

**PART A: ACADEMIC MATTERS**

**Section AIII: Changes in Degree Programs**

The following recommendations of the Committee on Undergraduate Curriculum were approved at the Mildred and George Weissman School of Arts and Sciences Faculty Meeting on May 11, 2010 effective the Spring 2011 semester, pending approval of the Board of Trustees.

**AIII:10.1a. The following revisions are proposed for the Tier III Minor in Art – Graphics Concentration**

From: Tier III Minor in ART – Graphics			To: Tier III Minor in ART – GRAPHICS		
Course	Description	Crs	Course	Description	Crs
<b>Required Course</b>			<b>Required Course</b>		
ART 4900	Design and Photography in Theory and Practice	3	ART 4900	Design and Photography in Theory and Practice	3
<b>Electives (choose two)</b>			<b>Electives (choose two)</b>		
ART 3041	Special Topics an Art (Studio)	3	ART 3041	Special Topics an Art (Studio)	3
ART 3050	Intermediate Graphic Communication: <del>Layout and Publication Design</del>	3	ART 3050	Intermediate Graphic Communication: <u>Publication Design</u>	3
ART 3055	<del>Graphic Communication: Corporate Design</del>	3	ART 3055	<u>Branding Design: Strategies and Practice</u>	3
ART 3056	Typography: History and Applications	3	ART 3056	Typography: History and Applications	3
ART 3057	Principles of Internet Design	3	ART 3057	Principles of Internet Design	3
ART 3058	Graphic Communication: Print Production	3	ART 3058	Graphic Communication: <u>Print Production and History</u>	3
ART 3059	<del>Designing with Computer Animation</del>		ART 3059	<u>Principles of New Media Design</u>	3
ART 3242	History of Modern Design	3	ART 3242	History of Modern Design	3
ART 4055	<del>Design for Non-Profit Organizations</del>	3			

Rationale: ART 4055 (Designing for Non-Profits) was originally formulated as a cross-listed course for Graphic Communication students and SPA graduate students. The requirements and goals of the course do

not mesh with the minor in Graphic Communication. Several course titles were also changed (please see individual entries for rationales).

**AIII:10.2a. The following revisions are proposed for the Major in History**

Program: BA in History  
 Program Code: 01972  
 HEGIS Code: 2205.00  
 Effective: Spring 2011

From: BA in History	To: BA in History
<p><b>FIELD DESCRIPTION</b></p> <p><del>New research, new data, new interpretations of past events make history a dynamic discipline and historians lively and combative scholars and teachers. Courses in history offer opportunities for students to explore, imagine, interpret, understand, and discuss the contexts and meanings of human experience in such wide-ranging areas as business, medicine, economics, politics, religion, culture, gender, race, art, theatre, ethnicity, and urban affairs. The department is particularly dedicated to teaching how societies change over time: in daily lives, through commerce, in response to crisis, and in interaction with other cultures.</del></p> <p><del>In history courses, students cultivate their research, analytical, and communication skills. They also develop their abilities to understand and appreciate cultural variety and societal change. The faculty take seriously their responsibility to teach critical thinking and communications skills at the same time as imparting knowledge. The rich menu of topics offered by the department spans 5,000 years of history across the many regions of the globe.</del></p> <p><b>THE MAJOR</b></p> <p><del>History majors are required to take at least eight history courses (24 credits) numbered 2000 and above from the listed offerings. Some of the listed courses will be given as honors sections, with enrollment limited to 20 students each with a minimum 3.3 GPA. History majors, especially those interested in world history, are encouraged to take at least one course about each of the five</del></p>	<p><b>FIELD DESCRIPTION</b></p> <p><u>The Department of History has three paramount aims for its undergraduates, whether they are majors, minors, or students in the required core courses.</u></p> <p><u>First, we foster an appreciation for studying the past for its own sake, in all its variety, ambiguity, and strangeness. To this end, each course emphasizes the exploration and interpretation of primary sources, the raw materials with which historians construct the narrative of the past.</u></p> <p><u>Second, the faculty aims to help students understand that the past has shaped the present. We ask them to participate in the never-ending dialogue between the past and the present by encouraging them to explore difficult questions: What happened? Why did it happen? What were the consequences? What were the dominant values and the dissident voices? How did different cultures and societies interact? How did contemporaries and later generations differ in interpreting events? What are the context and meaning of the changes that have occurred in business, medicine, economics, politics, religion, culture, urban affairs, and gender and race relations? After exposure to these questions, students enter the world personally enriched and better equipped for whatever profession they choose.</u></p> <p><u>Third, the department understands its role in educating students for effective membership and leadership in a global political, social, and economic community by providing an historical understanding of the major world cultures. In courses that range from ancient to modern times, from Asia to New York City, and from the history of women to African-American history, we try to</u></p>

<p><del>regions of the world. Students may choose to take as many as six of their credits toward their majors in other departments, if the courses are related to their program of study. Consultation with a history department advisor is recommended.</del></p>	<p><u>contextualize the world for students.</u></p> <p><b>THE MAJOR</b></p> <p>History majors are required to take at least eight history courses (24 credits) numbered 3000 and above. <u>They must take one course in at least three different areas of the globe; these areas include American, Latin American, European, African, and Asian history. Majors are encouraged, but not required, to take the Capstone Course (History 4900). Majors must also write a substantial research paper (minimum of twenty pages) under the supervision of a professor in one of their courses.</u> Students may take six credits toward their majors in other departments, if the courses are related to their program of study; <u>prior</u> consultation with a history department advisor is required.</p>
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Rationale: When the History Department did its External Review Report in 2009, it developed a new mission statement, which is being included in the revised “Field Description.” The present recommendation that students take one course in each of five areas of the globe limits students' options too severely. In the proposed change, students will be required to take one course in each of three areas of the globe. At present, there is no assurance that history majors will have written a substantial research paper before they graduate; the department is proposing such a requirement.

**AIII:10.3a. The following revisions are proposed for the Major in Journalism – Journalism and Creative Writing Specialization**

Program: BA in Journalism  
 Program Code: 32365  
 HEGIS Code: 0602.00  
 Effective: Spring 2011

From: BA in Journalism - Journalism and Creative Writing Specialization			To: BA in Journalism - Journalism and Creative Writing Specialization		
<b>Course</b>	<b>Description</b>	<b>Crs</b>	<b>Course</b>	<b>Description</b>	<b>Crs</b>
<b>Program Prerequisite</b>			<b>Program Prerequisite</b>		
JRN 2500	Perspectives on the News	3	JRN 2500	Perspectives on the News	3
<b>Core Curriculum (15 credits)</b>			<b>Core Curriculum (15 credits)</b>		
JRN 3050	Journalistic Writing	4	JRN 3050	Journalistic Writing	4
JRN 3220	Media Ethics	3	JRN 3220	Media Ethics	3

<b>JRN 3500</b>	<b>Advanced Reporting and Writing</b>	<b>4</b>			
			<b>JRN 3500</b>	<b>Advanced Reporting and Writing</b>	<b>4</b>
<b>JRN 5050-5051</b>	<b>Media Internship</b>	<b>4</b>	<b>or</b>		
<b>or</b>			<b>JRN 3510</b>	<b>Multimedia Reporting</b>	<b>4</b>
<b>JRN 4920</b>	<b>Research Seminar</b>	<b>4</b>			
			<b>JRN 5050-5051</b>	<b>Media Internship</b>	<b>4</b>
			<b>or</b>		
			<b>JRN 4920</b>	<b>Research Seminar</b>	<b>4</b>
<b>Specialization Electives (9 - 11 credits)</b>			<b>Specialization Electives (9 – 11 credits)</b>		
<b>JRN 3060</b>	<b>Feature Article Writing</b>	<b>3</b>	<b>JRN 3060</b>	<b>Feature Article Writing</b>	<b>3</b>
<b>JRN/ART 3064</b>	<b>Photojournalism</b>	<b>3</b>	<b>JRN/ART 3064</b>	<b>Photojournalism</b>	<b>3</b>
<b>JRN/LIB 3065</b>	<b>Electronic Research Methods and Resources for Writers</b>	<b>3</b>	<b>JRN/LIB 3065</b>	<b>Electronic Research Methods and Resources for Writers</b>	<b>3</b>
<b>JRN 3100</b>	<b>Copy Editing</b>	<b>3</b>	<b>JRN 3100</b>	<b>Copy Editing</b>	<b>3</b>
<b>JRN 3200</b>	<b>Business and Financial Writing</b>	<b>3</b>	<b>JRN 3200</b>	<b>Business and Financial Writing</b>	<b>3</b>
<b>JRN 3210</b>	<b>Television Journalism Basics I</b>	<b>3</b>	<b>JRN 3210</b>	<b>Television Field Reporting</b>	<b>3</b>
<b>JRN/ENG 3280</b>	<b>Documentary Film</b>	<b>3</b>	<b>JRN/ENG 3280</b>	<b>Documentary Film</b>	<b>3</b>
<b>JRN 3300</b>	<b>Science Communication</b>	<b>3</b>	<b>JRN 3300</b>	<b>Science Communication</b>	<b>3</b>
<b>JRN 3400</b>	<b>Journalistic Criticism and Reviewing</b>	<b>3</b>	<b>JRN 3600</b>	<b>Journalistic Criticism and Reviewing</b>	<b>3</b>
<b>JRN 3510</b>	<b>Multimedia Reporting</b>	<b>4</b>	<b>JRN 3510</b>	<b>Multimedia Reporting</b>	<b>4</b>
<b>JRN 3600</b>	<b>Creative Nonfiction</b>	<b>3</b>	<b>JRN 3600</b>	<b>Creative Nonfiction</b>	<b>4</b>
<b>JRN/ENG 3610</b>	<b>Workshop: Fiction Writing</b>	<b>3</b>	<b>JRN/ENG 3610</b>	<b>Workshop: Fiction Writing</b>	<b>3</b>
<b>JRN/THE 3630</b>	<b>Workshop: Playwriting</b>	<b>3</b>	<b>JRN/THE 3630</b>	<b>Workshop: Playwriting</b>	<b>3</b>
<b>JRN 3650</b>	<b>Workshop: Film and Television Writing</b>	<b>3</b>	<b>JRN 3650</b>	<b>Workshop: Film and Television Writing</b>	<b>3</b>
<b>JRN 3800</b>	<b>Environmental Reporting</b>	<b>3</b>	<b>JRN 3800</b>	<b>Environmental Reporting</b>	<b>3</b>
<b>JRN 3900</b>	<b>Topics in Journalism</b>	<b>3</b>	<b>JRN 3900</b>	<b>Topics in Journalism</b>	<b>3</b>
<b>JRN 4200</b>	<b>Press Coverage of Politics and Policy</b>	<b>3</b>	<b>JRN 4200</b>	<b>Press Coverage of Politics and Policy</b>	<b>3</b>
<b>JRN 4220</b>	<b>A Century of Muckraking: Investigating Corporations, Corruption and Governmental Crooks</b>	<b>3</b>	<b>JRN 4220</b>	<b>A Century of Muckraking: Investigating Corporations, Corruption and Governmental Crooks</b>	<b>3</b>
<b>JRN 4730</b>	<b>Journalism and the Literary</b>	<b>3</b>	<b>JRN 4730</b>	<b>Journalism and the Literary</b>	<b>3</b>

	<b>Imagination</b>			<b>Imagination</b>	
<b>JRN 4750</b>	<b>Investigative Reporting</b>	<b>3</b>	<b>JRN 4750</b>	<b>Investigative Reporting</b>	<b>3</b>
<b>JRN 4920</b>	<b>Research Seminar</b>	<b>4</b>	<b>JRN 4920</b>	<b>Research Seminar</b>	<b>4</b>
<b>JRN 5050-5051</b>	<b>Media Internship</b>	<b>4</b>	<b>JRN 5050-5051</b>	<b>Media Internship</b>	<b>4</b>
<b>Plus</b>			<b>Plus</b>		
<b>Two courses in literature at the 3000-level or above</b>			<b>Two courses in literature at the 3000-level or above</b>		

**Rationale:** The department created JRN 3510 two years ago to reflect the changes in how the news is reported, presented and distributed, with an eye toward making multimedia skills a central component of the program. Once the course was created, we intended to offer students a choice of 3500 or 3510 as a required course. This item completes that contemplated change. The title of JRN 3210 is also being changed.

**AIII:10.4a. The following revisions are proposed for the Tier III Minor in Latin American and Caribbean Studies**

<b>From: Tier III Minor in Latin American and Caribbean Studies</b>			<b>To: Tier III Minor in Latin American and Caribbean Studies</b>		
<b>Course</b>	<b>Description</b>	<b>Crs</b>	<b>Course</b>	<b>Description</b>	<b>Crs</b>
<b>Required Course</b>			<b>Required Course</b>		
<b>LACS 4900</b>	<b>LACS 4900 Latin America and the Caribbean I: Cultures and Societies</b>	<b>3</b>	<b>LACS 4900</b>	<b>LACS 4900 Latin America and the Caribbean I: Cultures and Societies from Pre-Hispanic times to the 19<sup>th</sup> Century</b>	<b>3</b>
			<b>or</b>		
			<b>LACS 4901</b>	<b>Latin America and the Caribbean II: Cultures and Societies from the 19<sup>th</sup> Century to the Present</b>	<b>3</b>

**Rationale:** The division of the capstone course into two separate bodies of course material will allow the individual student to focus on those areas of Latin American and Caribbean cultures that are of greatest interest to her or him. While less material will be covered in the capstone, students will benefit from more in-depth and concentrated study of particular cultural and historical aspects.

**AIII:10.5a. New Minor: Tier III Minor in Physics**

The Minor

**Description**

The Department of Natural Sciences of the Weissman School of Arts and Sciences offers a Minor in Physics that satisfies Baruch College's Tier III liberal arts and sciences requirement. The Physics Minor is suitable for students with an interest in the application of mathematical tools to fundamental scientific laws. The program emphasizes both mathematical ideas and classic experiments. Students with no previous exposure to physics are encouraged to take PHY 1003 Concepts in Physics, before beginning the Physics Minor.

To satisfy this Tier III Minor, students must take three courses, two at the 3000-level or above, and a capstone at the 4000-level or above, from among the following list:

PHY 3001 General Physics II

(Not open to students who have completed PHY 3010 and/or PHY 3020)

PHY 3010 Quantitative Physics I (recommended)

(Not open to students who have completed PHY 2003 and/or PHY 3001)

PHY 3020 Quantitative Physics II (recommended)

(Not open to students who have completed PHY 3001)

PHY 4130 Modern Physics

PHY 4200 Astrophysics

PHY 5000-5004 Independent Study

PHY 6001H-6003H Honors

Recommended Courses in the Department of Mathematics:

Students are encouraged to take each of the following courses:

MTH 2610 Calculus I

MTH 3010 Elementary Calculus II

MTH 3020 Intermediate Calculus

**Rationale:** Four types of students at Baruch College can benefit from the Physics Tier III Minor. Students who become managers will benefit from a foundational knowledge of the science behind much of today's high-tech industry. Mathematics students will crystallize their mathematical background, as they see how mathematics is used in the Natural Sciences. Finance and Economics students will gain experience with the applied mathematical methods used today in financial products. Finally, Biology and Environmental Science majors choosing to pursue graduate studies in these subjects will be increasingly dependent on advances in the physical sciences. This program will also provide students of Baruch College the knowledge to evaluate social and political issues related to physics: examples include the merits of massive investment of resources into scientific projects and the implications of energy policy to social welfare and the environment.

The following recommendations of the Graduate Affairs Committee were approved at the Mildred and George Weissman School of Arts and Sciences Faculty Meeting on May 11, 2010 effective the Spring 2011 semester, pending approval of the Board of Trustees.

**AIII:10.6a. The following revisions are proposed for the Master of Science in Financial Engineering**

**Program: MS in Financial Engineering**

**Program Code: 24276**

**HEGIS Code: 1703.00**

**Effective: Spring 2011**

From: MS in Financial Engineering			To: MS in Financial Engineering		
<p>The Master of Science in financial engineering consists of twelve 3-credit courses, for a total of 36 credits. <del>Nine</del> of these courses are required courses and <del>three</del> 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.</p> <p>The <del>program's</del> curriculum is designed to provide students with the background required for modeling and solving problems that arise in the financial services industry. <del>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.</del> All courses are offered in the evening.</p>			<p><b><u>The Baruch College Financial Engineering MS Program is a professional Masters Program that graduates competitive, high-quality individuals who successfully pursue careers in quantitative finance.</u></b></p> <p>The Master of Science in Financial Engineering (<b><u>MFE</u></b>) consists of twelve 3-credit courses, for a total of 36 credits. Seven of these courses are required courses and <u>five</u> 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.</p> <p>The curriculum <u>of the MFE Program</u> is designed to provide students with the background required for modeling and solving problems that arise in the financial services industry <u>across various markets and asset classes</u>. All courses are offered in the evening to <u>accommodate students with work commitments</u>.</p>		
Courses in Specialization (36 credits)			Courses in Specialization (36 credits)		
Course	Description	Crs	Course	Description	Crs
Required Courses ( <del>27</del> credits)			Required Courses ( <u>21</u> credits)		
<a href="#">MTH 9814</a>	A Quantitative Introduction to Pricing Financial Instruments	3	<a href="#">MTH 9814</a>	A Quantitative Introduction to Pricing Financial Instruments	3
<a href="#">MTH 9815</a>	Object Oriented Programming for Financial Applications	3	<a href="#">MTH 9815</a>	Object Oriented Programming for Financial Applications	3
<a href="#">MTH 9821</a>	Numerical Linear Algebra	3	<a href="#">MTH 9821</a>	Numerical Methods for Finance I	3
<a href="#">MTH 9831</a>	Real Analysis and Probability	3	<a href="#">MTH 9831</a>	Probability and Stochastic Processes for Finance I	3
<a href="#">MTH 9852</a>	Numerical Methods for PDEs in Finance		<a href="#">MTH 9852</a>	Numerical Methods for Finance II	3
<a href="#">MTH 9862</a>	Stochastic Processes in Finance	3	<a href="#">MTH 9862</a>	Probability and Stochastic Processes for Finance II	3
<a href="#">MTH 9871</a>	Advanced Computational Methods in Finance	3	<a href="#">MTH 9903</a>	Capstone Project and Presentation	3
<a href="#">MTH 9873</a>	Interest Rate Models and Interest Rate Derivatives	3			
<a href="#">MTH 9903</a>	Capstone Project and Presentation	3			
Electives Courses (9 credits)			Elective Courses (15 credits)		

Select three courses from the following:			Select five courses from the following:		
<a href="#">MTH 9841</a>	Statistics for Finance	3	<a href="#">MTH 9841</a>	Statistics for Finance	3
<a href="#">MTH 9842</a>	Linear and Quadratic Optimization Techniques	3	<a href="#">MTH 9842</a>	Linear and Quadratic Optimization Techniques	3
<a href="#">MTH 9845</a>	Market and Credit Risk Management	3	<a href="#">MTH 9845</a>	Market and Credit Risk Management	3
<a href="#">MTH 9848</a>	Elements of Structured Finance	3	<a href="#">MTH 9848</a>	Elements of Structured Finance	3
<a href="#">MTH 9849</a>	Deal Theory and Structured Analysis	3	<a href="#">MTH 9849</a>	Deal Theory and Structured Analysis	3
<a href="#">MTH 9881</a>	Current topics in Mathematical Finance	3	MTH 9865	Commodities and Futures Trading	3
ECO 82100	(Term I) Econometrics I	3	MTH 9867	Time Series Analysis and Algorithmic Trading	3
ECO 82100	(Term II) Financial Econometrics	3	MTH 9868	Advanced Risk and Portfolio Management	3
<a href="#">FIN 9770</a>	Financial Markets and Institutions	3	<a href="#">MTH 9871</a>	Advanced Computational Methods in Finance	3
<a href="#">FIN 9782</a>	Futures and Forward Markets	3	<a href="#">MTH 9873</a>	Interest Rate Models and Interest Rate Derivatives	3
<a href="#">FIN 9783</a>	Investment Analysis	3	MTH 9875	The Volatility Surface	3
<a href="#">FIN 9786</a>	International Financial Markets	3	MTH 9879	Market Microstructure Models	3
<a href="#">FIN 9790</a>	Seminar in Finance	3	<a href="#">MTH 9881</a>	Current topics in Mathematical Finance	3
<a href="#">FIN 9793</a>	Advanced Investment Analysis	3	ECO 82100	(Term I) Econometrics I	3
<a href="#">FIN 9797</a>	Options Markets	3	ECO 82100	(Term II) Financial Econometrics	3
<a href="#">STA 9700</a>	Modern Regression Analysis	3	<a href="#">FIN 9770</a>	Financial Markets and Institutions	3
<a href="#">STA 9701</a>	Time Series: Forecasting and Statistical Modeling	3	<a href="#">FIN 9782</a>	Futures and Forward Markets	3
			<a href="#">FIN 9783</a>	Investment Analysis	3
			<a href="#">FIN 9786</a>	International Financial Markets	3
			<a href="#">FIN 9790</a>	Seminar in Finance	3
			<a href="#">FIN 9793</a>	Advanced Investment Analysis	3
			<a href="#">FIN 9797</a>	Options Markets	3
			<a href="#">STA 9700</a>	Applied Regression Analysis	3
			<a href="#">STA 9701</a>	Time Series: Forecasting and Statistical Modeling	3

**Rationale:** To make the curriculum more flexible, two required courses are being moved to the electives list. Five new elective courses are being proposed; these elective courses reflect the areas which are offering good employment opportunities to students who complete the program. The material covered in several of the program's courses has changed significantly. Four course titles are, therefore, being changed to reflect the content accurately. Please see the individual entry for the STA 9700 change in title rationale.

