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Baruch College Graduate Bulletin - Fall 2015 / Spring 2016

Welcome to Baruch College's online *Graduate Bulletin* for Fall 2015 / Spring 2016. Here you will find a comprehensive compendium of hyperlinks to web-based information about graduate study at Baruch, from degree programs and requirements, to tuition and financial aid, to general information about the College and Schools. We hope you find this to be a useful tool.

Archived Graduate Bulletins

- [Graduate Bulletin - Spring 2015](#)
- [Graduate Bulletin - Fall 2014](#)
- [Graduate Bulletin - Spring 2014](#)
- [Graduate Bulletin - Fall 2013](#)
- [Graduate Bulletin - Spring 2013](#)

Note: Graduate Bulletins for 2001-2003, 2003-2005, 2005-2008, and 2009–2012 are archived at <http://www.baruch.cuny.edu/bulletin/>.

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Degree Programs by School

Programs and Codes

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

MBA

Accountancy (CPA Program)	050200
Computer Information Systems	070100
Decision Sciences	050700
Economics	051700
Finance	050500
General MBA Option	050600
Health Care Administration	120200
Industrial/Organizational Psychology	200800
International Business	051300
Management (with concentrations in entrepreneurship and small business management, operations management, organizational behavior/human resource management, and sustainable business)	050600
Marketing	050900
Real Estate	051100
Statistics	050300
Taxation	050210

MPA (with concentrations in nonprofit administration, public management, health care policy, and policy analysis and evaluation)	210200
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MS

Accountancy (CPA Program)	050200
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Financial Engineering (formerly Applied Mathematics for Finance)	070300
Industrial/Organizational Psychology	200800
Information Systems	070100
Marketing	050900
Quantitative Methods and Modeling	050700
Real Estate	051100
Statistics	050300
Taxation	05021

MSEd

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

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

Arts Administration	109900
Corporate Communication	069900
Mental Health Counseling	210410

JD/MBA (offered jointly with The New York Law School and Brooklyn Law School)	050600
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Executive MBA	050600
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Executive MPA	210200
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Executive MS in Finance	050400
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Executive MS in Analysis of Financial Statements, Internal Operations, and Risk Assessment

050200

(formerly Executive MS in Internal Auditing: Risk Assessment and Assurance)

Executive MSILR

051600

Post-Master's Professional Certificate Program

(no HEGIS code)

Professional Certificate in Taxation

050210

PhD in Business, PhD Subprogram in Industrial/Organizational Psychology

(no HEGIS codes)

The PhD program in business and the subprogram in industrial/organizational psychology are based at Baruch College; the degrees are granted by The Graduate School and University Center, CUNY.

*The MSN/MPA program is being offered pending the approval of the CUNY Board of Trustees.

[Back to Home](#)

Zicklin School of Business Graduate Programs

Programs

[Zicklin School of Business Graduate Admission Information](#)

MBA Programs

The Zicklin MBA features a core curriculum that spans all the major business areas and allows students to explore specific fields in greater depth. At Zicklin, you can study on a full-time or part-time basis:

- [Full-Time](#)
- [Part-Time](#)
- [Accelerated Part-Time \(APT\)](#)

Table of Contents

- [MBA Degree Requirements](#)
- [Guidelines for Transfer Credit](#)

MBA Degree Requirements

Note: Students who enrolled prior to fall 2011 should refer to the online [2009 - 2012 Graduate Bulletin](#)

Core Courses

Students who have completed twelve undergraduate credits, with a grade in each course of at least B, in a Zicklin core course area within five years prior to enrolling in Zicklin's part-time MBA program may petition the Zicklin Office of Graduate Programs to substitute an advanced course in the same area for the core course requirement. This option is not available to students in Zicklin's cohort programs: Full-Time MBA, Executive MBA, and MBA in Healthcare Administration.

Required Core (12 courses; 24 credits)

Course	Title	Credits
ACC 9110	Financial Accounting*	3
	<i>or</i>	
ACC 9112	Financial Accounting: Intensive**	3
BUS 9551	Business Communication I	1.5*
	<i>and</i>	
BUS 9552	Business Communication II: Communicating Quantitative and Technical Information (Prerequisite: BUS 9551)	1.5*
	<i>or</i>	
BUS 9553	Business Communication II: Leadership Communication: Writing and Speaking with Authority (Prerequisite: BUS 9551)	1.5*
	<i>or</i>	
BUS 9554	Business Communication II: Enhanced Oral and Written Communication (Prerequisite: BUS 9551)	1.5*

CIS 9001	Information Systems for Managers I	1.5
ECO 9730	Fundamentals of Microeconomics	1.5
FIN 9770	Financial Decision Making (Prerequisites: ACC 9110 or ACC 9112; STA 9708)	3
IBS 9600	International Business Fundamentals	1.5
MGT 9300	Management: A Behavioral Approach	3
MGT 9702	Service Operations I (Prerequisite: STA 9708)	1.5
MKT 9703	Marketing Management	3
STA 9708	Applied Statistical Analysis for Business Decisions	3
BUS 9200	Business Policy (Capstone) (Prerequisites: All required and flexible core courses, plus 12 additional credits)	3

Note: Students who completed CIS9000 will not receive credit for CIS 9001; students who completed ECO 9708 will not receive credit for ECO 9730; students who completed MGT 9700 will not receive credit for MGT 9702.

* Not open to accountancy majors.

**Accountancy majors take ACC 9112 in place of ACC 9110. Students considering an accountancy major are also advised to take ACC 9112 in preparation for required courses in the major.

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

Choose at least one of two below:

LAW 9000	Legal and Ethical Environment of Business	3
BUS 9100	Business and Society	3

Choose additionally from:

ACC 9125	Fundamentals of Managerial Accounting**** (Prerequisite: ACC 9110 or ACC 9112)	1.5
MGT 9704	Service Operations II (Prerequisite: MGT 9702)	1.5
ECO 9740	Fundamentals of Macroeconomics	1.5
CIS 9002	Information Systems for Managers II: Managing and Harnessing Technology	1.5

Note: Students who completed CIS 9000 will not receive credit for CIS 9002; students who completed ECO 9709 will not receive credit for ECO 9730; students who completed MGT 9700 will not receive credit for ECO 9740.

