td>
<td>7-263</td>
</tr>
<tr>
<td>Fine and Performing Arts</td>
<td>B</td>
<td>7-235</td>
</tr>
<tr>
<td>History</td>
<td>B</td>
<td>5-260</td>
</tr>
<tr>
<td>Mathematics</td>
<td>B</td>
<td>6-230</td>
</tr>
<tr>
<td>Modern Languages and Comparative Literature</td>
<td>B</td>
<td>6-280</td>
</tr>
<tr>
<td>Natural Sciences</td>
<td>A</td>
<td>506</td>
</tr>
<tr>
<td>Philosophy</td>
<td>B</td>
<td>5-295</td>
</tr>
<tr>
<td>Political Science</td>
<td>B</td>
<td>5-280</td>
</tr>
<tr>
<td>Psychology</td>
<td>B</td>
<td>8-215</td>
</tr>
<tr>
<td>Sociology and Anthropology</td>
<td>B</td>
<td>4-260</td>
</tr>
<tr>
<td><strong>School of Public Affairs</strong></td>
<td>C, D</td>
<td></td>
</tr>
<tr>
<td>Dean</td>
<td>D</td>
<td>901</td>
</tr>
<tr>
<td>Academic Programs</td>
<td>D</td>
<td>408</td>
</tr>
<tr>
<td>Baruch Survey Research Unit</td>
<td>D</td>
<td>809</td>
</tr>
<tr>
<td>Career Services</td>
<td>D</td>
<td>1005</td>
</tr>
<tr>
<td>Center for Educational Leadership</td>
<td></td>
<td>409</td>
</tr>
<tr>
<td>Center for Innovation and Leadership in Government</td>
<td>D</td>
<td>908</td>
</tr>
<tr>
<td>Center for Nonprofit Strategy and Management</td>
<td>D</td>
<td>901</td>
</tr>
<tr>
<td>Executive Programs</td>
<td>D</td>
<td>910</td>
</tr>
</tbody>
</table>

| *Health Policy and Administration* | D | 612 |
| New York Census Research Data Center | D | 801 |
| Student Affairs and Graduate Admissions | D | 1011 |
| Technology Services              | D      | 8088 |
| **Programs**                     |       |       |
| Educational Leadership           | D      | 1005 |
| Higher Education Administration  | D      | 1005 |
| Real Estate and Metropolitan Development | D | 1005 |
| **Continuing and Professional Studies** | B | 1-116 |
| The William and Anita Newman Library | H |       |
| Chief Librarian                  | H      | 420   |
| Circulation                      | H      | 202   |
| Reference Desk                   | H      | 2nd Fl.|
| Reserve Collection               | H      | 203   |
| Service Desk                     | H      | 311   |
| **Special Institutes, Centers, and Facilities** |       |       |
| Athletics and Recreation Complex | B      | 1-110 |
| Baruch Computing and Technology Center | H | 910 |
| Bernard L. Schwartz Communication Institute | J | 318 |
| Bernie West Theatre              | A      | 911   |
| Bert W. and Sandra Wasserman Trading Floor in the Subotnick Financial Services Center | H | 125 |
| Center for Logistics and Transportation | C | 314 |
| Center for the Study of Business and Government | B | 10-225 |
| Computer Center for Visually Impaired People | H | 648 |
| CUNY Institute for Demographic Research | D | 901 |
| International Executive Programs | J      | 905   |
| Lawrence N. Field Center for Entrepreneurship | B | 2-140 |
| Sidney Mishkin Gallery           | D      | 101   |
| Sponsored Programs and Research  | J      | 1010  |
| Steven L. Newman                 |        |       |
| Real Estate Institute            | C      | 120   |
| Weissman Center for International Business | J | 810 |

| **Student Services and Offices** |       |       |
| Athletics and Recreation        | B      | 1-102 |
| Bookstore                       | B      | 1-191 |
| Center for Advisement and Orientation | B | 5-215 |
| Disability Services             | B      | 2-271 |
| Financial Aid                   | H      | 725   |
| ID Center                       | H      | 133   |