**AIII:10.7a. The following revisions are proposed for the Master of Science in Industrial/Organizational Psychology**

**Program:** MS in Industrial/Organizational Psychology

**Program Code:** 79564

**HEGIS Code:** 2008.00

**Effective:** Spring 2011

From: MS in Industrial/Organizational Psychology			To: MS in Industrial/Organizational Psychology		
<p><b>The MS program in industrial/organizational psychology is designed for students whose interests lie in research or who intend to apply for the PhD in industrial/organizational psychology or related areas. Students receive a comprehensive background in research methodology, personnel, and organizational psychology as well as related areas of psychology.</b></p>			<p><b>The MS program in industrial/organizational psychology is designed for students whose interests lie in research or who intend to apply for the PhD in industrial/organizational psychology or related areas. Students receive a comprehensive background in research methodology, personnel, and organizational psychology as well as related areas of psychology.</b></p>		
Courses in Specialization (36 credits)			Courses in Specialization (36 credits)		
Course	Description	Crs	Course	Description	Crs
Required Courses (24 credits)			Required Courses (21 credits)		
PSY 9703	Design of Psychological Research	3	PSY 9703	Design of Psychological Research	3
STA 9708	Applied Statistical Analysis for Business Decisions	3	STA 9708	Applied Statistical Analysis for Business Decisions	3
PSY 9760	<del>Psychometric Methods</del>	3	PSY 9796	Problems in Industrial Psychology I – Personnel Psychology	3
PSY 9796	Problems in Industrial Psychology I – Personnel Psychology	3	PSY 9797	Problems in Industrial Psychology II - Organizational Psychology	3
PSY 9797	Problems in Industrial Psychology II - Organizational Psychology	3	PSY 9789	Seminar in Industrial/Organizational Psychology	
PSY 9789	Seminar in Industrial/Organizational Psychology				
			PSY 99301	Research Methodology (Thesis I)	3
PSY 99301	Research Methodology (Thesis I)	3	or		
or			PSY 99001	Research Methodology in Design of	3

				<b>Psychological Research (Seminar I)</b>	
<b>PSY 99001</b>	<b>Research Methodology in Design of Psychological Research (Seminar I)</b>	<b>3</b>			<b>3</b>
<b>PSY 99302</b>	<b>Thesis (Thesis II)</b>	<b>3</b>	<b>PSY 99302</b>	<b>Thesis (Thesis II)</b>	<b>3</b>
<b>or</b>			<b>or</b>		
<b>PSY 99002</b>	<b>Research Seminar in Evaluation of Psychological Research (Seminar II)</b>	<b>3</b>	<b>PSY 99002</b>	<b>Research Seminar in Evaluation of Psychological Research (Seminar II)</b>	<b>3</b>
<b>Electives Courses (12 credits)</b>			<b>Elective Courses (15 credits)</b>		
<b>Students choose <del>four</del> electives in consultation with a graduate supervisor. The following are examples of the type of elective courses offered:</b>			<b>Students choose <u>five</u> electives in consultation with a graduate supervisor. The following are examples of the type of elective courses offered:</b>		
<b>PSY 9740</b>	<b>Personality</b>	<b>3</b>	<b>PSY 9740</b>	<b>Personality</b>	<b>3</b>
<b>PSY 9746</b>	<b>Social Psychology</b>	<b>3</b>	<b>PSY 9746</b>	<b>Social Psychology</b>	<b>3</b>
<b>PSY 9751</b>	<b>Leadership and Group Processes</b>	<b>3</b>	<b>PSY 9751</b>	<b>Leadership and Group Processes</b>	<b>3</b>
<b>PSY 9753</b>	<b>Attitude and Attitude Change</b>	<b>3</b>	<b>PSY 9753</b>	<b>Attitude and Attitude Change</b>	<b>3</b>
<b>PSY 9772</b>	<b>Clinical Interviewing</b>	<b>3</b>	<b>PSY 9760</b>	<b>Psychometric Methods</b>	<b>3</b>
<b>PSY 9786</b>	<b>Seminar in Contemporary Psychological Topics</b>	<b>3</b>	<b>PSY 9772</b>	<b>Clinical Interviewing</b>	<b>3</b>
<b>PSY 9791</b>	<b>Introduction to Environmental Psychology</b>	<b>3</b>	<b>PSY 9786</b>	<b>Seminar in Contemporary Psychological Topics</b>	<b>3</b>
<b>PSY 9795</b>	<b>Clinical Techniques in Industrial Psychology</b>	<b>3</b>	<b>PSY 9791</b>	<b>Introduction to Environmental Psychology</b>	<b>3</b>
<b>PSY 9799</b>	<b>Human Engineering</b>	<b>3</b>	<b>PSY 9795</b>	<b>Clinical Techniques in Industrial Psychology</b>	<b>3</b>
<b>PSY 9800</b>	<b>Internship in Industrial/Organizational Psychology</b>	<b>3</b>	<b>PSY 9799</b>	<b>Human Engineering</b>	<b>3</b>
			<b>PSY 9800</b>	<b>Internship in Industrial/Organizational Psychology</b>	<b>3</b>

**Rationale:** Psychometrics is a course that is not typically required by MS programs in I/O psychology, as can be confirmed by examining competing programs (e.g., NYU, Columbia's Teachers College). This topic will instead be offered as an elective on a rotating basis just like many other comparable areas of study within the field (e.g., training and development, leadership, emotional intelligence).

The following recommendations of the Committee on Undergraduate Curriculum were approved at the Zicklin School of Business Faculty Meeting on March 25, 2010 and May 13, 2010 effective the Spring 2011 semester, pending approval of the Board of Trustees.

**AIII:10.1b. The following revisions are proposed for the BBA in Entrepreneurship in the Zicklin School of Business**

Program: BBA Degree in Entrepreneurship

Program Code: 21877

Effective: Spring 2011

From			To		
Course	Description	Crs	Course	Description	Crs
<b>Required Courses (12 credits)</b>			<b>Required Courses (12 credits)</b>		
MGT 3960 (3860)	Entrepreneurship Management	3	MGT 3960 (3860)	Entrepreneurship Management	3
MGT 4961 (4862)	Entrepreneurial Experiences	3	MGT 4961 (4862)	Entrepreneurial Experiences	3
MGT 4962 (4867)	Family Business Management	3	MGT 4962 (4867)	Family Business Management	3
MGT 4963 (4861)	Entrepreneurial Start-ups	3	MGT 4963 (4861)	Entrepreneurial Start-ups	3
<b>Choose four courses from:</b>			<b>Choose four courses from:</b>		
<b>(In the event that a course is unavailable, contact a faculty advisor to secure approval for a substitution.)</b>			<b>(In the event that a course is unavailable, contact a faculty advisor to secure approval for a substitution.)</b>		
CIS 3444	e-Business Technologies	3	CIS 3444	e-Business Technologies	3
FIN 3610	Corporate Finance	3	FIN 3610	Corporate Finance	3
FIN 3620	Financial Management for Small Business and Entrepreneurs	3	FIN 3620	Financial Management for Small Business and Entrepreneurs	3
LAW 3102	The Law of Business Organizations	3	LAW 3102	The Law of Business Organizations	3
LAW 3106	Law and Entrepreneurship	3	LAW 3106	Law and Entrepreneurship	3
LAW 3302	The Law of Real Estate Transactions II	3	LAW 3302	The Law of Real Estate Transactions II	3
MGT 3300	Management: A Behavioral Approach	3	MGT 3300	Management: A Behavioral Approach	3
MGT 4400	Human Resource Management	3	MGT 4400	Human Resource Management	3
MGT 4420	The Management of Compensation	3	MGT 4420	The Management of Compensation	3

MGT 4967	Technology, Innovation, and Design in Entrepreneurship	3	<u>MGT 4965</u>	<u>Leadership Development and Entrepreneurial Applications</u>	<u>3</u>
MGT 4968	Critical Conversations for Entrepreneurs: Selling and Negotiating	3	<u>MGT 4966/</u> MKT 4966	<u>Social Media Marketing and New Ventures</u>	<u>3</u>
MGT 4969 (4864)	Social Entrepreneurship	3	MGT 4967	Technology, Innovation, and Design in Entrepreneurship	3
MGT 4970	Creating Entrepreneurial Communities	3	MGT 4968	Critical Conversations for Entrepreneurs: Selling and Negotiating	3
MGT 4971	Women and Entrepreneurship	3	MGT 4969 (4864)	Social Entrepreneurship	3
MGT 4978 (4863)	Intrapreneurship: Managing Ventures Within the Corporation	3	MGT 4970	Creating Entrepreneurial Communities	3
MKT 3400	International Business Principles	3	MGT 4971	Women and Entrepreneurship	3
MKT 3600	Marketing Research	3	MGT 4978 (4863)	Intrapreneurship: Managing Ventures Within the Corporation	3
MKT 3605	Consumer Behavior	3	MKT 3400	International Business Principles	3
MKT 4151	Direct Marketing I: Strategies and Tactics	3	MKT 3600	Marketing Research	3
MKT 4152	Direct Marketing II: Marketing and Managing the Creative Process	3	MKT 3605	Consumer Behavior	3
MKT 4555	Internet Marketing	3	MKT 4151	Direct and Interactive Marketing	3
MKT 4700	Business Marketing Management	3	MKT 4152	Direct Marketing II: Marketing and Managing the Creative Process	3
MKT 4910	Selling and Sales Management	3	MKT 4555	Internet Marketing	3
MKT 4912	Retail Management and Merchandising	3	MKT 4700	Business Marketing Management	3
MKT 4401	International Trade Financing	3	MKT 4910	Selling and Sales Management	3
MKT 4511	Marketing Channels	3	MKT 4912	Retail Management and Merchandising	3
PAF 3015	Qualitative Studies of Communities	3	MKT 4401	International Trade Financing	3
PAF 3040	Information and Society	3	MKT 4511	Marketing Channels	3
PAF 3102	Economic Analysis and Public Policy	3	PAF 3015	Qualitative Studies of Communities	3
PAF 3601	Programs, Policy and Evaluation Research	3	PAF 3040	Information and Society	3
PAF 3701	Public Regulation of Land Use	3	PAF 3102	Economic Analysis and Public	3

(RES 3650)				Policy	
PAF 4250 (RES 4650)	Nonprofit Housing Development	3	PAF 3601	Programs, Policy and Evaluation Research	3
RES 3000 (LAW 3301)	Real Estate Law and Institutions	3	PAF 3701 (RES 3650)	Public Regulation of Land Use	3
RES 3200	Property Investment and Financing	3	PAF 4250 (RES 4650)	Nonprofit Housing Development	3
RES 3300	Real Estate Valuation and Feasibility Study	3	RES 3000 (LAW 3301)	Real Estate Law and Institutions	3
RES 3400	Real Estate Capital Markets	3	RES 3200	Property Investment and Financing	3
RES 3550	Analytical Skills in Real Estate	3	RES 3300	Real Estate Valuation and Feasibility Study	3
RES 3700	Real Estate Management	3	RES 3400	Real Estate Capital Markets	3
			RES 3550	Analytical Skills in Real Estate	3
			RES 3700	Real Estate Management	3

**Rationale:** In line with other recent curriculum changes, we are adding two additional new entrepreneurship elective courses to our Elective List: MGT 4965 Leadership Development and Entrepreneurial Applications and MGT 4966/MKT 4966 Social Media Marketing and New Ventures. These new elective courses will offer more flexibility to our majors as well as offer suggestions to augment their diverse interests.

MGT 4965 Leadership Development and Entrepreneurial Applications (described below under “new courses”) will serve as an elective within the Baruch BBA in Entrepreneurship and available to all Baruch or CUNY students with the necessary prerequisite or its equivalent. In addition, MGT 4965 will provide a structural link to the ongoing online courses of the CUNY Institute of Virtual Enterprise (IVE) and will be available to all undergraduate students within the CUNY who have the necessary prerequisite or its equivalent.

MGT 4966/MKT 4966 is cross-listed with the Department of Marketing and International Business and was proposed and approved as a new course in Fall 2009. This new course represents the study of a growing and important social network for entrepreneurs as well as more closely examines the current dynamics of our economy’s entrepreneurial “sector”. This newly approved undergraduate elective course also complements our extant Entrepreneurship graduate course with a similar focus, “MGT 9966/MKT 9781 Internet and Entrepreneurship”; however, it is focused specifically on social media and could be of interest to any Zicklin undergraduate

**AIII:10.2b. The following revisions are proposed for the business minor in Computer Applications in Business**

From: Computer Applications in Business Minor ( 9 credits)			To: Computer Applications in Business Minor ( 9 credits)		

Course	Description	Crs	Course	Description	Crs
<b>Choose any three of the following (9 credits)</b>			<b>Choose any three courses (9 credits) <u>from the list of 3000, 4000, or 5000 level CIS courses except CIS 3270, CIS 3810 and CIS 4910. Prerequisites must be satisfied.</u></b>		
<del>CIS 3367</del>	<del>Spreadsheet Applications in Business</del>	<del>3</del>			
<del>CIS 3400</del>	<del>Database Management Systems</del>	<del>3</del>			
<del>CIS 3444</del>	<del>e-Business Technologies</del>	<del>3</del>			
<del>CIS 3630</del>	<del>Principles of Web Design</del>	<del>3</del>			
<del>CIS 4800</del>	<del>Systems analysis and Design</del>	<del>3</del>			
<del>OPR 3300</del>	<del>Quantitative Methods for Accounting</del>	<del>3</del>			

Rationale: This change to the “Computer Applications in Business” minor provides flexibility for students in assembling a suitable set of courses that will complement their major.

The following recommendations of the Committee on Graduate Curriculum were approved at the Zicklin School of ns. Business Faculty Meetings on March 25, 2010 and May 13, 2010. These changes are effective as of spring 2011, with the exception of the changes to the MBA core curriculum, which are effective as of fall 2011, pending approval of the Board of Trustees.

**AHL.10.3b. The following revisions are proposed for the Master of Business Administration (all majors) in the Zicklin School of Business**

Program: MBA

**HEGIS Codes:** 0502.00 (Accountancy), 0517.00 (Economics), 0505.00 (Finance), 1202.00 (Health Care Administration), 2008.00 (Industrial/Organizational Psychology), 0701.00 (Information Systems), 0513.00 (International Business), 0506.00 (Management); 0509.00 (Marketing), 0507.00 (Operations Research), 0511.00 (Real Estate), 0503.00 (Statistics), 0502.10 (Taxation)

**Program Codes:** 01912 (Accountancy), 01931 (Economics), 01919 (Finance), 01952 (Health Care Administration), 01964 (Industrial/Organizational Psychology), 01936 (Information Systems), 01929 (International Business), 01922 (Management), 01928 (Marketing), 01926 (Operations Research), 31362 (Real Estate), 01917 (Statistics), 01933 (Taxation)

Effective: Fall 2011

<b>FROM: MBA (All majors)</b>	<b>TO: MBA (All majors)</b>
<b>Preliminary Courses (Subject to Waiver)</b>	<b>Preliminary Courses (Subject to Waiver)</b>
International students may require preliminary courses in Grammar Troubleshooting and American English Pronunciation based on evaluation, and	International students may require preliminary courses in Grammar Troubleshooting and American English Pronunciation based on evaluation, and

<p>students majoring in accountancy, economics, and finance may require a preliminary course in mathematics (MTH 8001 Calculus for Applications I ). Grades in 8000-level courses are not calculated in the grade point average, and the credits are not applied toward the MBA degree.</p>	<p>students majoring in accountancy, economics, and finance may require a preliminary course in mathematics (MTH 8001 Calculus for Applications I ). Grades in 8000-level courses are not calculated in the grade point average, and the credits are not applied toward the MBA degree.</p>
<p><b>Course Description Crs</b></p>	<p><b>Course Description Crs</b></p>
<p><del>Core and Breadth Courses</del></p> <p>No waivers are granted for required core and breadth courses. <del>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.</del></p> <p>Required Core <del>and Breadth</del> (14 courses; 33 credits)</p> <p>ACC 9110* Financial Accounting</p> <p>or</p> <p>ACC 9112* Financial Accounting: Intensive 3</p> <p><del>ACC 9115** Managerial Accounting 2</del></p> <p><del>BUS 9100 The Societal and Governmental Environment of Business 3</del></p> <p>BUS 9551 Business Communication I 0</p> <p>and</p> <p>BUS 9552 Business Communication II: Communicating Quantitative and Technical Information</p> <p>or</p> <p>BUS 9553 Business Communication II: Leadership Communication: Writing and Speaking with Authority</p> <p>or</p> <p>BUS 9554 Business Communication II: Enhanced Written and Oral Communication for Business Professionals 0</p> <p><del>CIS 9000 Information Systems for Managers 3</del></p> <p>ECO 9708 Microeconomics for Managers 2</p> <p><del>ECO 9709 Macroeconomics 2</del></p>	<p><del>Core Courses</del></p> <p>No waivers are granted for required <u>and flexible</u> core courses.</p> <p><b>Required Core (12 courses; 24 credits)</b></p> <p>ACC 9110* Financial Accounting</p> <p>or</p> <p>ACC 9112* Financial Accounting: Intensive 3</p> <p>BUS 9551 Business Communication I 0</p> <p>and</p> <p>BUS 9552 Business Communication II: Communicating Quantitative and Technical Information</p> <p>or</p> <p>BUS 9553 Business Communication II: Leadership Communication: Writing and Speaking with Authority</p> <p>or</p> <p>BUS 9554 Business Communication II: Enhanced Written and Oral Communication for Business Professionals 0</p> <p><u>CIS 9XXX Information Systems for Managers I 1.5</u></p> <p><u>ECO 9XXX Microeconomics 1.5</u></p> <p>FIN 9770 Financial Decision Making 3</p> <p><u>IBS 9XXX International Business Analysis 1.5</u></p> <p>MGT 9300 Management: A Behavioral Approach 3</p> <p><u>MGT 97XX Service Operations Management I 1.5</u></p> <p>MKT 9703 Marketing Management 3</p> <p>STA 9708 Applied Statistical Analysis for Business Decisions 3</p>

FIN 9770	Financial Decision Making	3
MGT 9300	Management: A Behavioral Approach	3
MGT 9700	Introduction to Operations Management	3
MKT 9703	Marketing Management	3
STA 9708	Applied Statistical Analysis for Business Decisions	3
Capstone		
BUS 9200	Business Policy	3

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

\*\*Accountancy majors take ACC 9811 (4 credits) in place of ACC 9115.

**Major (4 courses; 12 credits)**

Students choose from a wide array of MBA majors, or they can tailor a program to their specific needs through a self-designed major. ~~Students may seek a double major usually by taking one or two extra course. (See also discussion of international and general electives below.)~~ 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.

**General Electives (Minimum of 3 courses; 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~~

Capstone		
BUS 9200	Business Policy	3

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

**Flexible Core Courses (minimum of 3 courses; minimum of 6 credits)**

<u>LAW</u>	<u>Legal and Ethical Framework for</u>	<u>3</u>
<u>9XXX</u>	<u>Business</u>	
<u>BUS 9XXX</u>	<u>Business and Society</u>	<u>3</u>
<u>Choose at least one of two above</u>		
<u>ACC</u>	<u>Managerial Accounting</u>	<u>1.5</u>
<u>9XXX*</u>		
<u>MGT 9XXX</u>	<u>Service Operations Management</u>	<u>1.5</u>
	<u>II</u>	
<u>ECO 9XXX</u>	<u>Macroeconomics</u>	<u>1.5</u>
<u>CIS 9XXX</u>	<u>Information Systems for Managers</u>	<u>1.5</u>
	<u>II</u>	

\*Not open to MBA-Accountancy majors.

**Major (4 - 6 courses; 12 - 18 credits)**

Students choose from a wide array of MBA majors, and may pursue a single or a double major, or they can tailor a program to their specific needs through a self-designed major. 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.