****Not open to accountancy majors. Accountancy majors are required to take [ACC 9811](#) (4 credits) in their major and can use this course to replace [ACC 9125](#) as a flexible core choice.

Major (12 - 15 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 - 12 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 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.

*Change in credits effective spring 2016.

Programs

Accountancy/CPA (MBA)

- [For additional program information see the Zicklin School website](#)

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

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

New York State regulations for licensing as a CPA have changed. After August 1, 2009, all CPA exam applicants must have completed 150 credit hours of approved course work. In addition to 33 credit hours of accounting, the 150-credit-hour option requires at least 36 credit hours in general business electives. MBA in accountancy students will meet with a program advisor to review their requirements.

NOTE: The following requirements apply to students admitted in spring 2014 or later. Students admitted prior to this date should consult an advisor in their MBA program office if they have questions about their degree requirements.

[View MBA degree requirements:](#)

Accountancy students will replace the flexible core course ACC 9125 Managerial Accounting (2 credits) with ACC 9811 Managerial Accounting Theory and Practice (4 credits).

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, beyond the minimum 4 courses/12 credits required for other majors.

International students are encouraged to pursue further instructions in Grammar Troubleshooting and American English Pronunciation as needed.

Required Core Courses (12 courses; 24 credits)		
ACC 9112	Financial Accounting: Intensive	3 credits
BUS 9551	Business Communication I	0 credits
BUS 9552	Business Communication II: Communicating Quantitative and Technical Information	0 credits
or		
BUS 9553	Business Communication II: Leadership Communication: Writing and Speaking with Authority	0 credits
or		
BUS 9554	Business Communication II: Enhanced Oral and Written Communication	0 credits
CIS 9001	Information Systems for Managers I	1.5 credits
ECO 9730	Fundamentals of Microeconomics	1.5 credits
FIN 9770	Financial Decision Making	3 credits
IBS 9600	International Business Fundamentals	1.5 credits
MGT 9300	Management: A Behavioral Approach	3 credits
MGT 9702	Service Operations I	1.5 credits
MKT 9703	Marketing Management	3 credits
STA 9708	Applied Statistical Analysis for Business Decisions	3 credits

Capstone		
BUS 9200	Business Policy	3 credits
Flexible Core Courses (minimum of 3 courses; minimum of 6 credits)		
Note: Students who completed ACC 9110 Financial Accounting prior to declaring an accountancy major may substitute this course for ACC 9112 , and should consult the instructor of ACC 9804 Intermediate Financial Accounting prior to taking that course.		
Choose one of two below:		
LAW 9000	Legal and Ethical Environment of Business	3 credits
BUS 9100	Business and Society	3 credits
Choose additionally from:		
ACC 9811	Managerial Accounting Theory and Practice (accountancy majors will take ACC 9811 as a flexible core course in place of ACC 9125, to satisfy their program requirements.)	4 credits
CIS 9002	Information Systems for Managers II: Managing and Harnessing Technology	1.5 credits
ECO 9740	Fundamentals of Macroeconomics	1.5 credits
MGT 9704	Service Operations II	1.5 credits
Other Courses in CPA Program (8 courses; 27 credits)		
Required:		
Note: 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, beyond the minimum 4 courses/12 credits required for other majors.		
ACC 9804	Intermediate Financial Accounting	4 credits
ACC 9805	Advanced Financial Accounting	4 credits
ACC 9818	Accounting and Auditing Information Systems	3 credits
ACC 9821	Auditing	4 credits
TAX 9861	Federal Income Taxation: Theory and Practice	3 credits
TAX 9878	Taxation of Business Entities	3 credits
At least two electives to be selected from the following:		
ACC 9806	Financial Statement Analysis and Reporting	3 credits
ACC 9810	Current Topics in Financial Accounting	3 credits
ACC 9815	Advanced Managerial Accounting	3 credits
ACC 9993	Special Topics in Accountancy* (Formerly ACC 9901)	3 credits

*ACC 9993 may be taken more than once with different topics (topics may include forensic accounting, advanced auditing, and cases in business/accounting).

Electives (minimum of three courses; 9 - 15 credits):

LAW 9800	Intensive Survey of Business Contracts and Law of Corporations**	4 credits
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Additional Zicklin electives**

**Law 9800 may be waived if 6 credits in law have been completed on the undergraduate level, but students must replace this course with another Zicklin elective to satisfy MBA requirements.

SPECIAL NOTE: To satisfy *Zicklin* elective requirements students will apply TAX 9861 and TAX 9878 credits in this category. To satisfy the *CPA* requirement of 36 credits in areas other than ACC/TAX, students may be required to take additional credits of general business courses beyond LAW 9800. Students may select additional "flexible core" courses as general electives; however, the same courses cannot apply in more than one category. A student's undergraduate transcript will be reviewed to determine if courses completed prior to admission to Zicklin can apply towards the 36 credits.

Dual Major in Accountancy and Taxation

Students who wish to pursue a dual major in accountancy and taxation will take the four taxation courses listed below, will apply TAX 9863 and TAX 9866 toward the requirements for both majors, and will not take TAX 9861 and TAX 9878.

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

Decision Sciences

[For additional program information see the Zicklin School website](#)

The decision sciences and quantitative methods and modeling majors are designed to train students in the application of mathematical models and decision making in business, industry, and government. An MBA program in decision sciences and an [MS program in Quantitative Methods and Modeling](#) are offered. Both provide students with the concepts and skills that form the fundamental base of knowledge essential to quantitative-decision-making professionals in today's business environment.

The MBA program in decision sciences is designed primarily for those who employ operations research methods in an applied discipline or who are responsible for managing or interfacing with an operations research department. The MS program in quantitative methods and modeling is designed to provide a broad spectrum of basic quantitative skills. The MBA and MS programs are given within the Department of Statistics and Computer Information Systems.