| **International Student**       |       |       |
| Service Center                  | H      | 880   |
| Medical Records Office          | H      | 720   |
| Ombuds                          | B      | 8-283 |
| Registrar                       | H      | 850   |
| Starr Career Development Center | B      | 2-150 |
| Student Health Center           | J**   | 127   |
| Student Life                    | B      | 2-210 |
| Counseling Center               | J      | 927   |
| Game Lounge                     | B      | 3-260 |
| TV Lounge                       | B      | 2-125 |
| HELPLINE                        | B      | 3-241 |
| Student Government (Graduate)   | B      | 3-256 |
| **Student Media**               |       |       |
| Dollars and Sense               | B      | 7-174 |
| Graduate Voice                  | B      | 3-290 |
| Lexicon                         | B      | 3-219 |
| Tucker                          | B      | 3-290 |
| WBMB/Radio Station              | B      | 3-280 |

| **Financial Offices** |       |       |
| Bursar                 | H      | 810   |
| Controller             | D      | 509   |

| **Campus Security and Public Safety** |       |       |
| Alumni Services         | D      |       |
| Baruch College Alumni Association | A | 1605 |

| **Administrative Units** |       |       |
| Office of the President |       |       |
| President              | B      | 4-230 |
| Executive Assistant    | B      | 4-230 |
| Affirmative Action Officer | B | 5-205 |
| Institutional Research and Analysis | J | 1005 |
| Office of the Provost/ Vice President for Academic Affairs | D | 710 |
| Office of the Vice President for Student Affairs and Enrollment Management | B | 2-255 |
| Office of the Vice President for Administration and Finance | D | 611A |
| Office of the Assistant Vice President for Planning and Budget | D | 511 |
| Office of the Assistant Vice President of Campus Operations | A | 1207 |
| Office of the Vice President for College Advancement | A | 1621 |
| Human Resources        | D      | 202   |

*Some room assignments may have changed since this directory was compiled. Students are encouraged to check for updated location information on the website www.baruch.cuny.edu or by calling the main College phone number at 646-312-1000.

**Entrance at 138 East 26th Street.*
A
Academic advisement, 27
Academic regulations, 18, 27–33
Accelerated Part-Time MBA Program, 42
Accountancy. See also Taxation
course descriptions
accountancy (master’s level), 91–93
doctoral courses, 70–71
taxation (master’s level), 93–95
department and program information, 91
executive programs, 64–65, 67
faculty, 91
MBA programs, 40, 48
MS programs, 46, 57–58
Accreditation, 5–6
Administration, personnel, 171–72
Admissions
School of Public Affairs, 82
Weissman School of Arts and Sciences, 80
Zicklin School of Business, 36–37, 63, 64, 65, 66, 67
Advanced certificate program in educational leadership, 86
Advisors, academic, 27. See also Career services; Counseling services
Alumni outreach, 18
Alumni Relations, Office of, 18
Analysis of financial statements, internal operations, and risk
assessment, Executive MS program, 64–65
Appeals process, 33, 156
Application for degree, 30
Arts and sciences. See Weissman School of Arts and Sciences
Aspiring Principals Program, 88
Athletics/recreation, 17
Auditor status, 32
Awards and prizes, annual, 24–25
B
Baruch College Fund, 18
Baruch College Student Health Care Center, 15
Baruch Computing and Technology Center, 11
Baruch Survey Research Unit, 11
Bernard L. Schwartz Communication Institute, 12
Bert W. and Sandra Wasserman Trading Floor, 13
Bias crimes, 164
Bookstore, 13
Brooklyn Law School
JD/MBA joint degree program, 44
Business. See also Zicklin School of Business
course descriptions
doctoral courses, 71–72
master’s-level courses, 96–97
doctoral program, 68–79
program information, 96
specialized centers, 11–13
Business computer information systems. See also Computer information systems
executive program, 65–66
MS program, 46, 58
C
Campus, 10–14
bookstore, 13
college locations, 10
Computer Center for Visually Impaired People, 11
computing facilities, 11
directory of, 203
library (William and Anita Newman Library), 10–11
map of, 202
safety and security policies, 13, 165–69
specialized centers, 11–13
Student Activities Center, 13
Career services. See also Advisors, academic
Career Development Center, 14
Division of Student Affairs and Enrollment Management, 14
at School of Public Affairs, 15
at Weissman School of Arts and Sciences, 14
at Zicklin School of Business, 14, 37
Center for Corporate Integrity (CCI), 13
Center for Educational Leadership, 11
Center for Innovation and Leadership in Government, 12
Center for Logistics and Transportation, 12
Center for Nonprofit Strategy and Management (CNSM), 12
Center for the Study of Business and Government, 12
Center on Equality, Pluralism, and Policy, 11–12
Cheating and plagiarism, 161, 162
Closing announcements, in emergencies, 169
College accreditation, 5–6
College history, 5
College mission, 5
College organization, 6–8
Committees on academic standing, 33
Communication studies
course descriptions, 98–100
department and program information, 98
faculty, 98
MA program, corporate communication, 7, 80
Computer Center for Visually Impaired People, 11
Computer information systems. See also Statistics and computer information systems
course descriptions
doctoral, 72–73
master’s level, 146–49
MBA programs, 40, 49
MS programs, 46, 58
Computer user responsibilities, 162
Computing facilities, 11
Conduct standards. See under Student rights and responsibilities
Confidentiality rights, 162–63
Continuing and Professional Studies division, 7–8
Corporate communication, MA program, 7, 80. See also Communication studies
Counseling Center, 15
Counseling services. See also Advisors, academic; Career services
general, 14
personal/psychological, 15, 164, 168
Course loads, 28
Crime. See under Security
Cross-listed courses, 32
D
Decision sciences, MBA program, 40, 49–50
Degree objective, how to change, 28
Degrees
application for, 30
extension of time limit for, 30
second, application for, 30
types offered, 5, 35
Directory of offices and departments, 203
Disabilities and access, 16
Disciplinary procedures, 155, 158–59
### INDEX