**Electives (Minimum of 3 courses; 9 - 15 credits)**

Students customize their program by selecting a minimum of three elective courses (9 credits) from among any 9000-level courses given by departments offering courses in the MBA program (or interdisciplinary courses). Students can use electives for a second major or to pursue course work in areas outside of their major, including study abroad, and can include one graduate-level course in either the

~~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. Eligible students may seek a graduate internship to satisfy elective credit. Special conditions apply to the 150-credit-hour accountancy program.~~

School of Public Affairs or the Weissman School of Arts and Sciences, with permission of these schools. Eligible students may seek a graduate internship to satisfy elective credit. Special conditions apply to the 150-credit-hour accountancy program.

**~~International Elective (1 course; 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. 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.)~~

**~~Choose one course from:~~**

<del>CIS 9230</del>	<del>Globalization and Technology</del>	<del>3</del>
<del>ECO 9741</del>	<del>International Economics</del>	<del>3</del>
<del>FIN 9786</del>	<del>International Financial Markets</del>	<del>3</del>
<del>FIN 9788</del>	<del>International Corporate Finance</del>	<del>3</del>
<del>IBS 9760</del>	<del>International Business Analysis</del>	<del>3</del>
<del>IBS 9762</del>	<del>The Global Competitiveness of the U.S. Economy</del>	<del>3</del>
<del>IBS 9767</del>	<del>Foreign markets, Cultures, and Regimes</del>	<del>3</del>
<del>LAW 9740</del>	<del>International Trade and Investment Law</del>	<del>3</del>
<del>MGT 9870</del>	<del>International Comparative Management</del>	<del>3</del>
<del>MKT 9764</del>	<del>Internet Marketing and Global Business</del>	<del>3</del>

Rationale: Business is dynamic, with change occurring due to volatile international and domestic economic, technological and socio-cultural conditions, and these changes indicate the need for regular curriculum monitoring and resultant revision. In addition AACSB-International – The Association to Advance Collegiate Schools of Business (AACSB) – attaches considerable importance to continual curriculum evaluation, and a faculty’s professional obligation to offer relevant, current knowledge to students further requires a willingness to revisit curriculums. In competitive markets such as the New York City MBA program market, curriculum structure and delivery assume importance in attracting students, and both

clarity and flexibility contribute to an appealing curriculum. To the extent that a part-time graduate business program commonly suffers from limitedly engaged students, any curriculum revision that can enhance students' fuller participation is welcome. The last significant Baruch MBA curriculum revision occurred in 1992.

### **Curriculum Revision Principles**

In its current curriculum revision effort, the Zicklin faculty is adhering to three fundamental principles:

1. An MBA curriculum should be based on learning objectives developed and approved by a school's faculty.
2. An MBA curriculum should contain sufficient flexibility to allow student choice in the pursuit of diverse professional goals.
3. An MBA curriculum should balance broad scope and specialized depth in its course offerings.

The proposed MBA curriculum includes a core of 15 courses worth 30 credits and nine major and elective courses of 27 credits, defining a 57-credit MBA curriculum. The curriculum substantively aligns closely with the seven Zicklin MBA learning goals applicable to the core, considerably more tightly than the current core curriculum. The decrease in core credits and increase in major and elective credits enhance choice in response to students' diverse professional goals, and the proposal balances specialization with desirable business knowledge breadth fundamental to an MBA degree. Included in the proposed curriculum are new introductions to several domains of business knowledge, namely the legal environment, service operations, and international business.

The major innovations underlying this proposed MBA curriculum are the introduction of half semester courses, the elimination of the International Business Elective, and the capping of major courses.

Half semester courses constitute the mechanism that allows increased student choice and specialization while retaining student exposure to the common body of business knowledge. These new courses will be applied, managerially oriented courses rather than introductions to the academic business disciplines, and they should encourage students to pursue both flexible core courses covering the topic area and advanced three-credit courses in response to professional objectives and interests. To be developed by the Zicklin departments, these courses can focus on the central concepts and techniques within each business function that are needed by managers across functions for informed analysis and decision making.

In order to provide students more flexibility, the faculty has eliminated the required international business elective. Global Awareness is a general MBA learning objective. The faculty determined that the introduction of the International Business Analysis required core course would better prepare students to identify, analyze, and apply key business principles to international business problems than the selection of a wide range of discipline specific international business courses. Students will be advised to take advanced

international business courses if such courses match their professional goals rather than be required to take a particular advanced-level course to satisfy program requirements.

With the exception of the MBA in Accountancy, which has CPA licensure requirements, MBA majors will be limited to six courses (18 credits). The faculty has determined that the students should use greater degree of flexibility being afforded them by exploring breadth of business knowledge in addition to depth of discipline specific knowledge.

With greater depth and breadth in the MBA Core, more flexibility being afforded the students enabling them to explore a wider range of advanced courses, and a closer adherence to the MBA Learning Objectives, the Zicklin faculty believes the proposed curriculum revisions satisfy the principles for change. More importantly, the faculty is confident that the revised curriculum will better prepare Zicklin MBA students for the growing challenges they face in an evolving marketplace.

**AIII.10.4b. The following revision is proposed for the MBA in International Business in the Zicklin School of Business**

**Program:** MBA in International Business

**HEGIS Code:** 0513.00

**Program Code:** 01929

**Effective:** Spring 2011

<b>FROM: MBA in International Business</b>	<b>TO: MBA in International Business</b>
<b>Course Description Crs</b>	<b>Course Description Crs</b>
<b>Courses in Major (12 credits)</b>	<b>Courses in Major (12 credits)</b>
<p>Required: *</p> <p>IBS 9760 International Business Analysis 3 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.</p>	<p>Required:*</p> <p>IBS 9760 International Business Analysis 3 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.</p>

**Choose two courses from:**

FIN 9788	International Corporate Finance	3
IBS 9769	International Business Strategy (MGT 9880)	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	International Business (COM 9656) 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	International Business Strategy (MGT 9880)	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

\*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.”

**Choose two courses from:**

FIN 9788	International Corporate Finance	3
IBS 9769	International Business Strategy (MGT 9880)	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	International Business (COM 9656) Communication	3
<u>IBS 9761</u>	<u>Emerging Markets and the International Business Environment</u>	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	International Business Strategy (MGT 9880)	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

\*Required courses that have been completed at the

better can be replaced by international courses from the list of major courses designated “Choose one course from.”

**Rationale:** The proposed alteration in the electives is to include the new course IBS 9761 Emerging Markets and the International Business Environment, which was approved in fall 2009.

**AIII.10.5b. The following revisions are proposed for the MBA in Management in the Zicklin School of Business**

**Program:** MBA in Management

**HEGIS Code:** 0506.00

**Program Code:** 01922

**Effective:** Spring 2011

<b>FROM: MBA in Management (Concentrations in Entrepreneurship, Organizational Behavior-Human Resource Management, and Operations Management)</b>	<b>TO: MBA in Management (Concentrations in Entrepreneurship, Organizational Behavior-Human Resource Management, Operations Management, and Sustainable Business)</b>
<b>Course Description Crs</b>	<b>Course Description Crs</b>
	<b>Courses in Concentration (12 credits)</b>
	<p><b>Required:</b></p> <p>BUS 9700 Sustainable Business: Perspectives, Theories, and Practices 3</p> <p>Choose two courses from:</p> <p>MGT 9620 Globalization and the Multinational Corporation 3</p> <p>MGT 9870 International Comparative Management 3</p> <p>MGT 9969 Social Entrepreneurship: Concepts and Cases 3</p>

MGT 9970	Entrepreneurship and Community Development	3
LAW 9120	Sustainability: Law and Policy	3
<b>Choose one course from:</b>		
COM 9625	Corporate Culture and Sustainability	3
LAW 9120	Sustainability: Law and Policy	4
MKT 9752	Sustainable Marketing	3
MKT 9716	Consumer Behavior	3
MGT 9400	Human Resources Management	3
MGT 9620	Globalization and the Multinational Corporation	3
MGT 9870	International Comparative Management	3
MGT 9960 (formerly MGT 9860)	Entrepreneurial Strategy and Cases	3
MGT 9961 (formerly MGT 9862)	Analysis of Entrepreneurial Experiences	3
MGT 9962 (formerly MGT 9867)	Managing the Family Business	3
MGT 9963 (formerly MGT 9865)	Researching and Developing Entrepreneurial Ventures	3
MGT 9969	Social Entrepreneurship: Concepts and Cases	3
MGT 9970	Entrepreneurship and Community Development	3
MGT 9979	Seminar in Entrepreneurship: Principles of a Sustainable Business	3
PAF 9141	Community Development: History, Present, and Future	3
PAF 9143	“Greening” and Growing Cities: Sustainability and Public Policy Options	3
PAF 9150	Introduction to the Nonprofit Sector	3
PAF 9151	The Administration of Not-for-Profit and Voluntary Organizations	3

**Rationale:** It has become quite clear in recent years that sustainability is a major focus for business endeavors. Various indices have been developed (Dow Jones Sustainability Index or FTSE4Good for scoring businesses, or at the firm level, the WalMart Sustainability Index for scoring products). Business schools have entered the marketplace with a variety of social responsibility and sustainability offerings. Net Impact, in its 2009 publication, “Business as UnUsual: The Student Guide to Graduate Programs” lists 114 schools that offer some element of either social responsibility or sustainability in their graduate programs, with some offering complete MBA degrees (e.g., Duquesne University offers a one-year program leading to an MBA in Sustainability). Baruch College is one of those listed, noting the coursework done in corporate social responsibility, as well as activities performed in this area through the Robert Zicklin Center for Corporate Integrity, the Lawrence N. Field Center for Small Business, and the International Center for Corporate Accountability. Prominent at the student level is Baruch’s Net Impact chapter, the Sustainable Business Club. Based on the factors of relevant coursework, student impact, for-profit impact and faculty research, Baruch has risen from #82 (of 112) to #65 (of 149) in the Aspen Institute’s ranking of the Global 100 Business Schools in its “Beyond Grey Pinstripes” list.

“Sustainable business” is an umbrella term that encompasses the areas of environmental/social/governance (ESG) issues, green business/green enterprise, social entrepreneurship, and community enterprise development. What these areas share in common is an emphasis on the responsibilities of business people to their local communities and to the global community – doing well and doing good – and on the mutuality of business and society. It also captures a clear area of student interest, with the Sustainable Business Club now part of the graduate student clubs.

Thus, this proposed new concentration is conceptually anchored in strategy, with the understanding that sustainable ventures require a strategic mindset with respect to the integration of environmental, social and governance issues. Whether one is managing a small business with the intent of offering a sustainable good or service, or one is managing a large transnational corporation seeking to implement sustainable practices throughout the firm, strategy is at the core of the approach to sustainable business. Sustainability requires systems thinking, or as some have put it, ‘cradle-to-cradle’ thinking, emphasizing the reuse of items as opposed to the disposal of items (the ‘cradle-to-grave’ concept). Such thinking requires correct positioning of the firm, inherently a strategic perspective.

In terms of coursework, we propose a new course (BUS 9700 Sustainable Business: Perspectives, Theories, and Practices) as the foundational course for this concentration. Within the elective courses, a student could further pursue a strategic management/social responsibility emphasis or entrepreneurship/sustainability emphasis. We also note that we have garnered approval for the Weissman School of Arts and Sciences course COM 9625 Corporate Culture and Sustainability so that Zicklin students will be permitted to enroll. And the four PAF courses had been approved previously by School of Public Affairs faculty for the elective courses list for the MBA in Management concentration in Entrepreneurship and for any further development of curriculum focused on sustainability such as the proposal herein.

Baruch College and the Zicklin School of Business have long held the integrity of business and the business person as fundamental to the business endeavor. As industries develop and economies globalize, the issues

facing business on sustainability and ESG management become ever more complex and demanding. This program prepares students to enter positions of responsibility in these fields, both in the United States and abroad. For students who possess an undergraduate degree in business, this program allows the opportunity to specialize in areas of growing concern; for those with undergraduate degrees in other areas, this program complements their other business courses in a similar manner.

Faculty from multiple subject matter areas in the Department of Management are involved in the development and implementation of this new concentration. The Department of Management has also begun collaborations with faculty in Weissman and will continue our faculty collaborations with the School of Public Affairs.

**AIII.10.6b. The following revision is proposed for the MBA in Real Estate in the Zicklin School of Business**

**Program:** MBA in Real Estate

**HEGIS Code:** 0511.00

**Program Code:** 31362

**Effective:** Spring 2011

<b>FROM: MBA in Real Estate</b>			<b>TO: MBA in Real Estate</b>		
<b>Course Description Crs</b>			<b>Course Description Crs</b>		
<b>Courses in Major (12 credits)</b>			<b>Courses in Major (12 credits)</b>		
<b>Required:</b>			<b>Required:</b>		
RES 9776 (FIN 9776)	Real Estate Finance	3	RES 9776 (FIN 9776)	Real Estate Finance	3
<b>Choose three courses from:</b>			<b>Choose three courses from:</b>		
RES 9790 (LAW 9790)	Law of Real Estate Transactions and Land Use Regulations	3	RES 9790 (LAW 9790)	Law of Real Estate Transactions and Land Use Regulations	3
RES 9800	Real Estate Valuation and Market Analysis	3	RES 9800	Real Estate Valuation and Market Analysis	3
RES 9850	Real Estate Capital Markets	3	RES 9850	Real Estate Capital Markets	3
RES 9860	Real Estate Development	3	RES 9860	Real Estate Development	3
RES 9900	Advanced Real Estate Investment Analysis	3	RES 9900	Advanced Real Estate Investment Analysis	3

RES 9930 (TAX 9930)	Real Estate Taxation	3	RES 9930 (TAX 9930)	Real Estate Taxation	3
RES 9940	Real Estate Marketing	3	RES 9940	Real Estate Marketing	3
*RES 9960	Real Estate and Urban Economics*	3	*RES 9960	Real Estate and Urban Economics*	3
RES 9980 (MGT 9975)	Real Estate Entrepreneurship	3	RES 9980 (MGT 9975)	Real Estate Entrepreneurship	3
*ECO 9974	Economics of Urban Areas	3	RES 9990	Real Estate Research and Project	3
*ECO 9774 or RES 9960 may be used to fulfill the major requirement, not both.			*ECO 9974	Economics of Urban Areas	3
			*ECO 9774 or RES 9960 may be used to fulfill the major requirement, not both.		

**Rationale:** A deep understanding of the dynamics of the real estate market requires advanced training in theoretical and empirical research skills beyond an introductory course in a sub-area of real estate. RES 9990 aims to fill this gap and advance the student's competence in doing research in theoretical and empirical real estate economics and finance by introducing advanced MBA real estate major students to (1) read latest research papers and critically evaluate their contribution in the broad context of the real estate field; (2) present research material, both in writing and orally; (3) apply recent econometric tools and theoretical modeling techniques to research problems; and (4) use the broad range of data bases used in real estate research. The course was originally developed and successfully taught for the MS in Real Estate program, and was very well-received. Making this course available to MBA Real Estate majors will enhance the program's rigor and flexibility for the most motivated students.

**AIII.10.7b. The following revision is proposed for the MS in Statistics in the Zicklin School of Business**

**Program:** MS in Statistics

**HEGIS Code:** 0503.00

**Program Code:** 79229

**Effective:** Spring 2011

<b>FROM: MS in Statistics</b>	<b>TO: MS in Statistics</b>
<b>Course Description Crs</b>	<b>Course Description Crs</b>
<del>The statistics specializations are designed to train students in the application of quantitative models and decision making in business, finance, industry, and government. An MS program and an MBA program are offered through the Department of Statistics and Computer Information Systems. Both</del>	<u>The statistics specialization is designed to train students in the design and application of quantitative models to decision making in business, finance, pharmaceutical and other industries, and government. An MS program and an MBA program are offered through the Department of Statistics and</u>

~~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. The MS is offered as a full-time and a part-time program.~~

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 sophisticated 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 consists of 30 credits of mostly statistics, and some related courses. This distinguishes it from the Statistics MBA program, which requires general business courses and a larger number of credits for graduation. The MS is offered as a full-time and as part-time program. Full time students are accepted for the fall semester only.

<b>Preliminary Courses (13.5 credits)</b>		
Students with appropriate background will be able to reduce the number of credits in preliminary requirements. Grades in 8000-level courses are not calculated in the grade point average.		
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
<b>Courses in Specialization (36 credits)</b>		
<b>Required:</b>		
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
<b>Choose Six Courses* From:</b>		

<b>Preliminary Courses (9 credits)</b>		
Students with appropriate background will be able to reduce the number of credits in preliminary requirements. Grades in 8000-level courses are not calculated in the grade point average. Non-credit-bearing English language modules offered by the Division of Continuing and Professional Studies are required for non-native English speakers, and may be waived based on a waiver exam.		
MTH 8001	Calculus for Applications I	3
STA 9707	Mathematical Tools for Business	3
STA 9708	Applied Statistical Analysis for Business Decisions	3
<b>Courses in Specialization (30 credits)</b>		
<b>Required (12 credits):</b>		
STA 9700	Applied Regression Analysis	3
STA 9715	Applied Probability	3
STA 9719	Foundations of Statistical Inference	3
STA 9750 (OPR 9750)	Software Tools for Data Analysis	3
<b>Choose four courses from (12 credits):</b>		
STA 9701	Time Series: Forecasting and Statistical Modeling	3
STA 9705	Multivariate Statistical Methods	3

STA 9701	Time Series: Forecasting and Statistical Modeling	3	STA 9706	<u>Analysis of Categorical and Ordinal Data</u>	3
STA 9706	<del>Nonlinear and Nonparametric Modeling</del>	<del>3</del>	STA 9710	Statistical Methods in Sampling and Auditing	3
STA 9712	Advanced Linear Models	3	STA 9712	Advanced Linear Models	3
STA 9772	Special Topics in Statistical Analysis	3	STA 9713	Financial Statistics	3
STA 9783 (OPR 9783)	Stochastic Processes for Business Applications	3	STA 9714	Experimental Design for Business	3
STA 9850 (OPR 9850)	Advanced Statistical Computing	3	STA 9772	Special Topics in Statistical Analysis	3
<del>OPR 9720</del>	<del>Decision Making Under Uncertainty</del>	<del>3</del>	STA 9783 (OPR 9783)	Stochastic Processes for Business Applications	3
<del>OPR 9721</del>	<del>Introduction to Quantitative Modeling</del>	<del>3</del>	STA 9850 (OPR 9850)	Advanced Statistical Computing	3
<del>OPR 9730</del>	<del>Simulation Modeling and Analysis</del>	<del>3</del>	<b>Business Electives (6 credits)</b>		
<del>CIS 9310</del>	<del>Object Oriented Programming I</del>	<del>3</del>	<u>Choose two 9000-level courses from the graduate offerings of the Zicklin School of Business, subject to the written approval of the Statistics graduate advisor.</u>		
<del>CIS 9410</del>	<del>Object Oriented Programming II</del>	<del>3</del>			
<del>CIS 9340</del>	<del>Principles of Database Management Systems</del>	<del>3</del>			
<del>*At least two courses must be statistics (STA).</del>					

Explanation: The practice and pedagogy of statistics have since changed since we last revised our program, and business students' interests have evolved. The proposed program changes represent the Department of Statistics and Computer Information Systems response to these changes. In particular:

Math 8000-level courses are no longer offered by the Weissman School of Arts and Sciences or are offered infrequently. We have reformulated the mathematics preliminary requirements accordingly. Math 8001 remains a preliminary course. A new STA 9707 Mathematical Tools for Business course has replaced the remaining mathematics preliminary requirements. Ever since Math 8000-level courses began to be offered unpredictably, students in need of refresher courses in mathematics have faced a serious obstacle in fulfilling mathematics requirements in their respective programs. The new course will serve the Baruch Business community as a whole in providing comprehensive mathematics for business in a single refresher course.

Changes in the mathematics preliminary requirements have also led to several changes in course prerequisites. Thus the new STA 9707 Mathematical Tools for Business course will become a pre- or corequisite course for STA 9715, an applied probability course required for MS-Statistics students, and an elective for eligible quantitatively oriented MBA and other MS students.

The list of required courses has been reduced from 6 to 4 courses.

Two new Statistics courses: STA 9713 Financial Statistics and STA 9714 Experimental Design for Business have been added to the list of optional courses. As business applications of statistics become increasingly sophisticated, designed experiments are becoming more prevalent in such applications. In the pharmaceutical industry designed experiments have traditionally been the main tool for assessing the efficacy of new or modified drugs. Financial Statistics will incorporate into one course the probability and statistics tools used in financial analysis. The course is designed for MS and quantitatively oriented MBA students in statistics as well as finance who have already been exposed to a basic graduate course in Statistics.

In addition, students are allowed to choose two 9000-level courses from the graduate curricula of any business program, as long as they secure the written approval of their advisor. The idea behind this innovation is that many MS students will secure jobs in some substantive area in the business world, and that a deeper understanding of that area will enhance their ability to do statistical analysis in that context.