[View MBA degree requirements](#)

Major Courses (12 credits)

Required		
OPR 9721	Introduction to Quantitative Modeling	3 credits
OPR 9730	Simulation Modeling and Analysis	3 credits
Elective Courses		
Choose two courses from (6 credits):*		
CIS 9340	Principles of Database Management Systems	3 credits
OPR 9750	Basic Software Tools for Data Analysis	3 credits
OPR 9783	Stochastic Processes for Business Applications (STA 9783)	3 credits
OPR 9793	Special Topics in Operations Research (formerly OPR 9773)	3 credits
STA 9660	Data Mining for Business Analytics (CIS 9660)	3 credits
STA 9700	Applied Regression Analysis	3 credits
STA 9715	Applied Probability	3 credits

*The student may select one 3-credit course from Department of Statistics and Computer Information Systems or one 3-credit quantitative course from outside the department. Selecting the course from outside the department requires the approval of the advisor.

Economics

[For additional program information see the Zicklin School website](#)

The MBA with a major in economics (ECO) prepares the student for a broad range of careers in business, industry, and government. Elective courses within the major are selected in consultation with a faculty advisor. Students interested in this program should contact the [Bert W. Wasserman Department of Economics and Finance](#).

[View MBA degree requirements](#)

Preliminary Course		
In addition to the major requirements, the following preliminary course is required. Grades in 8000-level courses are not calculated in the grade point average.		
MTH 8001	Calculus for Applications I*	3 credits
* Students may substitute MTH 2207 Applied Calculus and Matrix Applications or MTH 2610 Calculus I for MTH 8001 on a space-available basis. These undergraduate courses are each 4 hours, 4 credits; graduate tuition applies.		
Major Courses (12 credits)		
ECO 9723	Econometrics - Theory and Applications I	3 credits
ECO 9741	International Economics I	3 credits
Two additional courses approved by the economics advisor.		6 credits

Finance

[For additional program information see the Zicklin School website](#)

The MBA with a major in finance (FIN) prepares the student for a broad range of careers in financial management and analysis. Requirements for the major are subject to change and typically involve additional course choices. You are encouraged to take advantage of these changes, but major courses that you completed previously will be honored. (For a discussion of the [Executive MS in Finance](#))

[View MBA degree requirements](#)

Major Courses (12 credits)		
Required		
FIN 9781	Managerial Finance	3 credits
FIN 9783	Investment Analysis	3 credits
Choose two of the following:*		
FIN 9740	Technical Analysis	3 credits
FIN 9753	Financial Institutions: Structure, Competition, and Public Policy	3 credits
FIN 9759	Mergers and Acquisitions	3 credits
FIN 9774	Entrepreneurial Finance	3 credits
FIN 9776	Real Estate Finance (RES 9776)	3 credits
FIN 9782	Futures and Forward Markets	3 credits
FIN 9784	Management of Financial Institutions	3 credits
FIN 9785	Financial Markets and Intermediaries	3 credits
FIN 9786	International Financial Markets	3 credits
FIN 9788	International Corporate Finance	3 credits
FIN 9789	Equity Markets: Trading and Structure	3 credits
FIN 9790	Seminar in Finance	3 credits
FIN 9792	Advanced Managerial Finance	3 credits
FIN 9793	Advanced Investment Analysis	3 credits
FIN 9795	Debt Instruments and Markets	3 credits

FIN 9797	Options Markets	3 credits
FIN 9851	Classical Foundations of Financial Risk Management	1.5 credits
FIN 9852	Measurement and Management of Market Risk I	1.5 credits
FIN 9853	Measurement and Management of Market Risk II	1.5 credits
FIN 9854	Measurement and Management of Credit Risk I	1.5 credits
FIN 9855	Measurement and Management of Credit Risk II	1.5 credits
FIN 9856	Measurement and Management of Risks in Operations and Information Technology	1.5 credits
FIN 9857	Measurement and Management of Risks in Investments	1.5 credits
FIN 9858	Implications of Corporate Governance, Regulation, and Ethics for Risk Management	1.5 credits
FIN 9880	International Financial Markets	1.5 credits
FIN 9881	Debt Securities	1.5 credits
FIN 9882	Futures and Forwards	1.5 credits
FIN 9883	Options	1.5 credits
FIN 9884	Venture Capital	1.5 credits
FIN 9890	Special Topics in Investments	1 credit
FIN 9891	Special Topics in Investments	1.5 credits
FIN 9892	Special Topics in Investments	2 credits
FIN 9893	Special Topics in Investments	3 credits
FIN 9894	Special Topics in Corporate Finance	1 credit
FIN 9895	Special Topics in Corporate Finance	1.5 credits
FIN 9896	Special Topics in Corporate Finance	2 credits
FIN 9897	Special Topics in Corporate Finance	3 credits
FIN 9985	Risk Management in Financial Institutions	3 credits

*Elective choices updated as of spring 2016.

General MBA Option

[For additional program information see the Zicklin School website](#)

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

[View MBA degree requirements](#)

Required Courses (12 credits)

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

Health Care Administration

The program in Health Care Administration (HCA) leads to the degree of Master of Business Administration in health care administration. Its purpose is to prepare individuals for leadership positions in a wide variety of health care organizations. It achieves this by:

1. developing the management students analytic and decision-making capabilities,
2. providing the student with a strong foundation in business, and
3. providing the student with a thorough background in the health care delivery system.

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

Students are registered for a total of 57 semester hour credits. This includes MBA core requirements and required courses outside the core.

[Baruch MBA in Health Care Administration Web Site](#)

Industrial/Organizational Psychology

[For additional program information see the Zicklin School website](#)

The MBA in industrial/organizational psychology is designed to give students a comprehensive background in the field and to permit them to take specialized courses more closely related to employment. Courses are designed to establish a firm base in personnel, organizational, and research psychology. This program aims to develop a strong foundation in assessing personnel and organization problems, researching them, and finding possible solutions.

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

[View MBA degree requirements](#)

Major Courses (12 credits)

Required		
PSY 9703	Design of Psychological Research	3 credits
PSY 9796	Problems in Industrial Psychology I – Personnel Psychology	3 credits
PSY 9797	Problems in Industrial Psychology II – Organizational Psychology	3 credits
Elective		
To complete the major, students choose one additional 3-credit course from any offered by the Department of Psychology. The department has a wide array of courses covering a number of areas. Accordingly, students may tailor the major to their individual needs and interests.		