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial/organizational psychology. See also Psychology</td>
<td></td>
</tr>
<tr>
<td>MBA program, 40, 51–52</td>
<td></td>
</tr>
<tr>
<td>MS program, 7, 81</td>
<td></td>
</tr>
<tr>
<td>Insurance, course descriptions, 105</td>
<td></td>
</tr>
<tr>
<td>International business</td>
<td></td>
</tr>
<tr>
<td>course descriptions, 113–14</td>
<td></td>
</tr>
<tr>
<td>faculty, 113</td>
<td></td>
</tr>
<tr>
<td>MBA program, 40, 52</td>
<td></td>
</tr>
<tr>
<td>program information, 113</td>
<td></td>
</tr>
<tr>
<td>International Student Service Center, 16</td>
<td></td>
</tr>
<tr>
<td>Internships, 97</td>
<td></td>
</tr>
<tr>
<td>J</td>
<td></td>
</tr>
<tr>
<td>JD/MBA joint degree programs, 44–45</td>
<td></td>
</tr>
<tr>
<td>L</td>
<td></td>
</tr>
<tr>
<td>Law</td>
<td></td>
</tr>
<tr>
<td>course descriptions, 115–17</td>
<td></td>
</tr>
<tr>
<td>department and program information, 115</td>
<td></td>
</tr>
<tr>
<td>faculty, 115</td>
<td></td>
</tr>
<tr>
<td>JD/MBA joint degree programs, 44–45</td>
<td></td>
</tr>
<tr>
<td>Lawrence N. Field Center for Entrepreneurship, 12</td>
<td></td>
</tr>
<tr>
<td>Lawrence N. Field Fellows, 12</td>
<td></td>
</tr>
<tr>
<td>Leave of absence, 29</td>
<td></td>
</tr>
<tr>
<td>Legal consultation, 16</td>
<td></td>
</tr>
<tr>
<td>Library (Newman Library), 10–11</td>
<td></td>
</tr>
<tr>
<td>Location of college facilities, 10</td>
<td></td>
</tr>
<tr>
<td>M</td>
<td></td>
</tr>
<tr>
<td>Maintenance of matriculation, 30</td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td></td>
</tr>
<tr>
<td>course descriptions</td>
<td></td>
</tr>
<tr>
<td>doctoral courses, 75–76</td>
<td></td>
</tr>
<tr>
<td>entrepreneurship and small business management, 118–20</td>
<td></td>
</tr>
<tr>
<td>operations management, 120</td>
<td></td>
</tr>
<tr>
<td>organizational behavior/human resource management, 121–22</td>
<td></td>
</tr>
<tr>
<td>strategic management, 122–23</td>
<td></td>
</tr>
<tr>
<td>department and program information, 118</td>
<td></td>
</tr>
<tr>
<td>faculty, 118</td>
<td></td>
</tr>
<tr>
<td>MBA programs</td>
<td></td>
</tr>
<tr>
<td>entrepreneurship and small business management, 40, 53</td>
<td></td>
</tr>
<tr>
<td>operations management, 40, 53–54</td>
<td></td>
</tr>
<tr>
<td>organizational behavior/human resource management, 40, 54</td>
<td></td>
</tr>
<tr>
<td>Map of campus, 202</td>
<td></td>
</tr>
<tr>
<td>Marketing and international business</td>
<td></td>
</tr>
<tr>
<td>course descriptions</td>
<td></td>
</tr>
<tr>
<td>doctoral courses, 76–77</td>
<td></td>
</tr>
<tr>
<td>master’s-level courses, 125–27</td>
<td></td>
</tr>
<tr>
<td>department and program information, 125</td>
<td></td>
</tr>
<tr>
<td>faculty, 125</td>
<td></td>
</tr>
<tr>
<td>MBA programs, 40, 54–55</td>
<td></td>
</tr>
<tr>
<td>advertising, 40, 55</td>
<td></td>
</tr>
<tr>
<td>international marketing, 40, 55</td>
<td></td>
</tr>
<tr>
<td>Internet marketing, 40, 55</td>
<td></td>
</tr>
<tr>
<td>MS programs/subspecializations, 46, 58–59</td>
<td></td>
</tr>
<tr>
<td>Mathematics</td>
<td></td>
</tr>
<tr>
<td>course descriptions, 128–30</td>
<td></td>
</tr>
<tr>
<td>department and program information, 128</td>
<td></td>
</tr>
<tr>
<td>faculty, 128</td>
<td></td>
</tr>
<tr>
<td>Matriculation and class status, 27</td>
<td></td>
</tr>
<tr>
<td>MBA programs, general information, 38–45. See also under specific</td>
<td></td>
</tr>
<tr>
<td>discipline or schedule</td>
<td></td>
</tr>
<tr>
<td>Measles, mumps, rubella immunization, 15, 28</td>
<td></td>
</tr>
<tr>
<td>Medical Records Office, 15</td>
<td></td>
</tr>
<tr>
<td>Mildred and George Weissman School of Arts and Sciences. See</td>