A change in course title and description is proposed for STA 9706. The new title and description more accurately describe the content of the course. It is an expanded and updated course in discrete data analysis, which includes both regression methodology (logistic regression) and multivariate methodology (log-linear models) for categorical and ordinal data. Recent developments in panel categorical data (repeated measures) have also been integrated into the course.

Finally, the total number of credits required by the program has been reduced to 30 credits, in line with current practice at Zicklin and elsewhere for business MS programs.

As this MS program development goes forward, we shall use STA 9772 Special Topics in Statistics to cover other areas that are particularly appropriate for business applications.

The following recommendations of the Curriculum Committee were approved at the School of Public Affairs Faculty Meeting on April 30, 2009 and by the Undergraduate Curriculum Committee of the Weissman School of Arts and Sciences on April 20, 2010. They will be effective the Fall 2011 semester, pending approval of the Board of Trustees.

**AIII.10: 1p. The following new Tier III Minor in Survey Research is proposed from the School of Public Affairs**

Program: BSPA

Program Code: 20526

HEGIS Code: 2102.00

Effective: Fall 2011

Tier III Minor Description: Tier III Minor in Survey Research is designed to provide students from many disciplines with a basic introduction to survey research as a mode of inquiry, as a rigorous data-gathering process, as way of understanding mass opinion and its uses in a democracy, as a tool for decision-making in

policy and management, and as the foundation of the research databases which inform other social science disciplines.

The three new courses proposed will examine:

1. the principles of survey research;
2. the history of survey research;
3. survey methodology;
4. the uses of surveys by government, business, non-profits and the media;
5. the primary research and secondary analysis of survey data bases used in sociology, economics, psychology, communications, and political science;
6. the uses of public opinion for public policy and management;
7. the standards for evaluating surveys and survey findings.

Students will also conduct independent research and get hands on experience in the survey process including sampling, questionnaire construction, survey administration, data analysis, and presentation of findings of a substantive survey.

Course Description Crs		
Requirements for the Concentration		
PAF 3105	Principles of Survey Research	3
PAF 3106	Public Opinion, Policy and Management	3
	OR	
PAF 3015	Qualitative Studies of Communities	
	OR	
PAF 3401	Quantitative Methods for Policy and Practice	
	OR	
POL 3310	Political Opinion	
	OR	
PSY 3056	Social Psychology	
	OR	
MKT 3600	Marketing Research	
	OR	
SOC 4111	Social Statistics	
	OR	

SOC 4110 (4032)	Research Methods in Sociology and Anthropology	
PAF 4402	Survey Research Practicum	3
Total credits required for Tier III Minor in Survey 9 Research		

**Rationale:** The Tier III minor in Survey Research offers Baruch undergraduates the opportunity to apply social science research methods and statistical tools to real-world challenges. Students interested in political science, market research, psychology, and sociology will have the opportunity to observe theoretical models of behavior and decision-making as they are reflected in popular behavior and opinion. Students will emerge from the minor a coherent understanding of both the obstacles to good survey research and the utility derived from the process.

The following recommendations of the Curriculum Committee were approved at the School of Public Affairs Faculty Meeting on April 29, 2010. They will be effective the Spring 2011 semester, pending approval of the Board of Trustees.

**AIII.10: 2p. The following is a Change in the Pre-Public Affairs Core for the BSPA Program in the School of Public Affairs.**

**Program:** BSPA

**Program Code:** 20526

**HEGIS Code:** 2102.00

**Effective:** Spring 2011

From			To		
Course Description Crs			Course Description Crs		
Requirements for the pre-public affairs BSPA core			Requirements for the pre-public affairs BSPA core		
PUB 1250	Public Administration in Modern Society	3	PUB 1250	Public Administration in Modern Society	3
ENG 2100	Writing I	3	ENG 2100	Writing I	3
ENG 2150	Writing II	3	ENG 2150	Writing II	3
STA 2100	Statistics for Social Science	3	STA 2100	Statistics for Social Science	3
MTH	any 2000-level mathematics	3	MTH	any 2000-level mathematics, except MTH 2160: Ideas in Mathematics and Their Applications	3
ECO 1001	Micro-Economics	3			
CIS 2200	Introduction to Information Systems and Technologies	3			

COM 1010	Speech Communication	3	ECO 1001	Micro-Economics	3
POL 2332	American Political Thought	3	CIS 2200	Introduction to Information Systems and Technologies	3
			COM 1010	Speech Communication	3
Total Required with overall GPA of at least 2.5		27	POL 2332	American Political Thought	3
	OR		Total Required with overall GPA of at least 2.5		27
PUB 1250	Public Administration in Modern Society	3		OR	
ENG 2100	Writing I	3			
ENG 2150	Writing II	3	PUB 1250	Public Administration in Modern Society	3
CIS 2200	Introduction to Information Systems and Technologies	3	ENG 2100	Writing I	3
STA 2100	Statistics for Social Science	3	ENG 2150	Writing II	3
MTH	any 2000-level mathematics	3	CIS 2200	Introduction to Information Systems and Technologies	3
	Other	33	STA 2100	Statistics for Social Science	3
			MTH	any 2000-level mathematics, except MTH 2160: Ideas in Mathematics and Their Applications	3
Total Required with overall GPA of at least 2.25		48		Other	33
Total credits required for the pre-public affairs 27-48			Total Required with overall GPA of at least 2.25		
BSPA core			48		
			Total credits required for the pre-public affairs 27-48		
			BSPA core		

**Rationale:** The math requirement in the pre-BSPA core is designed to give the potential BSPA major adequate preparation for the required introductory statistics course. The committee, in consultation with colleagues in Zicklin, feels that MTH 2160 is not adequate to prepare students for STA 2100.

#### Section AIV: New Courses

##### AIV:10.1a. Latin American and Caribbean Studies Program

Course Number: LACS 4901

**Title: Latin America and the Caribbean II: Cultures and Societies from the 19<sup>th</sup> Century to the Present**

**Hours: 3.0**

**Credits: 3.0**

**Prerequisites:** At least one of the following courses: HIS 3070; HIS 3075; POL 3104; POL 3364; HSP 3015; or HSP 3004.

**Course Description:** This interdisciplinary course examines the historical, political, cultural, and socioeconomic conditions of Latin America and the Caribbean from the 19<sup>th</sup> century to the present. The themes may vary from semester to semester. In line with the interdisciplinary nature of this topic, the course is taught by faculty from different disciplines.

**Rationale:** This new course will broaden the study of Latin American and Caribbean cultures, and will allow students to choose the area of study they have greater interest in. LACS 4901 will be offered every semester with a projected enrollment of 23 students. This course may be used as the capstone for the Tier III minor in Latin American and Caribbean Studies, to satisfy the cultural studies requirement of the BA degree, or as a general elective for the BA, BBA, and BS degrees.

**AIV:10.2a. Department of Modern Languages and Comparative Literature – cross-listed in the Department of Black and Hispanic Studies**

**Course Number: CMP/HSP 3059**

**Title: Latino/a Literature in the U.S.**

**Hours: 3.0**

**Credits: 3.0**

**Prerequisite: CMP/ENG/LTT 2800 or 2850**

**Course Description:** This course examines significant works of literature written in English by Latinos and Latinas in the U.S. It concentrates on novels, short stories, and essays from the late 19<sup>th</sup> century to the present. Special attention is given to issues of cultural identity, social class, race, and gender, as well as bilingualism and code-switching. While focusing on the diversity of the Latino/a literary expression, this course also explores the sociopolitical contexts in which the works emerged and the commonalities and differences of the experiences of the Latin American diasporas in the U.S.

**Rationale:** The Department of Modern Languages and Comparative Literature (MLCL) lacks a course on the Latino/a literary production in the US. This course will fill an existing vacuum in the Comparative Literature curriculum. CMP/HSP 3059 will be offered every two years with a projected enrollment of 23 students. It may be used as an elective within the Tier III minors in Comparative Literature, Latin American and Caribbean Studies, and Black and Hispanic Studies. It may also be used to satisfy the BA cultural studies requirement, or as a general elective for the BA, BBA, and BS degrees.

**AIV:10.3a. Department of Modern Languages and Comparative Literature**

Course Number: FRE 2009

Title: Advanced Beginners French

Hours: 3.0

Credits: 3.0

Prerequisite: departmental permission

**Course Description:** This course is for students with some elementary knowledge of French but who are not qualified for the intermediate level. It is a review of basic grammar, conversation, reading, comprehension, and writing skills.

**Rationale:** Students entering Baruch with a background in French from high school have a wide variety of proficiency levels. The addition of this course to the department's offerings will accommodate students too advanced for the elementary level and not proficient enough for the intermediate level courses.

Furthermore, the range of classes available to students in the study-abroad programs is much wider than that in existing Baruch courses; this creates significant problems in granting them credits for equivalent courses upon their return. This course will fill the existing gap between the 1000 and 3000 level courses in the Department of MLCL. FRE 2009 will be offered yearly with a projected enrollment of 23 students. It may be used to satisfy the Tier I foreign language requirement or as a general elective for the BA, BBA, or BS degrees.

#### **AIV:10.4a. Department of Modern Languages and Comparative Literature**

Course Number: FRE 3007

Title: Advanced Intermediate French

Hours: 3.0

Credits: 3.0

Prerequisite: departmental permission

**Course Description:** This course is for students with intermediate knowledge of French but who are not qualified for the advanced level. It is a rigorous review of grammar, with readings in literature and culture and the enhancement of writing, conversation, comprehension, and reading skills.

**Rationale:** This course is meant to fill a gap in the department's offerings in French. Many students at present find the passage from French 3002 (Intermediate French II) to the immediate next level, which are 4000-level courses on literature and culture, too formidable a leap and often do not have the required skills to complete these courses. The addition of this new course will facilitate their passage to the advanced classes. FRE 3007 will be offered yearly with a projected enrollment of 23 students. It may be used to satisfy the Tier I foreign language requirement, as an elective within the Tier III French minor, or as a general elective for the BA, BBA, or BS degrees.

#### **AIV:10.5a. Department of Modern Languages and Comparative Literature**

Course Number: FRE 4188

Title: French Comedy from Molière to the Present

Hours: 3.0

Credits: 3.0

Prerequisite: FRE 3002, three years of high school French, or departmental permission

Course Description: This course studies the development of French comedy from Molière to the present. Students will read scenes and analyze characters, style, and themes from medieval farce to contemporary theater.

Rationale: After reading scenes from plays by Molière, Anouilh, and Ionesco in intermediate French, students are eager to explore and perform masterpieces of French comedy. This course will enable students to improve their oral communication skills in French while examining the subversive nature of comedy as a tool to critique social and political situations in each era. They will explore in depth the theatrical style of classical and modern playwrights. FRE 4188 will be offered every two years with a projected enrollment of 23 students. This course, taught in French, may be used to satisfy the Tier I foreign language requirement, the capstone requirement for the Tier III French minor, or as a general elective for the BA, BBA, or BS degrees.

#### **AIV:10.6a. Department of Modern Languages and Comparative Literature**

Course Number: SPA 4227

Title: Contemporary Latin American Fiction

Hours: 3.0

Credits: 3.0

Prerequisite: SPA 3002, three years of high school Spanish, or departmental approval

Course Description: This course examines significant contemporary Latin American fiction from the 1960s to the present. It considers the main literary trends such as the Boom, magical realism, and the fantastic, as well as the theoretical approaches applied to the works studied. Special attention is given to the constructions of Latin American identity as well as the representations of gender in the literature studied. Among the writers to be included are Julio Cortázar, Gabriel García Márquez, Elena Poniatowska, César Aira, Tomás Eloy Martínez, and Laura Restrepo.

Rationale: During the 1960s, Latin American fiction gained international recognition. The leading writers of this decade, García Márquez, Vargas Llosa, and Fuentes, introduced many innovations at the thematic and linguistic levels as well as in terms of narrative techniques. This course examines contemporary Latin American fiction from the 1960s to the present. Our Spanish curriculum lacks a course on contemporary

Latin American fiction; this course will supplement SPA 4282 (The Literature of Latin America I). SPA 4227 will be offered every two years with a projected enrollment of 23 students. This course, taught in Spanish, may be used as a Latin American Literature elective (group 2) or general elective within the Spanish major, or as an elective within the Spanish Tier III minor. It may also serve as an elective for the Latin American and Caribbean Studies minor, a course to satisfy the Tier I foreign language requirement, or as a general elective for the BA, BBA, and BS degrees.

**AIV:10.7a. Department of Philosophy**

Course Number: PHI 3062

Title: Philosophy and Literature

Hours: 3.0

Credits: 3.0

Prerequisite: one course in philosophy

Course Description: “Philosophy and Literature” is a systematic introduction to some of the intriguing points of intersection between the two fields. The overall aim is to better understand the function(s) of literature and the function(s) of literary form in certain philosophical writings. The general topics addressed in a variety of different texts include: the relationships between truth and fiction, between life and literature, and between ethics and aesthetics.

Rationale: The intersection of Philosophy and Literature is recognized as one of the most exciting domains of study within the field of aesthetics, not least because of the interdisciplinary questions it invites. Courses in the area have a place in the curriculum of many Philosophy departments, those of CUNY colleges among them, and top-flight publications, such as the Journal of Aesthetics and Art Criticism, regularly run articles on topics relating to it. Studying these topics will broaden our students’ critical horizons. PHI 3062 will be offered once every three semesters with a projected enrollment of 25 students. This course may be used as an elective within both the Philosophy major and Tier III minor. It may also be used as a general elective for the BA, BBA, and BS degrees.

**AIV:10.8a. Department of Communication Studies – Experimental Course**

Course Number: COM 9600

Title: Corporate Communication Orientation

Hours: 1.0

Credits: 1.0

Prerequisites: Students enroll in this course in the first semester of the program; co-requisite: COM 9620 and COM 9645

**Course Description:** This seminar provides an immersion in the issues and concerns of the professional field of corporate communication. Faculty, corporate advisors, and alumni discuss the intellectual competencies needed for the field, the range of corporate communication theory and practice presented throughout the program, the tools and techniques needed to conduct graduate research, the ethical understanding and awareness need for effective performance, the methods to facilitate effective decision-making, as well as clear, professional, and comprehensive reporting strategies.

**Rationale:** Since the study of Corporate Communication at the graduate level attracts students with range of undergraduate disciplines and from universities around the world, this orientation is needed to provide a common and coherent understanding of: the issues and concerns of the professional field of corporate communication; the range of corporate communication theory and practice; the tools and techniques needed to conduct graduate research; the ethical understanding and awareness need for effective performance; the methods to facilitate effective decision-making; as well as clear, professional, and comprehensive reporting strategies. This course will be offered in the fall and spring semesters with a projected enrollment of 25 students.

**AIV:10.9a. Department of Communication Studies – Experimental Course**

Course Number: COM 9645

Title: Research Methods in Corporate Communication I

Hours: 2.0

Credits: 2.0

Co-requisites: COM 9600 and COM 9620

**Course Description:** Students in this course will learn about research design and development and qualitative and quantitative research methods commonly employed in corporate communication research. Special attention is paid to methods of information gathering. At the completion of this course, students will be prepared to employ fundamental qualitative and quantitative research methods to address research problems in the corporate setting.

**Rationale:** To help students build the foundation necessary to become better corporate communication researchers, as well as evaluators of research projects, the course introduces students to fundamental and intermediate perspectives on communication research design and encourages students to enlarge their understanding of the ethical practice of communication scholarship at the graduate level. This course will be offered in the fall and spring semesters with a projected enrollment of 25 students.

**AIV:10.10a. Department of Communication Studies – Experimental Course**

Course Number: COM 9646

Title: Research Methods in Corporate Communication II

Hours: 2.0

Credits: 2.0

Prerequisites: COM 9645

Course Description: Students in this course examine intermediate qualitative and quantitative research methods commonly employed in corporate communication research, with special attention paid to focus-group techniques and survey methods. At the completion of this course, students will be prepared to employ qualitative and quantitative research methods to address research problems in the corporate setting.

Rationale: To help students further build the competence and ethical understanding necessary to become better corporate communication researchers, the course focus is on intermediate quantitative and qualitative perspectives on communication research and encourages students to enlarge their understanding of the practice of communication scholarship at the graduate level. This course will be offered in the Fall and Spring semesters with a projected enrollment of 25 students.

#### **AIV:10.11a. Department of Communication Studies – Experimental Course**

Course Number: COM 9989

Title: MA Thesis and Capstone Project Orientation

Hours: 1.0

Credits: 1.0

Prerequisite: COM 9645; co-requisite: COM 9646

Course Description: The MA Thesis and Capstone Project Orientation is designed to prepare students for the MA Thesis or Capstone Project. See the descriptions for COM 9991 The Masters Thesis and for COM 9992 The MA Capstone Project.

Rationale: This seminar prepares the student to embark upon research for the MA Thesis or the MA Capstone Project, and to prepare to report the results of research in a clear, professional, and comprehensive way to the academic and professional community. This course will be offered in the Fall and Spring semesters with a projected enrollment of 25 students.

#### **AIV:10.12a. Department of Mathematics**

Course Number: MTH 9865

Title: Commodities and Futures Trading

Hours: 3.0

Credits: 3.0

Prerequisite: MTH 9814 and MTH 9815; or instructor's permission

**Course Description:** This course covers trading and hedging in futures markets. Students will implement trading strategies using futures and options on futures, and analyze their risk, including counterparty risk, and performance based on trading costs and frequency of trading. Energy futures and their trading will be emphasized.

**Rationale:** Futures and options on futures are frequently used in quantitative trading strategies. Students will learn about the practical details of trading in futures markets. Algorithmic trading strategies using futures will also be implemented, and the risk of these strategies will be analyzed and monitored actively. Practical knowledge of futures markets will increase the spectrum of opportunities in which our students will be competitive on the job market upon graduation.

This course will be offered yearly, with a projected enrollment of 25 students. It is an elective course in the Financial Engineering MS Program.

**AIV:10.13a. Department of Mathematics**

Course Number: MTH 9867

Title: Time Series Analysis and Algorithmic Trading

Hours: 3.0

Credits: 3.0

Prerequisite: MTH 9814, MTH 9815, and MTH 9831

**Course Description:** This course covers univariate and multivariate time series analysis, conditional heteroscedastic models, principal component analysis, and factor models. Students will learn about implementing algorithmic trading strategies and evaluating their performance. The risk management of algorithmic trading strategies, as well as their execution and monitoring are also covered.

**Rationale:** Algorithmic trading is of great practical value in financial engineering. A course on time series analysis and algorithmic trading, for which programming skills and theoretical knowledge of the market models to implement algorithmic trading strategies need to be employed concurrently, will enable the students to understand fundamental implementation issues, as well as increase the level of their practical skills on the job market. This course will be offered yearly, with a projected enrollment of 25 students. It is an elective course in the Financial Engineering MS Program.

**AIV:10.14a. Department of Mathematics**

Course Number: MTH 9868

Title: Advanced Risk and Portfolio Management

Hours: 3.0

Credits: 3.0

Prerequisite: MTH 9821

**Course Description:** The course provides in-depth understanding of quantitative modeling for the buy-side from the foundations to the newest developments. The most advanced statistical and optimization techniques are thoroughly explained in theory and visualized in practice with live MATLAB examples and exercises.

**Rationale:** This is the first course in the Baruch MFE Program where students will learn the foundations of the “real measure” side of quantitative finance, namely risk management and portfolio management. The course will provide in-depth understanding of quantitative modeling for the buy-side from the foundations to the newest developments. The students will learn the most advanced statistical and optimization techniques. Selected topics covered are factor modeling, risk analysis, advanced risk management techniques, all cutting edge in portfolio management and portfolio allocation. This course will be offered yearly, with a projected enrollment of 25 students. It is an elective course in the Financial Engineering MS Program.

**AIV:10.15a. Department of Mathematics**

Course Number: MTH 9875

Title: The Volatility Surface

Hours: 3.0

Credits: 3.0

Prerequisite: MTH 9862

**Course Description:** This course explores the volatility surface. The implications of various modeling assumptions such as stochastic volatility are explored as are the consequences for modeling of various empirical observations. The course covers the most recent technical developments in the field, such as multi-timescale modeling, efficient simulation of stochastic volatility models and model calibration. The latest products, such as volatility derivatives, are also covered in detail.

**Rationale:** The implied volatility surface is fundamental in understanding why options are priced as they are. The students will gain this understanding by studying the implications of various modeling assumptions such as stochastic volatility. They will also explore the consequences for modeling of various empirical observations. The emphasis throughout is on gaining intuition for models: where models are expected to work and where they fail. Students will learn about the latest developments in volatility modeling and be able to read and follow the literature. This course will be offered yearly, with a projected enrollment of 25 students. It is an elective course in the Financial Engineering MS Program.