Information Systems (MBA)

For additional program information see the [Zicklin School website](#)

In today's competitive business environment, Information Technology plays a central role in developing strategies for competitive advantage. The Master of Business Administration (MBA) in Information Systems (IS) is a four-course major that provides students with the managerial and high-level technical skills necessary for effective business leaders.

The U.S. Department of Labor Bureau of Labor Statistics (BLS) [predicts](#) that employment of IS managers will grow faster than the average for all occupations through the year 2016. The BLS also indicates that technical knowledge is very important for many managerial positions.

Students can select from a range of courses in the major to focus on specific technologies and strategic areas of interest, such as information technology in financial markets, e-business, database management systems, and global IT. Graduates of the MBA in IS are equipped with a comprehensive business education, while specializing on the role of Information Technology in shaping, enabling, and delivering a company's strategic goals.

In addition to the MBA in IS, the Zicklin School also offers a [Master of Science](#) degree program in Information Systems.

[View MBA degree requirements](#)

Courses in Major (13.5 credits)

"Flexible core" course required for Information Systems majors (1.5 credits)*		
CIS 9002	Information Systems for Managers II - Managing and Harnessing Technology*	1.5 credits
*CIS 9002 will apply towards the maximum 18 credits students can take in their MBA major. This flexible core course requirement applies to the curriculum for students admitted in fall 2011 or later, or for students admitted prior to fall 2011 who have elected to complete the MBA under the new curriculum.		
Courses in major (12 credits)		
Information Technologies Courses (6 credits)		
Choose two of the following**		
CIS 9340	Principles of Database Management Systems	3 credits
CIS 9350	Networks and Telecommunications	3 credits
CIS 9355	Cybersecurity	3 credits
CIS 9444	E-Business Principles and Technologies***	3 credits
CIS 9467	Business Modeling with Spreadsheets	3 credits
CIS 9480	Information Technology Project Management	3 credits
CIS 9490	Systems Analysis and Design	3 credits
CIS 9556	Risk Management Systems***	3 credits
CIS 9590	Information Systems Development Project	3 credits
CIS 9650	Programming for Analytics	3 credits
CIS 9655	Data Visualization	3 credits
CIS 9660	Data Mining for Business Analytics (STA 9660)	3 credits

CIS 9791	Special Topics in Information Systems Technologies	1.5 credits
CIS 9793 (formerly CIS 9771)	Special Topics in Information Technologies	3 credits
Information Systems Strategy Courses (6 credits)		
Choose two of the following:**		
CIS 9230	Globalization and Technology	3 credits
CIS 9240	Sustainability and IT	3 credits
CIS 9375	Social Technology and Business	3 credits
CIS 9444	E-Business Principles and Technologies***	3 credits
CIS 9445	Digital Media Management	3 credits
CIS 9555	Information Technology in Financial Markets	3 credits
CIS 9556	Risk Management Systems***	
CIS 9557	Business Intelligence	3 credits
CIS 9700	Integrating Information Technology and Business Processes	3 credits
CIS 9795	Special Topics in Information Systems Strategy	1.5 credits
CIS 9797 (formerly CIS 9775)	Special Topics in Information Systems Strategy	3 credits

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

**Elective choices updated as of spring 2016.

***Course may be used as either an "Information Technologies" course or an "Information Systems Strategy" course.

International Business

[For additional program information see the Zicklin School website](#)

The interdepartmental International Business Program (IBS) reflects Baruch College's commitment since 1947 to this important area of action and competence in globalizing economies. The program is interdepartmental, and courses are distributed over several functional areas to meet the demand for graduates with both a broadly-based and an international business education. The program prepares students for entry and managerial positions in a variety of firms, such as multinational enterprises, export and import companies, international-trade intermediaries, and financial institutions, both in the United States and abroad.

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

[View MBA degree requirements](#)

Major Courses (12 credits)		
Required*		
Choose two of the following five courses:		
ECO 9741	International Economics I	3 credits
FIN 9788	International Corporate Finance	3 credits
IBS 9761	Emerging Markets and the International Business Environment	3 credits
IBS 9769	International Business Strategy (MGT 9880)	3 credits
MKT 9766	International Marketing Management	3 credits
*Required courses completed at the undergraduate or graduate level with grades of B or better can be replaced by international courses from the list below.		
Choose two courses from:		
CIS 9230	Globalization and Technology	3 credits
FIN 9786	International Financial Markets	3 credits
FIN 9788	International Corporate Finance	3 credits
IBS 9756	International Business Communication (COM 9656)	3 credits
IBS 9761	Emerging Markets and the International Business Environment	3 credits
IBS 9762	The Global Competitiveness of the U.S. Economy	3 credits
IBS 9767	Foreign Markets, Cultures and Regimes	3 credits

IBS 9769	International Business Strategy (MGT 9880)	3 credits
IBS 9790	Special Topics in International Business	1 credit
IBS 9791	Special Topics in International Business	1.5 credits
IBS 9792	Special Topics in International Business	2 credits
IBS 9793	Special Topics in International Business (formerly IBS 9768)	3 credits
LAW 9740	International Trade and Investment Law	3 credits
MGT 9490	International Human Resource Management	3 credits
MGT 9870	International Comparative Management	3 credits
MKT 9739	Global Advertising and Marketing Communications	3 credits
MKT 9761	International Commodity Trading	3 credits
MKT 9763	International Trade Operations	3 credits
MKT 9764	Internet Marketing and Global Business	3 credits
MKT 9765	Comparative Marketing Systems	3 credits
MKT 9766	International Marketing Management	3 credits
MKT 9774	International Logistics	3 credits

Joint JD / MBA Program (external)

Program Information: <http://zicklin.baruch.cuny.edu/programs/graduate/mba/majors/jd-mba.html>

Management / Entrepreneurship (MBA)

[For additional program information see the Zicklin School website](#)

Entrepreneurship is a major aspect of our economy that offers many employment opportunities as well as income and wealth accumulation for diverse groups within our population. The MBA in entrepreneurship is designed to meet the needs of students who have varied or limited backgrounds in entrepreneurial ventures, are part of family businesses, or are interested in starting or growing their own businesses when they graduate. In addition to providing a broad spectrum of business courses, the program is multidisciplinary and includes courses in accountancy, finance, information systems, law, management, marketing, public affairs, and real estate.