<td></td>
</tr>
<tr>
<td>Weissman School of Arts and Sciences</td>
<td></td>
</tr>
<tr>
<td>Mission of the college, 5</td>
<td></td>
</tr>
<tr>
<td>Mitsui USA Foundation Scholarships, 24</td>
<td></td>
</tr>
<tr>
<td>Mount Sinai/Baruch MBA in health care administration</td>
<td></td>
</tr>
<tr>
<td>course descriptions, 111</td>
<td></td>
</tr>
<tr>
<td>faculty, 111</td>
<td></td>
</tr>
<tr>
<td>MBA program, 40, 51</td>
<td></td>
</tr>
<tr>
<td>program information, 111</td>
<td></td>
</tr>
<tr>
<td>MS programs, general information, 46–47. See also under specific</td>
<td></td>
</tr>
<tr>
<td>discipline/field</td>
<td></td>
</tr>
<tr>
<td>MSILR (Master of Science in Industrial and Labor Relations)</td>
<td></td>
</tr>
<tr>
<td>course descriptions, 112</td>
<td></td>
</tr>
<tr>
<td>faculty, 112</td>
<td></td>
</tr>
<tr>
<td>program information, 67, 112</td>
<td></td>
</tr>
<tr>
<td>MSN/MPA dual degree program, 85</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td></td>
</tr>
<tr>
<td>National Urban Fellowship, 85</td>
<td></td>
</tr>
<tr>
<td>New Leaders New Schools Principal Program, 88</td>
<td></td>
</tr>
<tr>
<td>New York Law School</td>
<td></td>
</tr>
<tr>
<td>JD/MBA joint degree program, 44–45</td>
<td></td>
</tr>
<tr>
<td>Newman Library, 10–11</td>
<td></td>
</tr>
<tr>
<td>Newman Real Estate Institute, 12</td>
<td></td>
</tr>
<tr>
<td>Nursing, dual degree program (MSN/MPA), 85</td>
<td></td>
</tr>
<tr>
<td>O</td>
<td></td>
</tr>
<tr>
<td>Office of Services for Students with Disabilities, 16</td>
<td></td>
</tr>
<tr>
<td>Office of Student Life, 16</td>
<td></td>
</tr>
<tr>
<td>Ombuds, 16</td>
<td></td>
</tr>
<tr>
<td>Operations research. See also under Statistics and computer</td>
<td></td>
</tr>
<tr>
<td>information systems</td>
<td></td>
</tr>
<tr>
<td>course descriptions</td>
<td></td>
</tr>
<tr>
<td>doctoral, 78</td>
<td></td>
</tr>
<tr>
<td>master’s level, 149–50</td>
<td></td>
</tr>
<tr>
<td>Overseas study, 89</td>
<td></td>
</tr>
<tr>
<td>P</td>
<td></td>
</tr>
<tr>
<td>Pass/no credit option, 31</td>
<td></td>
</tr>
<tr>
<td>Permission to take courses at other CUNY units, 29</td>
<td></td>
</tr>
<tr>
<td>Personal counseling, 15</td>
<td></td>
</tr>
<tr>
<td>PhD program. See Doctoral Program in Business</td>
<td></td>
</tr>
<tr>
<td>Plagiarism, 162</td>
<td></td>
</tr>
<tr>
<td>Police, telephone numbers, 168</td>
<td></td>
</tr>
<tr>
<td>Post-master’s program, 89</td>
<td></td>
</tr>
<tr>
<td>Preliminary course requirements and waiver guidelines for MBA and</td>
<td></td>
</tr>
<tr>
<td>MS programs, 47</td>
<td></td>
</tr>
<tr>
<td>Probation, 32–33</td>
<td></td>
</tr>
<tr>
<td>Professional Certificate in Taxation, 61–62</td>
<td></td>
</tr>
<tr>
<td>Professional studies, Division of Continuing and Professional Studies, 7–8</td>
<td></td>
</tr>
<tr>
<td>Program changes, 28</td>
<td></td>
</tr>
<tr>
<td>Program load, 28</td>
<td></td>
</tr>
<tr>
<td>Programs and degrees offered, 5, 35</td>
<td></td>
</tr>
<tr>
<td>Psychological counseling, 15</td>
<td></td>
</tr>
<tr>
<td>Psychology</td>
<td></td>
</tr>
<tr>
<td>course descriptions (industrial/organizational psychology), 131–33</td>
<td></td>
</tr>
<tr>
<td>department and program information, 131</td>
<td></td>
</tr>
<tr>
<td>faculty, 131</td>
<td></td>
</tr>
<tr>
<td>MBA in industrial/organizational psychology, 40, 51–52</td>
<td></td>
</tr>
<tr>
<td>MS in industrial/organizational psychology, 7, 81</td>
<td></td>
</tr>
<tr>
<td>Public administration</td>
<td></td>
</tr>
<tr>
<td>course descriptions, 134–42</td>
<td></td>
</tr>
<tr>
<td>faculty, 134</td>
<td></td>
</tr>
</tbody>
</table>
INDEX