**AIV:10.16a. Department of Mathematics**

Course Number: MTH 9879

Title: Market Microstructure Models

Hours: 3.0

Credits: 3.0

Prerequisite: MTH 9814 and MTH 9831

Course Description: This course explores the modeling of market microstructure from the perspective of a trader; that is, to understand the time series of trades, quotes, and cancellations associated with limit order books. Traditional information-based and inventory-based models will be covered, as will the latest developments in the econophysics literature. These models will be harnessed to generate intuition for optimal trading: the minimization of market impact, optimal order routing, optimal spread crossing, and order cancellation.

Rationale: A practical understanding of how orders are processed in the markets is necessary for people pursuing careers in financial engineering. This course will introduce students to the modeling of market microstructure from the perspective of a trader. Specifically, the students will understand the time series of trades, quotes, and cancellations associated with limit order books. Traditional information-based and inventory-based models will be covered, as will the latest developments in the econophysics literature. These models will be harnessed to generate intuition for optimal trading: the minimization of market impact, optimal order routing, optimal spread crossing, and order cancellation. This course will be offered yearly, with a projected enrollment of 25 students. It is an elective course in the Financial Engineering MS Program.

#### **AIV:10.1b. Department of Law**

Course Number: Law 3400

Title: Law, Business and Sustainability

Hours: 3.0

Credits: 3.0

Prerequisite: Law 1101

Course Description: “sustainability” means the use of the planet’s resources in a manner that satisfies society’s current needs without compromising the needs or options of future generations. This course examines the concept of environmental “sustainability” and the law and policy governing the operation of businesses with respect to their impact on sustainability. Topics covered include: sustainable business practices, relevant international law and government policies, challenges and successes in implementation of laws and strategies related to sustainability, and legal compliance, disclosure and risk assessment with respect to business operations and their impact on the planet.

Rationale: “Sustainability” is at the forefront of current business trends. Many companies are hiring sustainability officers or consultants to analyze the sustainability of their operations. Many schools are developing degree programs and curricula in this area.

An understanding of law is essential to enable business leaders to conduct risk assessments of a company's operations and manage those risks. Additionally, law and policy can act as drivers of both compliance and as a source of innovation. Businesses that ignore environmental impacts and costs will only limit society's ability to achieve sustainability.

The students will learn by a variety of methods: reading current books, selected news articles, statutes and case studies; lectures and classroom discussion; viewing topical movies; and doing practical, applied exercises such as a lifecycle analysis, drafting letters to business or political leaders, and an analytic final written and oral project.

The course will teach both the theoretical background of sustainability and current practical developments by analyzing current legal requirements and business case studies. This course will be offered yearly with a projected enrollment of 40 students. It is anticipated that this class could serve as: (1) an elective for the Zicklin business law minor; or (2) with the proper approvals from the Weissman School of Arts & Sciences, a possible elective for the Undergraduate Tier III Minor in Environmental Sustainability and/or the Undergraduate Tier III Minor in Law & Policy; and (3) may serve as a course in a possible future Zicklin minor in Sustainable Business or a new "sustainability" concentration in the BBA track, if created.

The course will be offered every semester. It is expected to enroll approximately 40 students.

#### **AIV:10.2b. Department of Economics & Finance**

Course Number: FIN 4780

Title: Introduction to Microfinance

Hours: 3.0

Credits: 3.0

Prerequisite: FIN 3610, FIN3710, and ECO 4000, and a minimum 2.0 GPA (C average) in those three courses.

Course Description: This course will provide students with an understanding of the structure and the evolution of the microfinance industry, the products and services offered in the industry, how capital markets and non-traditional capital sources fund microfinance institutions (MFIs) and support the industry, and how investors perceive and evaluate microfinance investments. This course builds on a wide range of topics and concepts covered in the prerequisite economics, corporate finance, and investment courses, and integrates them with a global financial markets (MFI country context and impact on global funding sources), and ethical issues (fair lending practices, client education) perspective. Through guest speakers and a field visit experience, participants will learn from individuals and organizations engaged in microfinance. Students will also be exposed to various opportunities to volunteer or work in the microfinance industry in the New York City area.

Rationale: Microfinance refers to the provision of financial services to [poor](#) or low-income clients, including consumers and the self-employed. In practical terms, this involves small loans and related services that an entrepreneur can use to start or expand a business. Microfinance products and services are provided by MFIs and include loans, savings, insurance, skills/training, and social benefits. Microfinance can be

considered the most important sustainable poverty alleviation strategy of our time. It is also a relatively new and fast growing segment of the global financial markets. There are thousands of MFIs globally servicing over 85 million borrowers and over 90 million savers. The global average loan size per borrower is roughly \$1,600, but loan sizes range from \$20 to \$4,000 depending on the geographic location and sophistication of the client.

The intent of the course is to expose the students to the concepts and practices of microfinance and give them a working knowledge of the industry. The microfinance non-profit and for-profit organizations represent a fast growing industry that offers students employment or volunteer opportunities in the New York City area. For example, well known microfinance institutions such as Trickle Up, Women's World Banking, ACCION USA, and the UN all have thriving microfinance practices in New York City. In addition, students have an opportunity to interact with micro-lenders and borrowers in the New York City area through site visits and guest speakers, further engaging the students and enhancing their learning experience. The course also develops social responsibility and ethics via the application of finance and economic theory to a practical philanthropic mission (poverty alleviation through development of small entrepreneurial ventures).

The course will be offered every semester. It is expected to enroll approximately 40 students. The course is open for any Zicklin student. It can be used as a major elective in the BBA/Finance program.

#### **AIV:10.3b. Department of Management**

Course Number: MGT 4965

Title: Leadership Development and Entrepreneurial Applications

Hours: 3.0

Credits: 3.0

Prerequisite: MGT 3120 or permission of the Department.

Course Description: This online course is designed to provide an environment for developing entrepreneurial leadership skills in a project-based learning setting. The core course component will be Leadership Consulting Teams, which will include 3-5 students. Each team will focus on identifying a leadership related problem in their community including emerging enterprises of all types and varieties such as businesses, not-for-profits, and governments. The consulting teams will analyze their problems and prepare viable solutions. Each group will work closely with the instructor who will assist in each group's project work. After completion of the course, the projects will be presented at a CUNY-wide competitive event sponsored by the CUNY Institute for Virtual Enterprise ([www.ive.cuny.edu](http://www.ive.cuny.edu)). Additionally, there will be weekly leadership readings, which will serve as interacting-discussion starters for an ongoing online dialogue about leadership, teamwork, leadership research, and case studies, particularly from the viewpoint of entrepreneurship.

Rationale: Entrepreneurs must embody leadership skills and practices to create and implement new ventures. Managerial skills are necessary but are not enough to make emerging ventures grow and prosper. Thus, we wish to offer a course specific to the entrepreneurial leadership development perspective. With the downsizing of large corporations and the massive restructuring of our economy, leadership skills are critical

to the start and continued growth of businesses everywhere. The intent of this course is to provide the framework for the student to explore leadership through experiential activities, project-based learning, and online interactions.

MGT 4965 Leadership Development and Entrepreneurial Applications will serve as an elective within the Baruch BBA in Entrepreneurship and will be available to all Baruch or CUNY students with the necessary prerequisite or its equivalent. We wish to offer this MGT 4965 solely as an online course. We propose this for two important reasons. First, although we believe that most courses could be taught either in the traditional classroom or online, we can offer MGT 4965 only online due to our limited faculty and financial resources as well as other current programmatic priorities. In using this exclusive online approach, we will partner with the CUNY Institute of Virtual Enterprise (IVE) in utilizing its hardware and software technologies as well as its development, experience and success in such delivery modes. Second, MGT 4965 in this proposed online delivery approach will expand our working relationship with IVE and provide a structural link to the ongoing online courses of the IVE which are available to all undergraduate students within CUNY who have the necessary prerequisites or their equivalents. We estimate that initial enrollments will be 25 to 50 students per semester and that students will take this course as an elective within the Entrepreneurship major or as a general elective. The course will be offered every semester.

As background, the CUNY Board of Trustees voted to create the Institute for Virtual Enterprise (IVE) in May 2002 to house a series of existing and new initiatives to enhance the engagement of CUNY students and their success. IVE incorporates active learning strategies that combine both academic and applied learning online as well as face to face. IVE's mission is to enhance student engagement and success by building awareness in Financial Literacy and Entrepreneurship, Leadership, and Environmental Preservation within a context of Sustainable Development. IVE employs simulations, case studies, events, colloquia and scenarios to transform both teaching and learning into a global community comprised of students, educators, businesses and community leaders. IVE directly serves more than 6,000 CUNY students through courses and participation in its various IVE web resources. In addition, IVE's global network comprises more than 60 partner institutions on a national and global level.

For a complete list of IVE activities and courses are at <http://www.ive.cuny.edu>.

#### **AIV:10.4b. Department of Statistics & Computer Information Systems**

Course Number: CIS 3750

Title: Social Media Technologies in Organizations

Hours: 3.0

Credits: 3.0

Prerequisite: CIS 2200 or equivalent

**Course Description:** This course presents an intensive survey of Web 2.0 technologies – social networking, blogs, wikis, microblogging, virtual communities, video sharing, social bookmarking, recommendation systems, etc. – and their impact on both the for-profit and not-for-profit sectors. Topics covered include the history of and major influences on today's social media; convergence of technology; trends toward increased democratization and globalization; recommendation systems; crowdsourcing; concerns relating to privacy

and confidentiality; and the implications for business in today's highly interconnected world. The use of social media technologies in the service of organizational learning will be explored in depth.

**Rationale:** Some important changes we have seen in the corporate world include: executives using blogs to communicate with employees and customers; advertisers moving away from network television to Google and social communities such as YouTube, Facebook, and Twitter; the use of wikis to develop new products; advertising and virtual meetings in Second Life; communities of users dedicated to modifying digital media products post purchase; and much more. It is becoming increasingly clear that organizations today must thoroughly understand and work with these social media technologies if they are to thrive. Organizational learning is a perfect framework with which to examine the various social media technologies that might otherwise seem disparate, unrelated to each other and even irrelevant to business and organizations.

The course will be offered every semester. It is expected to enroll approximately 40 students. The course is open for any Zicklin student. It can be used as a CIS elective in the BBA/CIS program or as an elective in the "Computer Applications in Business minor.

**AIV.I0.5b. Business (BUS) courses are interdisciplinary in nature and are taught by faculty drawn from various departments of Baruch College**

Course Number: BUS 9700

Title: Sustainable Business: Perspectives, Theories, and Practices

Hours: 3.0

Credits: 3.0

Prerequisite: ECO 9708.

**Course description:** This course has been designed to provide students with an introduction to the theory and practice of sustainable business. It is the principal required course in the Sustainable Business major at the MBA level. The course seeks to enable students to develop a deep understanding of the concept of sustainability; its importance, its application to business; and its economic, social and environment implications. The role of government and NGOs in sustainable development will be explored vis-à-vis their relationship to business. Ethics and its role in sustainability will be featured throughout the course.

**Rationale:** The Management Department is proposing this course as the opening course in the new MBA in Management concentration in Sustainable Business. Presently, there is no course offered that would introduce students to the issues and complexity of sustainability as it applies to business management. This course will offer students an overview of the area, examining sustainability as it applies to both multinational and entrepreneurial organizations. Students will pursue research projects which will allow them to develop their interests in sustainability further, and begin to specialize in a segment of the area that they wish to pursue in further classes and in their career.

This course, as well as the others in this concentration, will allow Baruch students to excel in this area and take leadership in sustainability in their own organizations in the future. As business continues to globalize, and environmental, social and governance concerns become more central to the strategic focus of

the corporation, this course will enable our students to pursue their career path with the appropriate level of skill and ability.

The course will be offered once per year and perhaps more often should the demand be sufficient. It is expected to enroll approximately 30 students. This is a required course in the proposed MBA in Management Concentration in Sustainable Business, and a general elective choice for eligible MBA students.

**AIV.I0.6b. Bert W. Wasserman Department of Economics and Finance**

Course Number: FIN 9740 Technical Analysis

Title: Technical Analysis

Hours: 3.0

Credits: 3.0

Prerequisite: FIN 9770.

Course Description: This course introduces students to the fundamentals of technical analysis, one of the oldest forms of security analysis. It first covers the history of technical analysis and its underlying logic and rationale. Students learn the basics of chart construction, calculation of moving averages, and calculation of statistical indicators such as relative strength and momentum. As part of the process various data search methods are taught to identify patterns, and trading strategies are developed to capitalize on the identified patterns. Students learn both the importance of and methods for back-testing, which are critical to good technical analysis techniques. Analysis is conducted on both domestic and global data.

Rationale: This course has been previously offered as a Seminar in Finance (FIN 9790). Due to continued student interest and strong feedback, the Department seeks to assign a permanent and unique course number to the course. The course will continue be offered during the fall and spring semesters and will be limited to 40 graduate-level business students. This is an elective choice in the MBA in Finance major, and a general elective choice for other eligible MBA students.

**AIV:10.7b. Bert W. Wasserman Department of Economics and Finance**

Course Number: FIN 9741

Title: Corporate Restructuring and Turnaround Management

Hours: 3.0

Credits: 3.0

Prerequisites: ACC 9110 or ACC 9112, and FIN 9770.

Course Description: During the past 24 months, corporate default rates have increased significantly as the performance of many companies has come under pressure from the deteriorating global economy and

limited availability of external liquidity (bank debt or the capital markets.) Corporate Restructuring and Turnaround Management provides students with a practical understanding of the process of analyzing, diagnosing, developing, and implementing the financial restructuring and/or operational turnaround of a distressed company. Students are expected to be able to create financial models using Microsoft Excel.

**Rationale:** This course has been previously offered as a Selected Topics Course (FIN 9981). Due to continued student interest and strong feedback, the Department seeks to assign a permanent and unique course number to the course. The course will continue be offered during the fall and spring semesters and will be limited to 40 graduate-level business students. This is an elective choice in the MBA in Finance major, and a general elective choice for other eligible MBA students.

#### **AIV:10.8b. Department of Law**

Course Number: LAW 9120

Title: Sustainability: Law & Policy

Hours: 3.0

Credits: 3.0

Prerequisite: None.

**Course Description:** This course examines the concept of “sustainability” and the law and policy governing the operation of businesses with respect to their impact on sustainability. Topics covered include sustainable business practices, relevant international law and government policies, challenges and successes in the implementation of laws and strategies related to sustainability, and legal compliance, disclosure, and risk assessment with respect to business operations and the planet. Analyzing legal risk (current and future) to inform management decisions will be emphasized.

**Rationale:** “Sustainability” is at the forefront of current business trends. Many companies are hiring sustainability officers or consultants to analyze their operations with respect to environmental impact. Many schools, especially MBA programs, are developing degree programs and curricula in this area. An understanding of the law and government policy is essential to enable business leaders to conduct risk assessments of a company’s operations and manage those risks on a global level while complying with a patchwork of regulation. Businesses that ignore environmental impacts and costs will limit society’s ability to achieve sustainability. At the same time, business has an opportunity to respond to legal requirements and market drivers to provide the goods and services society desires while minimizing its impact on the planet.

This course will sensitize and train future business managers to understand the legal and business risks presented by issues of sustainability. The course will include a theoretical background of sustainability as well as current practical applications by analyzing current legal requirements, proposed legislation, government incentives and policies, and business case studies. This course would be offered initially once a year and adjusted based on demand. It is expected to enroll approximately 25 students. This is an elective choice in the proposed MBA in Management Concentration in Sustainable Business, and a general elective choice for other eligible MBA students. The course would also be appropriate as an elective for the MS in Entrepreneurship.

#### **AIV:10.9b. Department of Management**

Course Number: MGT 9620

Title: Globalization and the Multinational Corporation

Hours: 3.0

Credits: 3.0

Pre- or corequisites: All MBA core courses except BUS 9200.

Course description: Globalization, and its concomitant the large multinational corporation (MNC), have brought about profound changes in the working of economic and political institutions in countries around the world. This seminar will focus on the activities of large multinational corporations (MNCs) and their impact – both positive and negative – on the national cultures, ethical norms, business practices, and political governance structures in the host countries. This impact would be analyzed in the context of MNCs global business strategies and operational policies in different parts of the world. Lastly, it will examine various approaches that are currently being explored by the MNCs, civil society organizations, and national, multilateral and international political entities to ameliorate the negative side-effects of globalization while supporting efforts toward continued economic growth.

Rationale: The current business environment suggests the desirability of students learning the impact of MNC business strategies and operational policies on the market structure and competitive dynamics in different regions and countries. While they consider the economic efficiencies and increased profits generated by MNCs, students can also address ethical-cultural and socio-political challenges that accompany the globalization and growth of economic activity, and the role of large MNCs in generating second-order consequences or negative externalities. The course will be offered once a year. It is expected to enroll approximately 15 students. This is an elective choice in the proposed MBA in Management Concentration in Sustainable Business, and a general elective choice for other eligible MBA students.

#### **AIV:10.10b. Department of Marketing and International Business**

Course Number: MKT 9752

Title: Sustainable Marketing

Hours: 3.0

Credits: 3.0

Pre- or corequisite: MKT 9703.

Course description: This course explores the marketing-related issues, problems and opportunities created by the changing physical environment and the challenges to the sustainability of life as we know it. A combination of lectures, talks by specialist guests, field work and readings is used to examine various aspects of the topic. The coverage will be broad, ranging from ethical concerns to the relationship of green markets to international trade patterns. Students will execute both individual and group projects in the

course of learning how to apply this knowledge to practical marketing tasks such as market analysis, new product development, and product management.

**Rationale:** Marketing is at the core of the sustainability question as a key to both the problems and the solutions. Through the vast power of mass marketing we have caused significant changes in the livability of our planet through the negative side effects of our consumer culture. At the same time, marketers can use this same power to effect changes in behavior that may help to stabilize or possibly remediate this situation.

This course will sensitize and train future marketing managers to understand the threats and opportunities on both a theoretical and practical basis. The course uses a variety of resources including lectures, talks by specialist guests, field work and readings to teach both the theoretical background and current practical developments in green marketing. The coverage will be broad, ranging from ethical concerns to the relationship of green markets to international trade patterns.

To approach this topic systematically, the course is organized around a semester-long group project consisting of the development and presentation of a marketing plan for a new, green-themed product or service. A marketing plan framework suits well the needs of prospective green marketers since in doing a marketing plan, one needs to sequentially examine everything from the macro environment (legal, science, political, etc.) down to the practicalities of how the product will be managed on a day to day basis. Thus, the lectures, guest speakers and field work are timed to coincide with the specific phase of the marketing plans that students are executing at each point in the course.

The course will be offered once a year. It is expected to enroll approximately 20 students. It is an elective choice in the proposed MBA in Management Concentration in Sustainable Business, the MBA in Marketing, and the MS in Marketing programs. It is also a general elective choice for other eligible MBA students.

#### **AIV:10.11b. Department of Statistics and Computer Information Systems**

Course Number: CIS 9480

Title: Information Technology Project Management

Hours: 3.0

Credits: 3.0

Prerequisite: None.

**Course description:** This course explores the theory and practice of Information Technology (IT) project management. Students examine current tools, techniques, processes, and issues related to IT project management. The learn-by-doing approach actively engages students in the use of CASE technology and in the process of developing an overall IT management plan with detailed technical documentation. To emphasize the team focus of IT project management, students participate in numerous discussions covering such topics as group and process leadership, intra-group communication, cross-cultural collaboration and many others.

**Rationale:** The complexity of business projects has been growing in terms of management of personnel, tasks, resources, costs, and risks. This complexity has led to the development of a formal framework of principles and practices in the field of project management. Although project management is useful in many fields, information technology (IT) projects provide a distinctive set of circumstances that require additional attention, and most CIS majors would benefit from this course. The course will be offered once a year in the spring. It is expected to enroll approximately 35 students. It is a general elective choice for eligible MBA students and will be proposed as an elective choice for students in the MBA in Information Systems major and MS in Computer Information Systems program.

**AIV:10.12b. Department of Statistics and Computer Information Systems**

Course Number: STA 9707

Title: Mathematical Tools for Business

Hours: 3.0

Credits: 3.0

Prerequisite: MTH 8001 or equivalent.

Course description: The course emphasizes solving mathematical problems in the business and finance areas. The first half of the semester will cover fundamental topics in calculus: differentiation, integration, and sequences and series. The second half of the semester will cover linear algebra, including solving systems of linear equations, and move on to vector spaces, orthogonality, projections, eigenvalues, and matrix factorizations. Upon successful completion of this course, the students will be able to apply useful mathematical techniques, such as differentiation and integration, to solving real business problems.