[View MBA degree requirements](#)

Major Courses (12 credits)		
Required		
MGT 9960	Entrepreneurial Strategy and Cases (formerly MGT 9860)	3 credits
Choose two courses from:		
MGT 9962	Managing the Family Business (formerly MGT 9867)	3 credits
MGT 9963	Researching and Developing Entrepreneurial Ventures (formerly MGT 9865)	3 credits
MGT 9964	Managing the Entrepreneurial Enterprise (formerly MGT 9861)	3 credits
MGT 9965	Boards, Governance, and Leadership Within Entrepreneurial and Family Firms	3 credits
MGT 9970	Entrepreneurship and Community Development	3 credits
MGT 9971	Gender Differences Among Entrepreneurial Leaders	3 credits
Choose one course from:		
ACC 9804	Intermediate Financial Accounting	4 credits
ACC 9806	Financial Statement Analysis and Reporting	3 credits
CIS 9444	E-Business Principles and Technologies	3 credits
FIN 9774	Venture Capital and Entrepreneurial Finance	3 credits
FIN 9781	Managerial Finance	3 credits
FIN 9783	Investment Analysis	3 credits
LAW 9105	Law and Entrepreneurship	3 credits
LAW 9109	Law and the Entertainment Business	3 credits
LAW 9708	Law and E-Business	3 credits

LAW 9800	Intensive Survey of Business Contracts and Law of Corporations	4 credits
MGT 9400	Human Resource Management	3 credits
MGT 9961	Analysis of Entrepreneurial Experiences (formerly MGT 9862)	3 credits
MGT 9962	Managing the Family Business (formerly MGT 9867)	3 credits
MGT 9963	Researching and Developing Entrepreneurial Ventures (formerly MGT 9865)	3 credits
MGT 9964	Managing the Entrepreneurial Enterprise (formerly MGT 9861)	3 credits
MGT 9965	Boards, Governance, and Leadership Within Entrepreneurial and Family Firms	3 credits
MGT 9966	Entrepreneurship and Social Business: From Strategy Development to Implementation (formerly MGT 9866)	3 credits
MGT 9967	Technology, Innovation and Design in High-Growth Ventures	3 credits
MGT 9968	Entrepreneurial Communications: Selling and Negotiating (formerly MGT 9868)	3 credits
MGT 9969	Social Entrepreneurship: Concepts and Cases	3 credits
MGT 9970	Entrepreneurship and Community Development	3 credits
MGT 9971	Gender Differences Among Entrepreneurial Leaders	3 credits
MGT 9975 (RES 9980)	Real Estate Entrepreneurship (formerly MGT 9875)	3 credits
MGT 9979	Seminar in Entrepreneurship (formerly MGT 9864)	3 credits
MKT 9701	Advertising and Marketing Communications	3 credits
MKT 9702	Marketing Research	3 credits
MKT 9716	Consumer Behavior	3 credits
MKT 9750	Marketing Strategy	3 credits
MKT 9764	Internet Marketing and Global Business	3 credits
PAF 9130	Economic Analysis and Public Policy	3 credits
PAF 9136	Urban Economic Development	3 credits
PAF 9141	Community Development: History, Present, and Future	3 credits
PAF 9143	"Greening" and Growing Cities: Sustainability and Public Policy Options	3 credits
PAF 9150	Introduction to the Nonprofit Sector	3 credits
PAF 9151	The Administration of Not-for-Profit and Voluntary Organizations	3 credits

PAF 9152	Fund Raising and Grants Administration in Not-for-Profit and Voluntary Organizations	3 credits
RES 9776 (FIN 9776)	Real Estate Finance	3 credits
RES 9800	Real Estate Valuation and Market Analysis	3 credits
RES 9850	Real Estate Capital Markets	3 credits

Management / Operations Management

[For additional program information see the Zicklin School website](#)

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

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

[View MBA degree requirements](#)

Major Courses (15 credits)		
"Flexible core" courses required for Management (Concentration in Operations Management) majors*		
ACC 9125	Fundamentals of Managerial Accounting	1.5 credits
MGT 9704	Service Operations Management II	1.5 credits
Required:		
MGT 9500	Management Science	3 credits
MGT 9710	Quantitative Analysis for Service Management	3 credits
MGT 9720	Service Management Strategies	3 credits
Choose one course from:		
MGT 9560	Management Information Systems	3 credits
MGT 9730	Project Management: Strategic Design and Implementation	3 credits
MGT 9740	Sustainability in Supply Chains and Operations	3 credits
OPR 9730	Simulation Modeling and Analysis	3 credits
<p>*ACC 9125 and MGT 9704 will apply towards the maximum 18 credits students can take in their MBA major. Note: the flexible core course requirements apply to the curriculum for students admitted in fall 2011 or later, or students admitted prior to fall 2011 who have elected to complete the MBA under the new curriculum.</p>		

Management / Organizational Behavior-Human Resource Management

[For additional program information see the Zicklin School website](#)

This management area focuses on

1. individual, group, and organizational attributes and behavior to describe and explain the functioning and structuring of work organizations and
2. the practical aspects of human resource management.

Students seeking managerial careers in any business function can valuably learn about leadership, motivation, morale, performance, teams, organizational culture, and managers can gain technical knowledge about selection, performance appraisal, training, compensation, workforce diversity, work and family programs, and strategic human resource management.