Master of Public Administration, 82–85
Executive MPA, 87–88
National Urban Fellowship track, 85
program information, 134
Public Affairs, School of. See School of Public Affairs

Q
Qualifying exams and waivers, 28–29
Quantitative analysis, course descriptions, doctoral courses, 77–78
Quantitative methods and modeling, MS program, 46, 59–60
QuickStart courses, 38, 46

R
Real estate
course descriptions, 143–45
department and program information, 143
faculty, 143
MPA program, 40, 55
MS program, 46, 60
Steven L. Newman Real Estate Institute, 12
Records, educational
confidentiality of, 162–63
right to inspect, 162
Recreation and sports, 17
Re-entry to college, 29
Refunds of tuition, 21
Registration, 27–28
late registration fee, 21
Resignation or withdrawal, 30
Retention rates, student right-to-know, 154
Rights of students. See Student rights and responsibilities
Robert Zicklin Center for Corporate Integrity, 13
Rules and regulations. See Academic regulations; Student rights and responsibilities

S
Safety and security policies, 13–14, 165–69
Scaffolded Apprenticeship Model (SAM), 87
Scholarship requirements, 32–33
School District Leadership certification, 87
School of Public Affairs
admission, 82
advisement services, 15, 27
appeal of administration decisions, 33, 156
Career Services Office, 15
graduate programs, 82–88
executive programs
Aspiring Principals Program, 88
MPA, 87–88
New Leaders New Schools Principal Program, 88
Master of Public Administration (MPA), 82–85
dual-degree program in nursing administration and public administration, 85
Executive MPA, 87–88
National Urban Fellowship track, 85
MSEd/education programs
advanced certificate program in educational leadership, 86
educational leadership (MSEd), 85–86
general information, 85
higher education administration (MSEd), 86
Scaffolded Apprenticeship Model (SAM), 87
School District Leadership certification, 87
location, 10
mission of, 7
overview of, 7
post-master’s program, 89
Second degree, application for, 30
Security
Campus Security department, 165, 168
telephone number, 168
crime log, 165
crime prevention, 166
crime reporting guidelines
general crime, 165
sexual assault, 166–67
crime statistics 2006–2008, 169
policies, 13–14, 165–69
Sexual assault
awareness and prevention, 166
criminal penalties for, 169
reporting of, 166–67
Sexual harassment policies, 163–64
Smoking policy, 162
Snow emergency closing announcements, 169
Specialized centers, 11–13
Starr Career Development Center, 14
Statistics and computer information systems
course descriptions
computer information systems (CIS)
doctoral courses, 72–73, 78–79
master’s-level courses, 146–49
operations research (OPR), 149–50
statistics (STA), 150–52
department and program information, 146
faculty, 146
MPA program, 40, 55–56
MS program, 46, 60–61
Steven L. Newman Real Estate Institute, 12. See also Real estate
Student activities, funding and management of, 156–58
Student Activities Center, 13
Student activity fees, 20
regulations governing, 156–58
Student Affairs and Enrollment Management, Division of, 14
Student clubs and organizations, 17
regulations governing, 154
Student Health Care Center, 15
Student Life, Office of, 16
Student rights and responsibilities, 154–65
conduct standards, 154, 160, 161–62, 163–65
cheating or plagiarism, 161, 162
computer use, 162
drugs and alcohol, 161, 167–68