Rationale: It is becoming more important for graduate students in business to master sufficient quantitative skills. The main goal of the course is to improve students' quantitative skills to a level required by advanced business careers. This one-semester graduate level course will provide a review of topics from calculus and linear algebra that are relevant for business and statistics. It aims to strengthen the quantitative skills of all business graduate students from MBA and MS students in statistics or any other discipline. The course will be offered at least once a year, and is expected to enroll approximately 25 students. This is a preliminary course in the MS in Statistics program, and a general elective choice for eligible MBA students.

**AIV:10.13b. Department of Statistics and Computer Information Systems**

Course Number: STA 9713

Title: Financial Statistics

Hours: 3.0

Credits: 3.0

Prerequisite: STA 9700 or STA 9000.

**Course description:** Statistics is a fundamental tool for finance. Much of finance is concerned with measuring and managing financial risk, which is the uncertainty in future returns from an investment. This risk depends on the probability distribution of the return of this investment. Statistics is needed to estimate parameters such as the standard deviation of the return. Finance makes intensive use of probability models, and these models lead to important statistical questions such as: Do financial data support these models, and how are the parameters in these models estimated? Financial statistics students will learn how to use these probability models as well as the appropriate statistical methods to test validity using financial data.

**Rationale:** Financial statistics is designed to expose students to statistical models used in finance. The goal is to reinforce and integrate the material they have seen in other courses of probability and statistics by illustrating the concepts encountered there with real examples from finance. The students will also learn recent statistical methods such as ARCH/GARCH models and resampling and simulation techniques. This course will be offered once a year, with an expected enrollment of 20 students. This is an elective choice for students in the MS in Statistics and MS in Quantitative Methods and Modeling programs, and a general elective choice for eligible MBA students.

#### **AIV:10.14b. Department of Statistics and Computer Information Systems**

Course Number: STA 9714

Title: Experimental Design for Business

Hours: 3.0

Credits: 3.0

Prerequisite: STA 9708.

**Course description:** Managers in business, government, or other organizations often encounter situations in which decisions need to be made with little information at hand. In these cases, the Design of Experiments (DoE) has proven to be a tool useful in a variety of circumstances: from improving and standardizing the decision-making process to controlling the quality of products and services to designing survey questions. Students will learn different experimental designs, appropriate statistical methods, and how to determine necessary sample sizes for an experiment. This course permits students to study this topic in depth and learn how to design effective experiments.

**Explanation:** This course is designed to appeal to MS and MBA students in statistics, as well as MS and MBA students in marketing, information systems, and management. This course permits students to study the topic in sufficient depth to enable them to design cogent experiments in their field of expertise. The course will be offered once a year. It is expected to enroll approximately 30 students. STA 9714 is an elective choice for students in the MS in Statistics and MS in Quantitative Methods and Modeling programs, and a general elective choice for eligible MBA students.

The following item was approved at the Mildred and George Weissman School of Arts and Sciences Faculty Meeting on December 9, 2009, at the School of Public Affairs Faculty Meeting on December 10, 2009, and at the Zicklin School of Business Faculty Meeting on November 18, 2009. It is effective the Spring 2011 semester, pending approval of the Board of Trustees.

**AIV:10.15. Starr Career Development Center**

Course Number: WST 0901-0903

Title: Introduction to the Workplace

Hours: variable

Credits: 0.0

Prerequisite: completion of 28-60 credits and a minimum GPA of 3.0

Course Description: This zero-credit course allows students to accept non-paying internships that require College approval. It is intended to be the first step toward the development of skills and attitudes that lead to satisfying careers. Students may take the initiative in finding appropriate work assignments or they may seek internships through the Starr Career Development Center. The SCDC’s Internship Coordinator approves the internship prior to enrollment in the course and supervises the students who reflect on their experiences in journal entries and in workshops organized by the SCDC. The course may be repeated for a maximum of three semesters upon the submission of a satisfactory evaluation from the employer. This course is graded on a pass/fail basis.

Students are allowed up to 20 hours a week of work experience depending on their course-load. (During Spring and Fall semesters students taking 12 credits or less may work up to 20 hours per week; if taking 15 credits students may work up to 15 hours per week; if taking 18 or above credits students will not be granted permission to take internship course. During Summer or Winter sessions students may work additional hours if they are not taking classes.)

Rationale: Students in their early college years often have opportunities to acquire valuable work experience in uncompensated internships that do not demand the level of sophistication appropriate to credit-bearing internships. These unpaid internships are typically contingent upon formal college endorsement of the student’s effort. Baruch has lacked a means to recognize such entry-level work experience, for which academic credit should not be awarded. This program is proposed as a means of supporting novice workers who can profit from apprenticeships that inculcate in them a respect for and an understanding of the culture of the workplace. WST 0901-0903 will be offered as requested, with variable enrollment. As a non-credit bearing course, it does not meet any major, minor, or general elective requirements for BA, BBA, or BS degrees.

These internships are subject to the policies and requirements of all internships at Baruch College.

**Section AV: Changes in Existing Courses**

**AV:10.1a. Change in Description, Prerequisites, and Liberal Arts Status**

FROM: ART 3041 Special Topics in Art (Studio)		TO: ART 3041 Special Topics in Art (Studio)	
Description	Through a combination of studio projects, lectures, and museum	Description	Through a combination of studio projects, lectures, and museum and

	and gallery visits, this course explores a variety of specific concepts and approaches in <del>the</del> visual <del>arts</del> . The topic, which differs each semester, draws on the expertise of regular or visiting faculty members or on special exhibitions or cultural events in New York City.		gallery visits, this course explores a variety of specific concepts and approaches in visual <u>communication</u> . The topic, which differs each semester, draws on the expertise of regular or visiting faculty members, or on special exhibitions or cultural events in New York City.
Prerequisites	<del>Any college-level art course</del>	Prerequisites	<u>Departmental permission</u>
Status	<del>Professional</del>	Status	<u>Liberal Arts</u>

**Rationale:** Changing the phrase “the visual arts” in the course description to “visual communication” permits a broader range of possible subjects, including topics in graphic design, new media design, etc. Furthermore, “visual communication” more accurately describes the department’s studio art offerings. The revised prerequisite takes into account the dynamic nature of the ART 3041 topic. For instance, an ART 3041 course in Advanced Digital Photography demands a different prerequisite than an ART 3041 course in Book Design, yet the current prerequisite of “any studio ART course” would not suffice for either course topic. The proposed revision allows the department to determine the appropriate prerequisite for the subject at hand.

The change in status from professional to liberal arts is for clarification purposes. This course includes significant instruction in the basics of visual communication and in the history of visual media; it therefore belongs among the liberal arts courses. ART 3041 may be used as an elective within the Business Communication major (Graphic Communication specialization), as an elective within the Tier III Art minor (Graphics track), or as a general elective for the BA, BBA, and BS degrees. It is offered yearly with a typical enrollment of 24 students.

**AV:10.2a. Change in Title, Description, and Liberal Arts Status**

FROM: ART 3050 Intermediate Graphic Communication: <del>Layout and</del> Publication Design		TO: ART 3050 Intermediate Graphic Communication: Publication Design	
Description	This intermediate graphic design course emphasizes editorial design, <u>including publications brochures, newsletters, promotions, and posters. It applies graphic design principles to basic desktop publishing. It includes field visits and critiques of current magazine styles and concepts.</u>	Description	This intermediate <u>studio</u> graphic design course emphasizes editorial design. <u>Students build on knowledge gained in ART 2050. The class will research and report on the history of publications and publication designers. Current industry trends will be considered and discussed during project work. Projects will include brochures, newsletters, catalogues, and magazines.</u>
Status	<del>Professional</del>	Status	<u>Liberal Arts</u>

**Rationale:** The change in title and description better represent the content of the course. The change in status from professional to liberal arts is for clarification purposes. This course includes significant instruction in the history of the visual medium; it therefore belongs among the liberal arts courses. ART 3050 is a required course within the Business Communication major (Graphic Communication specialization); it may be used as an elective within the Tier III Art minor (Graphics track), or as a general elective for the BA, BBA, and BS degrees. It is offered every semester with a typical enrollment of 24 students.

**AV:10.3a. Change in Title, Description, and Liberal Arts Status**

<b>FROM: ART 3055 <del>Graphic Communication: Corporate Identity</del></b>		<b>TO: ART 3055 <u>Branding Design: Strategies and Practice</u></b>	
<b>Description</b>	This course provides a comprehensive overview of <del>corporate visual communications. Students develop symbols, logos and their applications; a corporate identity is created.</del> Through research and assignments, students gain expertise in analyzing <del>corporate needs and creating solutions for clients. Historical precedents in the field and contemporary identity programs of both corporate and nonprofit organizations are studied.</del>	<b>Description</b>	This studio course provides a comprehensive overview of <u>the history and application of branding and identity design. Historical precedents in the field and contemporary identity programs of corporations, nonprofit organizations and personal brands are studied.</u> Through research and assignments, students gain expertise in analyzing <u>and understanding visual signs and symbols and how they affect thinking. Aesthetic and technical issues are investigated via lectures, demonstrations, readings, and projects.</u>
<b>Status</b>	<b>Professional</b>	<b>Status</b>	<b><u>Liberal Arts</u></b>

**Rationale:** The course was developed over 20 years ago and reflected the then-current thinking about corporate identity design. Corporate identity is no longer about making a logotype and applying it to business applications and collateral materials. “Branding” takes into consideration not only the creation of marks and their applications, but the very core of a company, product, organization or person and how this is expressed conceptually and visually.

Although the course content touches on marketing, the main emphasis is creative thinking and the visual execution of ideas; therefore, students gain knowledge in visual literacy. This course offers students the opportunity to gain a critical understanding of both the creation and reception of brands. These are valuable skills for the layman as well as the professional designer, which enable the student to critique rather than just consume. Such understanding will serve students as participants in contemporary society whether they choose to pursue specialized study in the area or not.

The change in status from professional to liberal arts is for clarification purposes. This course includes significant instruction in the history of the field; it therefore belongs among the liberal arts courses. ART 3055 may be used as an elective within the Business Communication major (Graphic Communication

specialization), as an elective within the Tier III Art minor (Graphics track), or as a general elective for the BA, BBA, and BS degrees. It is offered yearly with a typical enrollment of 24 students.

**AV:10.4a. Change in Description and Liberal Arts Status**

FROM: ART 3056 Typography: History and Application		TO: ART 3056 Typography: History and Application	
Description	This course <del>studies</del> the origins and usage of contemporary typography through lectures and creative assignments in word/image studies. The history of type is reviewed, with emphasis on important period styles, such as Dada, De Stijl, and the Bauhaus, as well as their theoretical context and relation to fine art.	Description	This <u>studio</u> course is an introduction to the conceptual and practical aspects of typography as a visual medium. It <u>explores</u> the origins and usage of contemporary typography through lectures and creative assignments in word/image studies. The history of type is reviewed, with emphasis on important period styles in graphic design, such as Dada, De Stijl, and the Bauhaus, as well as their theoretical context and relation to fine art.
Status	<del>Professional</del>	Status	<u>Liberal Arts</u>

**Rationale:** The revised description better represents the content of the course. The change in status from professional to liberal arts is for clarification purposes. The course is based on the history of typography including the exploration of the discipline since the inception of making marks. It meshes the historical with the creative, allowing students to better understand how typography alters perception and influences thinking. This course offers students the opportunity to gain a critical understanding of both the creation and reception of the “printed” word. ART 3056 may be used as an elective within the Business Communication major (Graphic Communication specialization), as an elective within the Tier III Art minor (Graphics track), or as a general elective for the BA, BBA, and BS degrees. It is offered yearly with a typical enrollment of 24 students.

**AV:10.5a. Change in Title, Description, and Liberal Arts Status**

FROM: ART 3058 Graphic Communication: Print Production		TO: ART 3058 Graphic Communication: Print Production <u>and History</u>	
Description	This course <del>examines</del> current standards and practices in print production for Graphic Communication. Through the emphasis on design as a problem-solving discipline, students will research and explore the various techniques needed to realize their creative concepts and prepare	Description	This <u>studio and lecture</u> course introduces the student to the <u>history of papermaking, printing and ink, as well as</u> current standards and practices in print production for Graphic Communication. <u>This includes up-to-date requirements for digital print preparation.</u> Through an emphasis on design as a problem-solving discipline,

	<del>them for printing in a cost-efficient manner. New developments in computer-aided design will be emphasized. Students will develop portfolio pieces and have an opportunity to participate in the production of Dollars &amp; Sense, the Baruch College Review of Business and Society.</del>		<u>students will research and explore the various techniques needed to realize their creative concepts and prepare them for printing. Aesthetic and technical issues will be investigated via lectures, demonstrations, readings, and projects.</u>
Status	<b>Professional</b>	Status	<u>Liberal Arts</u>

**Rationale:** The revised description more clearly reflects the content of the course, which, although it has always included the history of printing, ink and paper, was designated “professional” rather than “Liberal Arts.” The course content is one-third history, one-third creative, and one-third technical. Meshing the historical with the creative, the course gives students the opportunity to gain a critical understanding of both the creation and reception of printed materials. ART 3058 is a required course within the Business Communication major (Graphic Communication specialization); it may be used as an elective within the Tier III Art minor (Graphics track), or as a general elective for the BA, BBA, and BS degrees. It is offered every semester with a typical enrollment of 24 students.

**AV:10.6a. Change in Title, Description, and Liberal Arts Status**

<b>FROM: ART 3059 <del>Designing with Computer Animation</del></b>		<b>TO: ART 3059 <u>Principles of New Media Design</u></b>	
Description	<del>This studio course combines different art technologies to allow for more advanced forms of computer graphics. Stand-alone animations and animations for use on the Internet incorporate digitally manipulated images, type, sound, special effects, and behaviors. Design topics include the use of color, page layout, electronic imagery, motion paths, rhythm and tempo.</del>	Description	<u>This course explores principles and methods of designing for new media from content creation through production and distribution. The historical development of new media, contemporary practices, theoretical issues, and the relationship between new media design and other forms of graphic communication will be addressed in the course. Aesthetic and technical issues are investigated via lectures, demonstrations, readings, and assignments.</u>
Status	<b>Professional</b>	Status	<u>Liberal Arts</u>

**Rationale:** The revised course title reflects current standards of academic nomenclature. This course was initially developed ten years ago, before the field of “new media” existed as a widespread academic discipline. The course content at that time included the design of motion graphics, sound, video, and interaction delivered via standalone and networked devices. The “Computer Animation” course title reflected the common nomenclature of that time. Today, such course content is generally referred to as New Media.

The course revision provides an opportunity to re-evaluate the designation of the course as “professional” rather than “liberal arts”. When this course was written ten years ago it was considered a “professional” course rather than a “liberal arts” course. ART 3059 shared this designation with its sister course, ART 3057 (which was changed to “liberal arts” status in 2005). This designation reflected the fact that the course content was viewed as specialized at that time. However, the last ten years have been a remarkable period of cultural change as media have shifted from print-based distribution methods to networked distribution and from one-way, packaged content to two-way, user-generated content. What was once perceived as a specialized area of study is now much more broadly embedded within daily life. This course offers students the opportunity to gain a critical understanding of both the creation and reception of New Media. Such understanding will serve them as participants in contemporary society whether they choose to pursue specialized study in the area or not. Accordingly, the Department of Fine and Performing Arts requests Liberal Arts designation for this course.

ART 3059 may be used as an elective within the Business Communication major (Graphic Communication specialization), as an elective within the Tier III Art minor (Graphics track), or as a general elective for the BA, BBA, and BS degrees. It is offered yearly with a typical enrollment of 24 students.

**AV:10.7a. Change in Description and Liberal Arts Status**

From: ART 3060 Intermediate Photography		TO: ART 3060 Intermediate Photography	
Description	This is an intermediate course in photography emphasizing the importance of selectivity in presenting a coherent visual statement. <del>The aesthetics, history, and development of the medium are included.</del> Students must provide their own 35mm cameras.	Description	This is an intermediate course in photography emphasizing the importance of selectivity in presenting a coherent visual statement. <u>Through assignments, class critiques and individual interaction, students build on their previous knowledge of the medium. Museum and gallery visits and presentations about the work of historical and contemporary photographers will help students to develop their own personal vision.</u> Students must provide their own 35mm <u>SLR</u> cameras.
Status	<del>Professional</del>	Status	<u>Liberal Arts</u>

Rationale: The revised description better represents the content of the course. The change in status from professional to liberal arts is for clarification purposes. This course includes significant instruction in the history of the visual medium; it therefore belongs among the liberal arts courses. ART 3060 may be used as an elective within the Tier III Art minor (Photography track) or as a general elective for the BA, BBA, and BS degrees. It is offered every semester with a typical enrollment of 18 students.

**AV:10.8a. Change in Title, Description, and Liberal Arts Status**

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FROM: ART 3061 <del>Introduction to Digital Photography</del>		To: ART 3061 Digital Photography	
Description	<del>This course introduces the student to digital photography and the creative, ethical, and legal issues regarding manipulated images. Working with Macintosh computers and auxiliary peripherals, students work with digital or digitized analog images, including their own black and white and color photographs. They learn to manipulate those images and other digital imagery from various sources, including the Internet and CD-ROM, using the digital techniques of the dominant software application in the field. Students must provide their own digital or 35mm cameras. "Point-and-shoot" cameras are not acceptable.</del>	Description	<u>This intermediate course emphasizes the importance of creating a coherent visual statement and helps students gain an understanding of the artistic and technical aspects of new media including digital printing, online galleries, and blogs. Through assignments, class critiques and individual interaction, students build on their previous knowledge of photography. Online sources, museum and gallery visits and presentations about the work of historical and contemporary photographers will help students to develop their own personal vision.</u> Students must provide their own digital cameras. "Point-and-shoot" cameras are not acceptable.
Status	<del>Professional</del>	Status	<u>Liberal Arts</u>

**Rationale:** Digital photography has changed significantly since this course was originally introduced. At that time, what was considered new and almost "experimental" is now mainstream, and the digital image is ubiquitous. By teaching students the "language" of digital photography and by giving them creative and technical competency in the medium, we increase their understanding of digital photography as a means of communication and gain a better understanding of the wider visual world. The change in status from professional to liberal arts is for clarification purposes. This course includes significant instruction in the history of the visual medium; it therefore belongs among the liberal arts courses. ART 3061 may be used as an elective within the Business Communication major (Graphic Communication specialization), as an elective within the Tier III Art minor (Photography track), or as a general elective for the BA, BBA, and BS degrees. It is offered yearly with a typical enrollment of 24 students.

**AV:10.9a. Change in Liberal Arts Status**

FROM: ART 4900 Design and Photography in Theory and Practice		To: ART 4900 Design and Photography in Theory and Practice	
Description	In this course students pursue a project in photography or graphic communication that reflects a topic related to the contemporary social environment. Students work in their individual discipline to	Description	In this course students pursue a project in photography or graphic communication that reflects a topic related to the contemporary social environment. Students work in their individual discipline to create a

	create a personal portfolio reflecting their vision of a particular issue. The project will include visual analysis and research of relevant theoretical, historical, and contemporary perspectives.		personal portfolio reflecting their vision of a particular issue. The project will include visual analysis and research of relevant theoretical, historical, and contemporary perspectives.
Status	<b>Professional</b>	Status	<u>Liberal Arts</u>

**Rationale:** The change in status from professional to liberal arts is for clarification purposes. This course includes significant instruction in the history of visual media; it therefore belongs among the liberal arts courses. ART 4900 is the capstone for the Tier III Art minor (Graphics and Photography tracks); it may also be used as a general elective for the BA, BBA, and BS degrees. It is offered yearly with a typical enrollment of 20 students.

**AV:10.10a. Change in Title, Number, Description, and Prerequisites**

<b>FROM: CMP <del>2075</del> Italian Cinema</b>		<b>TO: CMP <u>3075</u> Italian Cinema <u>and Culture</u></b>	
Description	This course studies the major filmmakers of Italy: Rossellini, De Sica, Visconti, Fellini, Wertmuller, <del>et al.</del> <u>Through frequent showings of these directors' films, students examine the aesthetic and sociopolitical currents of 20th-century Italy. Selected works of Italian literature are to be chosen that have greatly influenced Italian cinema.</u> Knowledge of Italian is not required.	Description	This course studies the major filmmakers of Italy: Rossellini, De Sica, Visconti, Fellini, Pasolini, and Wertmuller, <u>among others. In addition, this course will also study works of Italian literature that have played an important role in the formation of Italian cinema. It will examine the aesthetic and sociopolitical currents of 20th-century Italy through a systematic analysis of the classic films.</u> Knowledge of Italian is not required. <u>All films will be digitized and available on Blackboard. Students are expected to view the films on their own time.</u>  This course cannot be used as an elective within the Tier III Film Studies minor.
Prerequisites	<del>ENG 2100. FLM 2001 or 2002 is strongly recommended.</del>	Prerequisites	<u>CMP/ENG/LTT 2800 or 2850</u>

**Rationale:** The Department of MLCL is changing the course number and content from the 2000-level to the 3000-level course. This course may be used as an elective within the Tier III Comparative Literature minor. It may also be used as a general elective for the BA, BBA, and BS degrees. It will be offered every two years with a projected enrollment of 23 students.