[View MBA degree requirements](#)

Major Courses (12 credits)		
Required		
MGT 9302	Developing Managerial Skills	3 credits
MGT 9400	Human Resource Management	3 credits
Choose two courses from:		
MGT 9320	Organization Design and Behavior	3 credits
MGT 9330	Leadership and Managerial Effectiveness	3 credits
MGT 9340	Organizational Development	3 credits
MGT 9370	Research Methodology in Organization	3 credits
MGT 9390	Seminar in Human Resource Management and Labor Relations	3 credits
MGT 9410	Problems in Human Resource Management	3 credits
MGT 9420	Management of Compensation	3 credits
MGT 9430	Managerial Careers and Interpersonal Relations	3 credits
MGT 9460	Labor Relations	3 credits
MGT 9465	Collective Bargaining	3 credits
MGT 9470	Employee Development and Training	3 credits
MGT 9480	Dispute Resolution	3 credits
MGT 9490	International Human Resource Management	3 credits
MGT 9500	Management Science	3 credits
MGT 9660	Negotiation	3 credits
MGT 9870	International Comparative Management	3 credits

Management / Sustainable Business

[For additional program information see the Zicklin School website](#)

The major in Sustainable Business has been developed to meet the needs of students who wish to add a sustainability skill set to their traditional discipline (accounting, finance, marketing, etc.). Sustainable Business is not intended to be chosen as the primary or sole MBA major, but rather as a second major. This major is conceptually anchored in business 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 'reduce/reuse/recycle' paradigm.

[View MBA degree requirements](#)

Major Courses (12 credits)		
Required		
BUS 9700	Sustainable Business: Perspectives, Theories and Practices	3 credits
Choose two courses from:		
CIS 9771	Special Topics in Information Technologies (Topic: Green IT)	3 credits
ECO 9711	Environmental Economics and Sustainable Development	3 credits
LAW 9120	Sustainability: Law and Policy	3 credits
MGT 9380	Environmentally Sustainable Behavior in Organizations	3 credits
MGT 9740	Sustainability in Supply Chains and Operations	3 credits
MGT 9969	Social Entrepreneurship: Concepts and Cases	3 credits
MKT 9752	Sustainable Marketing	3 credits
Choose one course from:		
CIS 9771	Special Topics in Information Technologies (Topic: Green IT)	3 credits
COM 9625	Corporate Culture and Sustainability	3 credits
ECO 9711	Environmental Economics and Sustainable Development	3 credits
LAW 9120	Sustainability: Law and Policy	3 credits
MGT 9620	Globalization and the Multinational Corporation	3 credits
MGT 9380	Environmentally Sustainable Behavior in Organizations	3 credits
MGT 9740	Sustainability in Supply Chains and Operations	3 credits
MGT 9870	International Comparative Management	3 credits
MGT 9969	Social Entrepreneurship: Concepts and Cases	3 credits

MKT 9716	Consumer Behavior	3 credits
MKT 9752	Sustainable Marketing	3 credits
PAF 9143	"Greening" and Growing Cities: Sustainability & Public Policy	3 credits

Marketing (MBA)

[For additional program information see the Zicklin School website](#)

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

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

[View MBA degree requirements](#)

Major Courses (12 credits)		
Required* (6 credits)		
MKT 9702	Marketing Research	3 credits
MKT 9716	Consumer Behavior	3 credits
Electives (6 credits)		
To complete their major, students can choose two additional courses from any offered by the Department of Marketing and International Business (MKT). The department has a wide array of courses covering a number of areas. Accordingly, students may tailor the major to their individual needs and interests. At the same time, students with an interest in specific areas of advertising, Internet marketing, or international marketing are advised to take courses within that area as follows:		
Advertising		
MKT 9701	Advertising and Marketing Communications	3 credits
MKT 9725	Advertising Copy Techniques	3 credits
MKT 9726	Direct Marketing I	3 credits
MKT 9728	Media Planning and Analysis	3 credits
International Marketing		
MKT 9763	International Trade Operations	3 credits
MKT 9766	International Marketing Management	3 credits
MKT 9774	International Logistics	3 credits
Internet Marketing		
MKT 9764	Internet Marketing and Global Business	3 credits
MKT 9780	Digital Marketing	3 credits
MKT 9781	Internet and Entrepreneurship	3 credits

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

Real Estate (MBA)

[For additional program information see the Zicklin School website](#)

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

[View MBA degree requirements](#)

Major Courses (12 credits)		
Required		
RES 9776	Real Estate Finance (FIN 9776)	3 credits
Choose three courses from:		
RES 9790	Law of Real Estate Transactions and Land Use Regulations (LAW 9790)	3 credits
RES 9800	Real Estate Valuation and Market Analysis	3 credits
RES 9850	Real Estate Capital Markets	3 credits
RES 9860	Real Estate Development	3 credits
RES 9900	Advanced Real Estate Investment Analysis	3 credits
RES 9930	Real Estate Taxation (TAX 9930)	3 credits
RES 9940	Real Estate Marketing	3 credits
RES 9960	Real Estate and Urban Economics*	3 credits
RES 9980	Real Estate Entrepreneurship (MGT 9975)	3 credits
RES 9990	Real Estate Research and Project	3 credits
ECO 9774	Economics of Urban Areas*	3 credits
*Either RES 9960 or ECO 9774 may be used to fulfill the major requirement, not both.		

Statistics (MBA)

[For additional information see the Zicklin School website](#)

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

[View MBA degree requirements](#)

Major Courses (12 credits)		
Required		
STA 9700	Applied Regression Analysis	3 credits
STA 9750	Basic Software Tools for Data Analysis (OPR 9750)	3 credits
Choose two courses from:		
STA 9660	Data Mining for Business Analytics (CIS 9660)	3 credits
STA 9661	Multivariate Statistics for Business Analytics*	3 credits
STA 9701	Time Series: Forecasting and Statistical Modeling	3 credits
STA 9705	Multivariate Statistical Methods*	3 credits
STA 9710	Statistical Methods in Sampling and Auditing	3 credits
STA 9850	Advanced Statistical Computing (OPR 9850)	3 credits

*Students may not receive credit for both STA 9705 and STA 9661.

Taxation (MBA)

[For additional program information see the Zicklin School website](#)

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

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

[View MBA degree requirements](#)

Major Courses (12 credits)		
TAX 9863	Principles of Federal Income Taxation*	3 credits
TAX 9866	Corporate Taxation I	3 credits
TAX 9868	Partnership Taxation	3 credits
TAX 9900	Tax Procedures and Professional Responsibility in Tax Practice	3 credits
Dual Major in Accountancy and Taxation		
Students who wish to pursue a dual major in accountancy and taxation will take the four taxation courses listed below, will apply TAX 9863 and TAX 9866 toward the requirements for both majors, and will not take TAX 9862 and TAX 9878 .		
TAX 9863	Principles of Federal Income Taxation	3 credits
TAX 9866	Corporate Taxation I	3 credits
TAX 9868	Partnership Taxation	3 credits
TAX 9900	Tax Procedure and Professional Responsibility in Tax Practice	3 credits

*Students may replace [TAX 9863](#) with [TAX 9861](#) Principles of Federal Income Taxation: Theory and Practice, if necessary.