Henderson Rules, 159–61
sale and purchase of research papers, 162
sanctions, 161, 162, 167–68
sexual harassment policies, 163–64
smoking, 162
weapons, 167
confidentiality rights, 162–63
disciplinary procedures, 155, 158–59
right-to-know information
contents of educational records, 162
graduation and retention rates, 154
student activities, funding and management of, 156–58
student organizations, regulations governing, 154
University Student Senate, 156
Student services, 14–16
  advisement services, 27
counseling services
  general, 15
  personal/psychological, 15, 164, 168
Disabled Student Services Office, 16
Division of Student Affairs and Enrollment Management, 14
Health Care Center, 15
health insurance, 15
International Student Service Center, 16
legal consultation, 16
Medical Records Office, 15
ombuds, 16
psychological counseling, 15
Starr Career Development Center, 14
counseling services
  general, 15
  personal/psychological, 15, 164, 168
Disabled Student Services Office, 16
Division of Student Affairs and Enrollment Management, 14
Health Care Center, 15
health insurance, 15
International Student Service Center, 16
legal consultation, 16
Medical Records Office, 15
ombuds, 16
psychological counseling, 15
Starr Career Development Center, 14
veterans’ services, 16
Study abroad programs, 89
Subotnick Financial Services Center (SFSC), 13

T
Taxation. See also Accountancy
  course descriptions, 93–95
  Executive MST, 67
  MBA program, 40, 56
  MS program, 46, 61
  Professional Certificate in Taxation, 61–62
Technology fee, 20
Time limit for degree, extension of, 30
Transfers of credit, 29
Tuition and fees, 20–22
  refunds, 21–22
  special situations, 21
  student activity fees, regulations governing, 156–58

U
University Student Senate, 156

V
Veterans
  financial aid programs, 23
  student services for, 16

W
Waivers and qualifying exams, 28–29
Wasserman Trading Floor, 13
Weapons policy, 167
Weissman Center for International Business, 13
Weissman School of Arts and Sciences
  admission, 80
  advisement services, 14, 27
  appeal of administration decisions, 33, 156
  career services, 14
  graduate degree programs, 80–81
    MA in corporate communication, 7, 80
    MS in financial engineering, 7, 80–81
    MS in industrial/organizational psychology, 7, 81
  location, 10
Office of Graduate Studies, 14
  overview of, 6–7
  post-master’s program, 89
William and Anita Newman Library, 10–11
Withdrawal or resignation, 30
real estate, 40, 55
statistics, 40, 55–56
税收, 40, 56
waiver guidelines, 47

mission of, 6

MS programs
accountancy, 46, 57–58
business computer information systems, 46, 58
CPA program, 57

Executive MS programs
analysis of financial statements, internal operations, and
risk assessment, 64–65
business computer information systems, 65–66
finance, 66–67
MSILR (Master of Science in Industrial and Labor Relations),
67, 112
MST (Master of Science in Taxation), 67
general information, 46–47
marketing, 46, 58–59
e-commerce, 59
international marketing, 59
marketing research, 59
preliminary course requirements, 46–47
program summary, 46
quantitative methods and modeling, 46, 59–60
real estate, 46, 60
statistics, 46, 60–61
taxation, 46, 61
waiver guidelines, 47

Office of Graduate Programs, 36–37
Office of Graduate Student Life, 16, 37
overview of, 6, 36
post-master’s program, 89