**AV:10.11a. Change in Title and Description**

<b>FROM: JRN 3210 Television Journalism Basics I</b>		<b>TO: JRN 3210 Television <u>Field Reporting</u></b>	
Description	<del>This course exposes students to the central production and reportage techniques involved in television news reporting. The course emphasizes person-on-the-street interview segments. Students learn how to handle the tripod and camera and become adept at foreground and background framing, camera positioning, simple lighting techniques, and analog (cuts only) editing—all in the service of telling a news story. Students also learn basic video script formatting, how to select 15 to 20 second sound bytes from raw interview material, and how to write an opening and a close that help focus viewers on the central theme of a story."</del>	Description	<u>This course prepares students for 21<sup>st</sup> Century newsrooms by teaching them foundation video field production and reportage techniques. Building on "print" research and writing news skills, students learn to produce video news/features for broadcast television, cable television, and various web applications by producing eight factually accurate, concise and focused "news" packages under deadline.</u>

Rationale: The course title and description are being changed to reflect changing demands in the field. In one generation video news reporting has evolved away from reliance on in-studio reporting to field reporting. With ever-smaller and more sophisticated cameras and digital editing, and satellite-transmission news vans, the process has accelerated. Today's television news field reporters are increasingly required to work in the field under tighter deadlines. With digital technologies, today's news crews number two: a field reporter and a cameraperson who also handles audio. Today's journalism students must possess, therefore, a much larger array of reportage and technical skills in order to get the job done than did their predecessors. JRN 3210 may be used as an elective within the Journalism major and Tier III minor, the Business Communication major (Business Writing specialization), the Business Writing Tier III minor, or as a general elective for the BA, BBA, or BS degrees. It is offered yearly with a typical enrollment of 18 students.

**AV:10.12a. Change in Title, Description and Prerequisites**

<b>FROM: LACS 4900 Latin America and the Caribbean: Cultures and Societies</b>		<b>TO: LACS 4900 Latin America and the Caribbean I: Cultures and Societies <u>from Pre-Hispanic times to the 19<sup>th</sup>-Century</u></b>	
Description	This interdisciplinary course examines the historical,	Description	This interdisciplinary course examines the historical, political, cultural, and

	political, cultural, and socioeconomic conditions of Latin America and the Caribbean. The themes may vary from semester to semester. In line with the interdisciplinary nature of this topic, the course is taught by faculty from different disciplines.		socioeconomic conditions of Latin America and the Caribbean <u>from Pre-Hispanic times to the 19<sup>th</sup>-century.</u> The themes may vary from semester to semester. In line with the interdisciplinary nature of this topic, the course is taught by faculty from different disciplines.
Prerequisites	<del>ENG 2100 or equivalent.</del>  <del>It is suggested that prior to enrolling for this course, students will have taken some or all of the following: HIS 3070, HIS 3075, HSP 1003, HSP 1004, LTT 1062, POL 2101.</del>	Prerequisites	<u>At least one of the following courses: HIS 3070; HIS 3075; POL 3104; POL 3364; HSP 3015; or HSP 3004.</u>

**Rationale:** The Interdisciplinary committee proposes dividing LACS 4900 into two courses. Due to the diversity and richness of Latin American and Caribbean cultures and societies and the broad scope of the class--historical, literary, cultural and socio-economic – one semester is insufficient to cover the material taught in LACS 4900. Students will benefit from having two capstone courses to choose from. The division of the capstone into two separate bodies of course material will allow the individual student to focus on those areas of Latin American and the Caribbean that are of greatest interest to her or him. This course may also be used to satisfy the BA cultural studies requirement, or as a general elective for the BA, BBA, and BS degrees. It is offered every semester with a typical enrollment of 22 students.

**AV:10.13a. Change in Title and Description**

	<del>FROM: MTH 9821 Numerical <u>Linear Algebra</u></del>		<u>TO: MTH 9821 Numerical <u>Methods for Finance I</u></u>
Description	<del>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.</del>	Description	<u>Finite difference methods are discussed and implemented for valuating derivative securities such as plain vanilla European and American options, Bermudan options and barrier options. Numerical linear algebra methods used for finite difference solvers, including LU and Cholesky decompositions and iterative (Jacobi, Gauss-Siedel, SOR, and PSOR) methods are also implemented.</u>

**Rationale:** The course content has changed over time, and the topics corresponding to the old name of the course (Numerical Linear Algebra) now cover only a third of the course. The proposed name (Numerical Methods for Finance I) accurately reflects the content of the course. This is a required course in the Financial Engineering MS Program; it is offered yearly with a typical enrollment of 30 students.

**AV:10.14a. Change in Title and Description**

<b>FROM: MTH 9831 <del>Real Analysis and Probability</del></b>		<b>TO: MTH 9831 <u>Probability and Stochastic Processes for Finance I</u></b>	
<b>Description</b>	<del>This course covers enough measure and integration theory to lead quickly to probability. The fundamental of probability are covered, including probability spaces, random variables, expectation, conditional probability and expectation, moments and certain limit theorems.</del>	<b>Description</b>	<u>This course covers essentials of measure theory and real analysis, and their use to develop notions leading to stochastic calculus. Martingales, Brownian motion, and stopping times are covered. First examples of stochastic processes and their uses in finance are presented.</u>

**Rationale:** The course content has changed over time, and the topics corresponding to the old name of the course (Real Analysis and Probability) now cover only half of the course. The proposed name (Probability and Stochastic Processes for Finance I) accurately reflects the content of the course. This is a required course in the Financial Engineering MS Program; it is offered in the fall semester with a typical enrollment of 25 students.

**AV:10.15a. Change in Prerequisites**

<b>FROM: MTH 9841 Statistics for Finance</b>		<b>TO: MTH 9841 Statistics for Finance</b>	
<b>Prerequisites</b>	<del>None</del>	<b>Prerequisites</b>	<u>MTH 9814 and MTH 9831</u>

**Rationale:** These prerequisites were added because this course requires strong probability knowledge at the level of the MTH 9831 graduate course, as well as knowledge of quantitative methods for analyzing financial instruments at the level of the MTH 9814 graduate course. This is an elective course in the Financial Engineering MS Program; it is offered yearly with a typical enrollment of 20 students.

**AV:10.16a. Change in Pre/Co-requisites**

<b>FROM: MTH 9842 Linear and Quadratic Optimization Techniques</b>		<b>TO: MTH 9842 Linear and Quadratic Optimization Techniques</b>	
<b>Prerequisites</b>	<del>FIN 9801, MTH 9821, and MTH 9831</del>	<b>Prerequisites</b>	<u>MTH 9814 and MTH 9821</u>

Co-requisite	<del>MTH 9813</del>	Co-requisite	<u>None</u>
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**Rationale:** This course requires strong numerical linear algebra knowledge at the level of the MTH 9831 graduate course, as well as knowledge of quantitative methods for analyzing financial instruments at the level of the MTH 9814 graduate course. The old pre-requisites and co-requisites are outdated: MTH 9814 will replace FIN 9801 as pre-requisite; MTH 9813 is no longer offered in the program as the students we are admitting are required to have the equivalent of that course as a pre-requisite for admission; only a small part of the MTH 9831 material is needed, and that is presented again in the course. This is an elective course in the Financial Engineering MS Program; it is offered every two years with a typical enrollment of 20 students.

**AV:10.17a. Change in Prerequisites**

FROM: MTH 9845 Market and Credit Risk Management		TO: MTH 9845 Market and Credit Risk Management	
Prerequisites	<del>MTH 9831</del>	Prerequisites	<u>MTH 9814</u>

**Rationale:** This course requires knowledge of quantitative methods for analyzing financial instruments at the level of the MTH 9814 graduate course; only a small part of the MTH 9831 material is needed, and that is presented again in the course. This is an elective course in the Financial Engineering MS Program; it is offered yearly with a typical enrollment of 23 students.

**AV:10.18a. Change in Prerequisites**

FROM: MTH 9848 Elements of Structured Finance		TO: MTH 9848 Elements of Structured Finance	
Prerequisites	<del>None</del>	Prerequisites	<u>MTH 9814</u>

**Rationale:** This course requires knowledge of quantitative methods for analyzing financial instruments at the level of the MTH 9814 graduate course. This is an elective course in the Financial Engineering MS Program; it is offered yearly with a typical enrollment of 22 students.

**AV:10.19a. Change in Title, Description and Prerequisites**

FROM: MTH 9852 Numerical Methods for <del>PDEs in Finance</del>		TO: MTH 9852 Numerical Methods for Finance <u>II</u>	
Description	<del>Security prices are often represented as solutions to parabolic partial differential equations (PDEs) arising out of the stochastic calculus. This</del>	Description	<u>This course covers Monte Carlo methods, their convergence properties and variance reduction techniques, tree pricers and Greeks estimators, implied binomial trees and implied</u>

	<del>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.</del>		<u>volatility trees, numerical integration techniques, and finite difference methods for pricing derivative securities, including their convergence properties.</u>
Prerequisites	<del>FIN 9801, MTH 9813, MTH 9821, MTH 9831</del>	Prerequisites	<u>MTH 9814 and MTH 9821</u>

**Rationale:** The course content has changed over time, and the topics corresponding to the old name of the course (Numerical Methods for PDEs in Finance) now cover only a third of the course. The proposed name (Numerical Methods for Finance II) accurately reflects the content of the course. The old pre-requisites are outdated: MTH 9814 will replace FIN 9801 as pre-requisite; MTH 9813 is no longer offered in the program as the student we are admitting are required to have the equivalent of that course as a pre-requisite for admission; only a small part of the MTH 9831 material is needed, and that is presented again in the course. This is a required course in the Financial Engineering MS Program; it is offered yearly with a typical enrollment of 25 students.

**AV:10.20a. Change in Title and Prerequisites**

FROM: MTH 9862 Stochastic Processes in Finance		TO: MTH 9862 Probability and Stochastic Processes for Finance <u>II</u>	
Prerequisites	<del>FIN 9801, MTH 9813, MTH 9821, and MTH 9831</del>	Prerequisites	<u>MTH 9814</u> and MTH 9831

**Rationale:** The course is a continuation of the MTH 9831 Probability and Stochastic Processes for Finance I, which is offered in the Fall semester. The proposed name (Probability and Stochastic Processes for Finance II) reflects this. The old pre-requisites and co-requisites are outdated: MTH 9814 will replace FIN 9801 as pre-requisite; MTH 9813 is no longer offered in the program as the student we are admitting are required to have the equivalent of that course as a pre-requisite for admission; the material from MTH 9821 is not needed for studying this course. This is a required course in the Financial Engineering MS Program; it is offered yearly with a typical enrollment of 25 students.

**AV.10.1b. Changes in Course Title and Description**

From: MGT 3121		To: MGT 3121	

Title	<del>Production and Operations Management</del>	Title	<u>Service Operations Management</u>
Description	<p>This is an introductory course intended to</p> <p>Provide the student with a mix of theoretical and practical knowledge about <del>production and operations management</del>. Principles are presented by a logical functional development of the subject ranging from the design and structuring of facilities, through an in-depth analysis of available techniques, to detailed studies of operating procedures, processes, methods, and controls. Covered, too, are the supporting human considerations.</p>	Description	<p>This is an introductory course intended to</p> <p>Provide the student with a mix of theoretical and practical knowledge about <u>managing service operations in businesses such as financial services, retail hospitality, healthcare, transportation, and small business</u>. This course is organized around principles including the strategic role of operations for competitiveness and sustainability, and the design of processes, service offerings, and supply chains. Students will learn the use of tools and techniques for planning, control, and continuous improvement of service delivery processes.</p>
Prerequisites	Completion of math requirement for the BBA degree and <del>Junior Status</del> .	Prerequisites	Completion of math requirement for the BBA degree.

**Rationale:** This change in title and description describes the revised content of this course, which over the last several years has put more emphasis on services and less on manufacturing domains.

#### AV. 10.2b Changes in Course Title and Description

From: RES 4400		To: RES 4400	
Title	<del>Valuation and Underwriting of Securitized Real Estate</del>	Title	<u>Advanced Real Estate Capital Markets</u>
Description	<p>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</p>	Description	<p>This course addresses issues in the <u>valuation and pricing of real estate securities</u>. Its primary objective is to <u>combine the theory of finance with the practice in real estate capital markets to enable students to make investment decisions in a complex and changing market</u>. Topics cover both residential and commercial securities, and include: <u>mortgage prepayment and credit risk; debt securities; the analysis of real estate investment trust (REIT) vehicles; and the evolving regulatory environment</u>.</p>

	<del>mortgages; structured finance in residential and commercial real estate industries; and the analysis of real estate investment trust (REIT) vehicles.</del>		
Prerequisites	RES 3400	Prerequisites	RES 3400

**Rationale:** The proposed title and description more accurately describe the content of this course, which has recently evolved with changes in the real estate capital markets

**AV.10.3b. OPR 9750 (STA 9750) Basic Software Tools for Data Analysis**

<b>FROM:</b>		<b>TO:</b>	
<b>Title</b>	<del>Basic Software Tools for Data Analysis</del>	<b>Title</b>	Software Tools for Data Analysis
<b>Description</b>	<del>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.</del>	<b>Description</b>	<u>This course provides an understanding of the principles and concepts of using computer tools for data analysis. Students will learn to use the SAS programming language to handle the collection, editing and storing of large datasets, as well as to simulate data, import and export data from and into spreadsheets or other statistical software packages. They will gain experience in analyzing both quantitative and qualitative data, as well as repeated measure data. Written projects and class presentation will prepare students for clear communication of their analysis in professional settings. This course is designed primarily for statistics and quantitative methods and modeling (QMM) majors, PhD candidates, and those interested in carrying out sophisticated statistical analyses of data using statistical software.</u>

**Rationale:** The course is a comprehensive presentation of an important statistical software package, SAS. This software can turn a novice into a virtual expert in carrying out statistical analysis of real data. Hence, the adjective "Basic" does not properly convey the level of work done in the course, and was removed from the course title. Because the course currently concentrates on SAS applications, references to spreadsheet programs were removed from the description except in as much as they are used for data importation and exportation with SAS and other statistical software.

**AV.10.4b. RES 9850 Real Estate Capital Markets**

<b>FROM:</b>		<b>TO:</b>	
<b>Prerequisite</b>	<del>FIN 9770 or departmental permission.</del> Not open to students who have completed REA 9785 or equivalent, or FIN 9776 prior to spring 2007.	<b>Prerequisite</b>	FIN 9770 <u>or</u> RES 9776. Not open to students who have completed REA 9785 or equivalent, or FIN 9776 prior to spring 2007.

**Rationale:** RES 9850 is a required course in the MS in Real Estate program, as well as an elective course in the MBA major in Real Estate. The course requires previous exposure to discounted cash flow analysis, which is adequately provided in either FIN 9770 or RES 9776. While imposing FIN 9770 as a pre-requisite poses no extra burden for MBA students majoring in Real Estate (FIN 9770 is a core course), it effectively becomes an additional required course for MS students. So far the program has been granting permission for MS students in Real Estate who have already taken RES 9776 to enroll in RES 9850. Formally recognizing RES 9776 as an equivalent pre-requisite streamlines the administrative process for enrollment in RES 9850.

**AV.10.5b. STA 9700 (U700) Modern Regression Analysis**

<b>FROM:</b>		<b>TO:</b>	
<b>Title</b>	<del>Modern</del> Regression Analysis	<b>Title</b>	<u>Applied</u> Regression Analysis
<b>Description</b>	This first course in linear models is designed to present the material related to classical regression as well as relevant <del>modern</del> techniques. The traditional material based on ordinary least squares is blended with the <del>modern</del> 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 <del>are discussed.</del>	<b>Description</b>	This first course in linear models is designed to present the material related to classical regression as well as relevant <u>recent</u> techniques. The traditional material based on ordinary least squares is blended with the <u>more recent</u> methods of diagnosis and of 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, <u>the course covers</u> procedures that are used when the assumptions of standard methodology are violated, and <u>introduces logistic regression for binary response variables.</u>

**Rationale:** The minor changes in course description and title merely recognize the fact that regression analysis methods that were described fifteen years ago as "modern" are now standard tools of applied statisticians. We therefore dropped the adjective "Modern" from the course title and added the qualifier "Applied."

**AV.10.6b. STA 9706 Nonlinear and Nonparametric Modeling**

<b>FROM:</b>		<b>TO:</b>	
<b>Title</b>	<del>Nonlinear and Nonparametric Modeling</del>	<b>Title</b>	<u>Analysis of Categorical and Ordinal Data</u>
<b>Description</b>	<del>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.</del>	<b>Description</b>	<u>Sample survey research, which is prevalent in areas such as marketing research and organizational behavior, relies heavily on categorical and ordinal data. This course will prepare students to handle empirical categorical and ordinal datasets, and perform ordinary, polytomous and ordinal logistic regression, as well as multivariate log-linear modeling of categorical, ordinal, and mixed data. This course will cover the analysis of categorical and ordinal data when repeated measures or panel data are present. 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. Statistical software packages such as, but not limited to, SAS, SPSS and R will be used in the analysis.</u>

**Rationale:** At the time the previous course description was approved and adopted, MS courses in statistics served both the MS program and the PhD program in business, which is housed at Baruch. At the time, the need for a modular introductory course in three areas—categorical data, nonparametric statistics, and survival analysis—was initiated, and replaced the original Categorical Data Analysis course bearing the same number. In recent years the PhD program has determined that it will teach its own courses without collaboration with the Statistics MS program. The latter has therefore gone back to teaching an up-to-date course in categorical and ordinal data analysis. The proposed change in course title and description conform to the course's current content.

**AV.10.7b. STA 9715 (U703) Applied Probability**

<b>FROM:</b>		<b>TO:</b>	
<b>Description</b>	This course provides a <del>thorough</del> 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. <del>Such topics as transformation of variables, joint distributions, bivariate normal, expectations, conditional distributions and expectations, moment-generating functions, distribution of sums of random variables, means and variances of sums, ratios of independent variables, and central limit theorem will be completely developed. Topics will be very thoroughly covered, giving students an excellent background to proceed to statistical inference.</del>	<b>Description</b>	This course provides a <u>comprehensive</u> 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. <u>This course thoroughly develops topics as transformation of variables, joint distributions, bivariate normal, expectations, conditional distributions and expectations, moment-generating functions, distribution of sums of random variables, means and variances of sums, ratios of independent variables, and central limit theorem. Students will acquire an excellent background to proceed to statistical inference.</u>
<b>Prerequisites</b>	<del>MTH 8010 or equivalent; STA 9708 or equivalent.</del>	<b>Pre- and corequisites</b>	<u>Prerequisite: STA 9708 or equivalent; pre- or corequisite: STA 9707 or equivalent.</u>

**Rationale:** The change in this course prerequisites and co-requisites was necessitated by the lack of availability of MTH 8010 Calculus II, which can no longer serve as prerequisite for the course. The new STA 9707 is designed to replace it and also to cover Algebra topics needed for this course and other statistics MS courses. A very minor change to the course description was made to avoid repetition.

**AV.10.8b STA 9750 (OPR 9750) Basic Software Tools for Data Analysis**

<b>FROM:</b>		<b>TO:</b>	
<b>Title</b>	<del>Basic Software Tools for Data Analysis</del>	<b>Title</b>	Software Tools for Data Analysis
<b>Description</b>	<del>Designed primarily for statistics</del>	<b>Description</b>	<u>This course provides an understanding</u>

	<p><del>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.</del></p>	<p><u>of the principles and concepts of using computer tools for data analysis. Students will learn to use the SAS programming language to handle the collection, editing and storing of large datasets, as well as to simulate data, import and export data from and into spreadsheets or other statistical software packages. They will gain experience in analyzing both quantitative and qualitative data, as well as repeated measure data. Written projects and class presentation will prepare students for clear communication of their analysis in professional settings. This course is designed primarily for statistics and quantitative methods and modeling (QMM) majors, PhD candidates, and those interested in carrying out sophisticated statistical analyses of data using statistical software.</u></p>
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**Rationale:** The course is a comprehensive presentation of an important statistical software package, SAS. This software can turn a novice into a virtual expert in carrying out statistical analysis of real data. Hence, the adjective "Basic" does not properly convey the level of work done in the course, and was removed from the course title. Because the course currently concentrates on SAS applications, references to spreadsheet programs were removed from the description except in as much as they are used for data importation and exportation with SAS and other statistical software.