MS Programs (Zicklin)

Master of Science (MS)

Zicklin's MS degree programs offer in-depth study in a range of areas. Unlike the broader MBA curriculum, students are often not required to do coursework in disciplines included in the MBA core. The MS is a more focused degree and usually requires fewer courses (generally between 10 and 16). MS degree programs are available in the Flex-Time format permitting students to study full or part time and to switch schedules as their needs require. Please consult the detailed information on each MS program since start dates vary.

Programs

Accountancy (MS)

The Master of Science in Accountancy is designed for students with bachelor's degrees in business areas, including accounting. The program equips students with the necessary tools to effectively interpret and use accounting and financial information. It meets the standards adopted by The Association to Advance Collegiate Schools of Business (AACSB) International - for special accreditation of accounting programs and the August 1, 2009, 150 credit hour requirements to sit for the NY State CPA exam. In addition to these benefits, the program also provides opportunities to develop "soft skills" in order to readily be able to communicate in CPA firms. Students with many course waivers must complete a minimum of 30 credits overall to receive the MS degree. Students with non-business undergraduate degrees can also apply, but are encouraged to consider the [MBA accounting major](#) which also meets the CPA requirements.

Course	Title	Credits
Required for all MS Students*		
BUS 9551	Business Communication I	1.5 credits
or		
Program specific, 1.5 credit equivalent business communication instruction approved by the Graduate Curriculum Committee.		
General Business Requirements (36 credits)		
Students with appropriate background will be able to reduce the number of required credits in general business requirements, with the exception of BUS 9557.		
BUS 9557	Managerial Skills for Accountancy Professionals (not subject to waiver)	3 credits
CIS 9001	Information Systems for Managers I	1.5 credits
ECO 9730	Fundamentals of Microeconomics	1.5 credits
ECO 9740	Fundamentals of Macroeconomics	1.5 credits
FIN 9770	Financial Decision Making	3 credits
LAW 9800	Business Contracts and Law of Corporations	4 credits
MGT 9300	Management: A Behavioral Approach	3 credits
MKT 9703	Marketing Management	3 credits
STA 9708	Applied Statistical Analysis for Business Decisions	3 credits
Additional advanced business (Zicklin) courses in areas other than accounting and taxation		12.5 credits
CPA Accounting and Taxation Requirements (34 credits)		
BUS 9556	Communication for Accounting Managers*	3 credits
ACC 9112	Financial Accounting: Intensive	3 credits
ACC 9804	Intermediate Financial Accounting	4 credits
ACC 9805	Advanced Financial Accounting	4 credits
ACC 9811	Managerial Accounting Theory and Practice	4 credits

ACC 9818	Auditing and Accounting Information Systems	3 credits
ACC 9821	Auditing	4 credits
TAX 9861	Federal Income Taxation: Theory and Practice	3 credits
TAX 9878	Taxation of Business Entities	3 credits
At least two electives to be selected from the following:		
ACC 9806	Financial Statement Analysis and Reporting	3 credits
ACC 9810	Current Topics in Financial Accounting	3 credits
ACC 9815	Advanced Managerial Accounting	3 credits
ACC 9993**	Special Topics in Accountancy (Formerly ACC 9901)	3 credits
<p>To achieve the minimum of 30 credits required to earn the MS in accountancy, students with baccalaureate degrees in accountancy who have taken equivalent courses to those listed above and earned a grade of B or better may choose electives from among any Zicklin graduate courses for which the prerequisites have been met. (This does not include courses on the list of general business requirements that have been waived.)</p>		
<p>*Effective spring 2016. BUS 9551 replaces BUS 9556, which is not currently offered.</p>		
<p>**May take more than once with different topics; topics may include: forensic accounting, advanced auditing, cases in business/accounting.</p>		

Entrepreneurship (MS)

For additional program information see the [Zicklin School website](#)

Entrepreneurship is a major aspect of our economy that offers many employment opportunities as well as income and wealth accumulation for diverse groups within our population. The Master of Science in Entrepreneurship is designed to meet the needs of students who have varied or limited backgrounds in entrepreneurial ventures, are part of family businesses, or are interested in starting or growing their own businesses when they graduate. Students in the program are required to take a minimum of 30 credits. In contrast, the MBA in entrepreneurship requires a broader spectrum of business courses. All MS students take the five required courses, as well as choose five electives in the finance, information systems, law, management, human resources management, marketing, public affairs, and real estate areas.

Required for all MS Students*		
BUS 9551	Business Communication I	1.5 credits
or		
Program specific 1.5 credit equivalent business communication instruction approved by the Graduate Curriculum Committee.		
Preliminary courses (6 credits)		
Students with appropriate academic background will be able to reduce the number of required credits in preliminary courses.		
ACC 9110	Financial Accounting	3 credits
MKT 9703	Marketing Management	3 credits
Courses in Specialization (30 credits)		
Required (3 credits)		
MGT 9960	Entrepreneurial Strategy and Cases (formerly MGT 9860)	3 credits
Choose four courses from: (12 credits)		
MGT 9961	Analysis of Entrepreneurial Experiences (formerly MGT 9862)	3 credits
MGT 9962	Managing the Family Business (formerly MGT 9867)	3 credits
MGT 9963	Researching and Developing Entrepreneurial Ventures (formerly MGT 9865)	3 credits
MGT 9965	Boards, Governance, and Leadership Within Entrepreneurial and Family Firms	3 credits
MGT 9970	Entrepreneurship and Community Development	3 credits
MGT 9971	Gender Differences Among Entrepreneurial Leaders	3 credits
Choose five courses from (15 credits):		