**AV: 10.1p.** The following is a Change in Description in the MPA Program in the School of Public Affairs.

**Program:** MPA

**Program Code:** 01966

**HEGIS Code:** 2102.00

**Effective:** Spring: 2011

<b>FROM: PAF 9120</b>		<b>To: PAF 9120</b>	
<b>Description</b>	Fundamental concepts and techniques for managing government and not-for-profit agencies, including schools. This course focuses on structural	<b>Description</b>	<u>This course introduces the fundamental concepts and techniques for managing people in government and nonprofit agencies, including schools. It focuses on structural</u>

	models; individual behavior, including group dynamics and leadership; effective use and management of human resources; and political and cultural frameworks. Questions of effectiveness, responsibility, and professional relations are considered.		models; individual behavior, including group dynamics and leadership; effective use and management of human resources; and political and cultural frameworks. Questions of effectiveness, responsibility, and professional relations are considered.
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**Rationale:** Syntax changes to create complete opening sentence is the rationale for the change.

**AV: 10.2p. The following is a Change in Title in the School District Leader Advanced Certificate course in the School of Public Affairs**

**Program:** SDL

**Program Code:** 29137

**HEGIS Code:** 0827.00

**Effective:** Spring 2011

<b>FROM:</b> PAF 9317		<b>To:</b> PAF 9317	
<b>Title</b>	Seminar on Research for the <del>School District Leader</del>	<b>Title</b>	Seminar on Research for the <u>Educational Administrators</u>

**Rationale:** PAF 9317 has been used by several degree and credential programs, including the MS in Higher Education Administration. The package of changes for the School District Leader credential program adopted in December 2009 changed the title of this course, but in so doing, created a course title that is not suitable for use by the Higher Education Administration program. This proposal rescinds that course name change, restoring the old title of the course so that it can be used by multiple degree and credential programs.

**Section AVII: Affiliation Agreements**

The following articulation agreements, initiated by Baruch College, City University of New York with Hostos Community College, City University of New York; LaGuardia Community College, City University of New York; Kingsborough Community College, City University of New York; and Borough of Manhattan Community College, City University of New York, were agreed on April 29, 2010. They will be effective the Fall 2010 semester, pending approval of the Board of Trustees.

**AVII.10: 1p. The following is the agreement between Hostos Community College, CUNY and Baruch College, CUNY in regards to the Bachelor of Science degree in Public Affairs in the School of Public Affairs.**

**Program:** BSPA

**June 2010 Chancellor’s University Report**

**Program Code:** 20526

**HEGIS Code:** 2102.00

**Effective:** Fall 2010

## **PURPOSE**

Baruch College and Hostos Community College (HCC) hereby enter into this agreement to facilitate an opportunity for students who wish to transfer from HCC's Associate of Arts degree to Baruch College's Bachelor of Science in Public Affairs (BSPA) degree in the School of Public Affairs. This agreement specifies the conditions and requirements necessary for HCC students to transfer to Baruch College with no loss of credit.

## **CHANGES**

Neither party may change this agreement unilaterally. Proposed changes in policies or curricula by either party must be communicated in writing to the other party and agreed upon in consultation with relevant officials of each institution.

## **NOTICE OF CANCELLATION**

Either party may independently cancel this agreement by notifying the other party no less than one academic year before the intended date of cancellation.

## **ADMISSION REQUIREMENTS**

1. All students transferring from HCC to Baruch who wish to major in BSPA must meet the general requirements for admission to the BSPA major as described in the undergraduate course catalogue.
2. Baruch College will accept transfer credits only, not course grades.
3. Grades in courses to be accepted for transfer to the BSPA major must be B or better.
4. Baruch will accept up to 9 transfer credits towards its BSPA major.

## **COURSE EQUIVALENCY LISTING**

<b>Political Science Dept., Hostos Community College</b>			<b>School of Public Affairs, Baruch College</b>		
<b>Course Description Crs</b>			<b>Course Description Crs</b>		
PPA 101	Fundamentals of Public Administration and Management	3	PUB 1250	Public Administration in Modern Society	3
PPA 253	Bureaucracy	3	PAF 3301	Models of Service Delivery	3
ADM 2508	Field Practicum	3	PAF 4402	Survey Research Practicum	3
PPA 110	State and Local Administration	3	PAF 3301	Models of Service Delivery	3

PPA 121	Social Services Administration	3	PAF 3301	Models of Service Delivery	3
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HCC and Baruch College agree to notify each other if curriculum requirements, course numbers, content or catalog descriptions change. Furthermore, the parties involved understand that any change in curriculum requirements, course number, and content or catalog description may require modification to this agreement.

It is also understood that HCC will identify students who wish to participate in the articulation, and will recommend the BSPA program at Baruch College to those who successfully complete the associates degree at HCC.

**AVII.10: 2p. The following is the agreement between LaGuardia Community College, CUNY and Baruch College, CUNY in regards to the Bachelor of Science degree in Public Affairs in the School of Public Affairs.**

**Program:** BSPA

**Program Code:** 20526

**HEGIS Code:** 2102.00

**Effective:** Fall 2010

**PURPOSE**

Baruch College and LAGCC hereby enter into this agreement to facilitate an opportunity for students who wish to transfer from LAGCC's Associate of Arts degree to Baruch College's Bachelor of Science in Public Affairs (BSPA) degree in the School of Public Affairs. This agreement specifies the conditions and requirements necessary for LAGCC students to transfer to Baruch College with no loss of credit.

**CHANGES**

Neither party may change this agreement unilaterally. Proposed changes in policies or curricula by either party must be communicated in writing to the other party and agreed upon in consultation with relevant officials of each institution.

**NOTICE OF CANCELLATION**

Either party may independently cancel this agreement by notifying the other party no less than one academic year before the intended date of cancellation.

**ADMISSION REQUIREMENTS**

1. All students transferring from LAGCC to Baruch who wish to major in BSPA must meet the general requirements for admission to the BSPA major as described in the undergraduate course catalogue.
2. Baruch College will accept transfer credits only, not course grades.
3. Grades in courses to be accepted for transfer to the BSPA major must be B or better.

4. Baruch will accept up to 9 transfer credits towards its BSPA major.

**COURSE EQUIVALENCY LISTING**

Social Science Dept., LaGuardia Community College			School of Public Affairs, Baruch College		
Course Description Crs			Course Description Crs		
SSE 103	Introduction to Microeconomics	3	PAF 3102	Economic Analysis and Public Policy	3
SSN 190	Leadership	3	PAF 4199	Selected Topics in Public Administration	3
SSN 192	Practical Politics in NYC	3	PAF 3005	Public Affairs in NYC	3

LAGCC and Baruch College agree to notify each other if curriculum requirements, course numbers, content or catalog descriptions change. Furthermore, the parties involved understand that any change in curriculum requirements, course number, and content or catalog description may require modification to this agreement.

It is also understood that LAGCC will identify students who wish to participate in the articulation, and will recommend the BSPA program at Baruch College to those who successfully complete the associates degree at LAGCC.

**AVII.10: 3p. The following is the agreement between Kingsborough Community College, CUNY and Baruch College, CUNY in regards to the Bachelor of Science degree in Public Affairs in the School of Public Affairs.**

**Program:** BSPA

**Program Code:** 20526

**HEGIS Code:** 2102.00

**Effective:** Fall 2010

**PURPOSE**

Baruch College and Kingsborough Community College (KCC) hereby enter into this agreement to facilitate an opportunity for students who wish to transfer from KCC's Associate of Arts degree to Baruch College's Bachelor of Science in Public Affairs (BSPA) degree in the School of Public Affairs. This agreement specifies the conditions and requirements necessary for KCC students to transfer to Baruch College with no loss of credit.

**CHANGES**

Neither party may change this agreement unilaterally. Proposed changes in policies or curricula by either party must be communicated in writing to the other party and agreed upon in consultation with relevant officials of each institution.

**NOTICE OF CANCELLATION**

Either party may independently cancel this agreement by notifying the other party no less than one academic year before the intended date of cancellation.

**ADMISSION REQUIREMENTS**

1. All students transferring from KCC to Baruch who wish to major in BSPA must meet the general requirements for admission to the BSPA major as described in the undergraduate course catalogue.
2. Baruch College will accept transfer credits only, not course grades.
3. Grades in courses to be accepted for transfer to the BSPA major must be B or better.
4. Baruch will accept up to 9 transfer credits towards its BSPA major.
5. The transfer agreement endorses all existing CUNY transfer policies between two and four-year colleges, and thus assumes other transfer agreements between KCC and Baruch College for courses offered in the Weissman School or Arts and Sciences and in the Zicklin School of Business to be in effect.

**COURSE EQUIVALENCY LISTING**

<b>Dept. of History, Philosophy, and Political Science, Kingsborough Community College</b>			<b>School of Public Affairs, Baruch College</b>		
<b>Course Description Crs</b>			<b>Course Description Crs</b>		
POL 05100	American Government and Politics	3	PUB 1250	Public Administration in Modern Society	3
POL 06100	Principles of Public Administration	3	PAF 3301	Models of Service Delivery	3
POL 05300	State and Local Governments	3	PAF 3010	Policy and Politics	3
POL 05600	City Politics	3	PAF 3005	Public Affairs in NYC	3

KCC and Baruch College agree to notify each other if curriculum requirements, course numbers, content or catalog descriptions change. Furthermore, the parties involved understand that any change in curriculum requirements, course number, and content or catalog description may require modification to this agreement.

It is also understood that KCC will identify students who wish to participate in the articulation, and will recommend the BSPA program at Baruch College to those who successfully complete the associates degree at KCC.

**AVII.10: 4p. The following is the agreement between Borough of Manhattan Community College, CUNY and Baruch College, CUNY in regards to the Bachelor of Science degree in Public Affairs in the School of Public Affairs.**

**Program:** BSPA

**Program Code:** 20526

**HEGIS Code:** 2102.00

**Effective:** Fall 2010

## **PURPOSE**

Baruch College and Borough of Manhattan Community College (BMCC) hereby enter into this agreement to facilitate an opportunity for students who wish to transfer from BMCC's Associate of Arts degree in Business Administration to Baruch College's Bachelor of Science in Public Affairs (BSPA) degree in the School of Public Affairs (SPA). This agreement specifies the conditions and requirements necessary for BMCC students to transfer to Baruch College with no loss of credit.

## **CHANGES**

Neither party may change this agreement unilaterally. Proposed changes in policies or curricula by either party must be communicated in writing to the other party and agreed upon in consultation with relevant officials of each institution.

## **NOTICE OF CANCELLATION**

Either party may independently cancel this agreement by notifying the other party no less than one academic year before the intended date of cancellation.

## **ADMISSION REQUIREMENTS**

1. All students transferring from BMCC to Baruch who wish to major in BSPA must meet the general requirements for admission to the BSPA major as described in the undergraduate course catalogue.
2. BMCC students who take Analytic Geometry and Calculus I (MAT 301) will be exempted from taking Concepts of Discrete Mathematics (MTH 2301) at Baruch College.
3. Baruch College will accept transfer credits only, not course grades.
4. Grades in courses to be accepted for transfer to the BSPA major must be B or better.
5. Baruch will accept up to 9 transfer credits towards its BSPA major.

## **COURSE EQUIVALENCY LISTING**

<b>Borough of Manhattan Community College</b>	<b>School of Public Affairs, Baruch College</b>
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Course Description Crs			Course Description Crs		
POL 100	American Government	3	PUB 1250	Public Administration in Modern Society	3
POL 111	Political Economy of Technoscience	3	PAF 4401	Seminar in Public Affairs	3
POL 151	Politics of Puerto Rican Communities	3	PAF 3015	Qualitative Studies of Communities	3
POL 220	Politics and Government in NYC	3	PAF 3005	Public Affairs in NYC	3
POL 260	Political Theory	3	PAF 3010	Policy and Politics	3

(The following lists are course equivalencies and transfer credits currently in effect):

I-A. Course to Course Equivalencies and Transfer Credit Awarded						
BMCC General Requirements						
BMCC			Baruch College			
Course	Description	Cr	Course	Description	Cr	Cr Granted
ENG 101	English Composition I	3	ENG 2100	Writing I	3	3
ENG 201	English Composition II	3	ENG 2150	Writing II	3	3
HED 100	Health Education	2	XXX	Free Electives	2	2
MAT 206	Mathematical Foundation for Calculus	4	MTH 2001	Pre-Calculus	4	4
ECO 202	Microeconomics	3	ECO 1001	Microeconomics	3	3
SPE 100	Fundamental of Speech	3	COM 1010	Speech Communication	3	3
XXX xxx	Liberal Arts Elective - <i>Please choose 21 credits from list below:</i>	21	XXX xxx	Liberal Arts Elective - <i>Please choose 21 credits from list below:</i>	21	21
XXX xxx	Art or Music	2	XXX xxx	Art or Music	2	2
XXX xxx	Science	4	XXX xxx	Science	4	4
	<b>Total General Credits</b>	45		<b>Total General Credits Transferred in Baruch College BSPA Program</b>	45	45

**I-B. BUSINESS ADMINISTRATION LIBERAL ARTS ELECTIVE**

**Please choose 21 credits from list below:**

Course	Description	Cr	Course	Description	Cr	Cr Granted
MAT 209	Statistics	4	STA 2000	Business Statistics I	4	4
ENG 391/92	World Literature I/ World Literature II	3	ENG 2800/ENG 2850	Great Works of Literature I / Great Works of Literature II	3	3
XXX xxx	Foreign Language	6-8	XXX xxx	Foreign Language	6-8	6-8
POL 100/POL 111/POL 151/POL220/POL260	American Government /Political Economy of Techno science/Politics of Puerto Rican Communities/Politics and Government in NYC/ Political Theory	9	PAF 4401/PAF 3015/PAF 3005/PAF 3010	Public Administration in Modern Society /Seminar in Public Affairs/ Qualitative Studies of Communities/ Public Affairs in NYC/ Policy and Politics	9	9
MAT 301	Analytic Geometry and Calculus I	4	MTH 2610	Calculus I	4	4

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## 2. Course to Course Equivalencies and Transfer Credit Awarded

### BMCC Curriculum Requirements

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BMCC			Baruch College			
Course	Description	Cr	Course	Description	Cr	Cr Granted
BUS 104	Introduction to Business	3	XXX xxx	Free Electives	3	3
BUS 110	Business Law	3	LAW 1101	Fundamentals of Business Law	3	3
ACC xxx	Accounting Electives	4	XXX xxx	Free Electives	4	3*
CIS 200	Introduction to Information Systems and Technologies	3	CIS 2200	Introduction to Information Systems and Technologies	3	3
MAR 100	Introduction to Marketing	3	XXX xxx	Free Electives	3	3
	Total Curriculum Credits	16		Total Curriculum Credits Transferred	16	15

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<b>Maximum Credits Transferred into Baruch College BSPA Program</b>	<b>60</b>
<b>Remaining Credits to be Completed at Baruch College</b>	<b>60</b>

<b>3. BMCC/Baruch College Credit Requirements</b>		
	<b>BMCC</b>	<b>Baruch</b>
Arts & Science (57 Credits)	35	22
Business (9 Credits)	6	3
Public Affairs (30 Credits)	9	21
Free Electives	10	14
<b>Total Credits</b>	<b>60</b>	<b>60</b>

BMCC and Baruch College agree to notify each other if curriculum requirements, course numbers, content or catalog descriptions change. Furthermore, the parties involved understand that any change in curriculum requirements, course number, and content or catalog description may require modification to this agreement.

It is also understood that BMCC will identify students who wish to participate in the articulation, and will recommend the BSPA program at Baruch College to those who successfully complete the associate's degree at BMCC.

**AVII.10: 5p. The following is the agreement between Borough of Manhattan Community College, CUNY and Baruch College, CUNY in regards to the Bachelor of Science degree in Public Affairs in the School of Public Affairs.**

**Program:** BSPA

**Program Code:** 20526

**HEGIS Code:** 2102.00

**Effective:** Fall 2010

#### **PURPOSE**

Baruch College and Borough of Manhattan Community College (BMCC) hereby enter into this agreement to facilitate an opportunity for students who wish to transfer from BMCC's Associate of Arts degree in Liberal Arts to Baruch College's Bachelor of Science in Public Affairs (BSPA) degree in the School of Public Affairs (SPA). This agreement specifies the conditions and requirements necessary for BMCC students to transfer to Baruch College with no loss of credit.

#### **CHANGES**

Neither party may change this agreement unilaterally. Proposed changes in policies or curricula by either party must be communicated in writing to the other party and agreed upon in consultation with relevant officials of each institution.

#### **NOTICE OF CANCELLATION**

Either party may independently cancel this agreement by notifying the other party no less than one academic year before the intended date of cancellation.

### ADMISSION REQUIREMENTS

1. All students transferring from BMCC to Baruch who wish to major in BSPA must meet the general requirements for admission to the BSPA major as described in the undergraduate course catalogue.
2. BMCC students who take Analytic Geometry and Calculus I (MAT 301) will be exempted from taking Concepts of Discrete Mathematics (MTH 2301) at Baruch College.
3. Baruch College will accept transfer credits only, not course grades.
4. Grades in courses to be accepted for transfer to the BSPA major must be B or better.
5. Baruch will accept up to 9 transfer credits towards its BSPA major.

### COURSE EQUIVALENCY LISTING

Borough of Manhattan Community College			School of Public Affairs, Baruch College		
Course Description Crs			Course Description Crs		
POL 100	American Government	3	PUB 1250	Public Administration in Modern Society	3
POL 111	Political Economy of Technoscience	3	PAF 4401	Seminar in Public Affairs	3
POL 151	Politics of Puerto Rican Communities	3	PAF 3015	Qualitative Studies of Communities	3
POL 220	Politics and Government in NYC	3	PAF 3005	Public Affairs in NYC	3
POL 260	Political Theory	3	PAF 3010	Policy and Politics	3

(The following lists are course equivalencies and transfer credits currently in effect):

I-A. Course to Course Equivalencies and Transfer Credit Awarded						
BMCC General Requirements						
BMCC			Baruch College			
Course	Description	Cr	Course	Description	Cr	Cr Granted
ENG 101	English Composition I	3	ENG 2100	Writing I	3	3
ENG 201	English Composition II	3	ENG 2150	Writing II	3	3
ENG 391/92	World Literature I/ World Literature II	3	ENG 2800/ENG	Great Works of Literature I / Great	3	3

			2850	Works of Literature II		
HED 100	Health Education	2	XXX	Free Electives	2	2
MAT 206	Mathematical Foundation for Calculus	4	MTH 2001	Pre-Calculus	4	4
SPE 100	Fundamental of Speech	3	COM 1010	Speech Communication	3	3
XXX xxx	Foreign Language	6-8	XXX xxx	Foreign Language	6	6*
XXX xxx	Art or Music	2	XXX xxx	Art or Music	2	2
XXX xxx	Science	4	XXX xxx	Science	4	4
XXX xxx	Science	4	XXX xxx	Free Electives	4	4
ECO 202	Microeconomics	3	ECO 1001	Microeconomics	3	3
POL 100	American Government	3	PUB 1250	Public Administration in Modern Society	3	3
XXX xxx	Social Science Electives	6	XXX xxx	Social Science Electives	6	6
XXX xxx	Liberal Arts Electives	14	XXX xxx	Liberal Arts Electives	14	14
	Total General Credits	60-62		Total General Credits Transferred in Baruch College BSPA Program	60-62	60

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**I-B. LIBERAL ARTS ELECTIVE**

Please choose 14 credits from list below:

Course	Description	Cr	Course	Description	Cr	Cr Granted
MAT 209	Statistics	4	STA 2000	Business Statistics I	4	4
BUS 110 OR CIS 200	Business Law OR Introduction to Information Systems and Technologies	3	LAW 1101 OR CIS 2200	Fundamentals of Business Law OR Introduction to Information Systems and Technologies	3	3
POL 111/POL 151/POL220/POL260	Political Economy of Techno science/Politics of Puerto Rican Communities/Politics and Government in NYC/ Political Theory	6	PAF 4401/PAF 3015/PAF 3005/PAF 3010	Seminar in Public Affairs/ Qualitative Studies of Communities/ Public Affairs in NYC/ Policy and Politics	3-6	3-6
XXX OR MAT 301	Elective OR Analytic Geometry and Calculus I	1-4	XXX OR MTH 2610	Free Electives OR Calculus I	1-4	1-4

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<b>2. BMCC/Baruch College Credit Requirements</b>		
	<b>BMCC</b>	<b>Baruch</b>
Arts & Science (57 Credits)	41	16
Business (9 Credits)	6	3
Public Affairs (30 Credits)	3-6	24-27
Free Electives	7-10	14-17
<b>Total Credits</b>	<b>60</b>	<b>60</b>

BMCC and Baruch College agree to notify each other if curriculum requirements, course numbers, content or catalog descriptions change. Furthermore, the parties involved understand that any change in curriculum requirements, course number, and content or catalog description may require modification to this agreement.

It is also understood that BMCC will identify students who wish to participate in the articulation, and will recommend the BSPA program at Baruch College to those who successfully complete the associates' degree at BMCC.