CIS 9230	Globalization and Technology	3 credits
CIS 9444	E-Business Principles and Technologies	3 credits
FIN 9774	Venture Capital and Entrepreneurial Finance	3 credits
FIN 9781	Managerial Finance	3 credits
FIN 9783	Investment Analysis	3 credits
LAW 9708	Law and E-Business	3 credits
MGT 9400	Human Resource Management	3 credits
MGT 9490	International Human Resource Management	3 credits
MGT 9961	Analysis of Entrepreneurial Experiences (formerly MGT 9862)	3 credits
MGT 9962	Managing the Family Business (formerly MGT 9867)	3 credits
MGT 9963	Researching and Developing Entrepreneurial Ventures (formerly MGT 9865)	3 credits
MGT 9964	Managing the Entrepreneurial Enterprise (formerly MGT 9861)	3 credits
MGT 9965	Boards, Governance, and Leadership Within Entrepreneurial and Family Firms	3 credits
MGT 9966	Entrepreneurship and Social Business: From Strategy Development to Implementation (formerly MGT 9866)	3 credits
MGT 9967	Technology, Innovation and Design in High-Growth Ventures	3 credits
MGT 9968	Entrepreneurial Communications: Selling and Negotiating (formerly MGT 9868)	3 credits
MGT 9969	Social Entrepreneurship: Concepts and Cases	3 credits
MGT 9970	Entrepreneurship and Community Development	3 credits
MGT 9971	Gender Differences Among Entrepreneurial Leaders	3 credits
MGT 9975 (RES 9980)	Real Estate Entrepreneurship (formerly MGT 9875)	3 credits
MGT 9979	Seminar in Entrepreneurship (formerly MGT 9864)	3 credits
MKT 9701	Advertising and Marketing Communications	3 credits
MKT 9750	Marketing Strategy	3 credits
MKT 9764	Internet Marketing and Global Business	3 credits
PAF 9141	Community Development: History, Present, and Future	3 credits
PAF 9143	"Greening" and Growing Cities: Sustainability and Public Policy Options	3 credits

PAF 9150	Introduction to the Nonprofit Sector	3 credits
PAF 9151	The Administration of Not-for-Profit and Voluntary Organizations	3 credits
RES 9776 (FIN 9776)	Real Estate Finance	3 credits
RES 9800	Real Estate Valuation and Market Analysis	3 credits
RES 9850	Real Estate Capital Markets	3 credits

*Effective spring 2016.

Information Systems (MS)

For additional program information see the [Zicklin School website](#)

Today's competitive business environment requires that companies leverage Information Technology to gain a competitive edge and to operate efficiently. The Master of Science in Information Systems provides students with the managerial and technological skills that support these goals. The focused program consists of 30 credits in IS-related courses and an abbreviated business core (waivable based on prior academic background). Students take core courses in key topics such as database management systems, global issues in IT, systems analysis and design, and IS strategy and may customize their degree by selecting from diverse elective courses. Graduates of the program are employed in diverse industries in positions such as project managers, system developers, technology leads, IT managers, and systems analysts. The MS program conforms with the DHS - STEM program so that international students who graduate from the MS program may be eligible for an additional 17-month extension on their optional practical training (OPT).

Required for all MS Students*		
BUS 9551	Business Communication I	1.5 credits
or		
Program specific, 1.5 credit equivalent business communication instruction approved by the Graduate Curriculum Committee.		
Preliminary Courses (6 credits)		
Students with appropriate academic background will be able to reduce the number of credits in preliminary requirements. English language courses offered by the Continuing and Professional Studies area are required for non-native English speakers; the courses may be waived based on a waiver exam.		
ACC 9110	Financial Accounting	3 credits
FIN 9770	Financial Decision Making	3 credits
Courses in Specialization (30 credits)		
Required (15 credits)		
CIS 9001	Information Systems for Managers I (with CIS 9002 formerly CIS 9000)	1.5 credits
CIS 9002	Information Systems for Managers II (with CIS 9001 formerly CIS 9000)	1.5 credits
CIS 9230	Globalization and Technology	3 credits
CIS 9340	Principles of Database Management Systems	3 credits
CIS 9490	Systems Analysis and Design	3 credits
CIS 9590	Information Systems Development Project	3 credits
(Electives can be substituted for the above six courses given equivalent previous academic course background. Previously taken courses in CIS should be evaluated by the faculty advisor prior to registration.)		
Electives (15 credits)* Choose five courses from:		

BUS 9801 - BUS 9803	Graduate Internships I, II, and III (in IS)	3 credits
CIS 9240	Sustainability and Information Technology	3 credits
CIS 9310	Object-Oriented Programming I	3 credits
CIS 9350	Networks and Telecommunications	3 credits
CIS 9355	Cybersecurity	3 credits
CIS 9375	Social Technology and Business	
CIS 9410	Object-Oriented Programming II	3 credits
CIS 9440	Data Warehousing and Analytics	3 credits
CIS 9444	E-Business Principles and Technologies	3 credits
CIS 9445	Digital Media Management	3 credits
CIS 9467	Business Modeling with Spreadsheets	3 credits
CIS 9480	Information Technology Project Management	3 credits
CIS 9550	Emerging Trends in Information Technology	3 credits
CIS 9555	Information Technology in Financial Markets	3 credits
CIS 9556	Risk Management Systems	3 credits
CIS 9557	Business Intelligence	3 credits
CIS 9650	Programming for Analytics	3 credits
CIS 9655	Data Visualization	3 credits
CIS 9660	Data Mining for Business Analytics (STA 9660)	3 credits
CIS 9700	Integrating Information Technology and Business Processes	3 credits
CIS 9791	Special Topics in Information Systems Technologies	1.5 credits
CIS 9793 (formerly CIS 9771)	Special Topics in Information Technologies	3 credits
CIS 9795	Special Topics in Information Systems Strategy	1.5 credits
CIS 9797 (formerly CIS 9775)	Special Topics in Information Systems Strategy	3 credits
OPR 9721	Introduction to Quantitative Modeling	3 credits
STA 9708	Applied Statistical Analysis for Business Decisions	3 credits

*Effective spring 2016: Revised elective choices; BUS 9551 or equivalent.

Marketing (MS)

For additional program information see the [Zicklin School website](#)

The Master of Science in Marketing allows you to advance to the next level within the marketing function, in fields like media planning, communications strategy, account management, corporate (digital) marketing, and marketing research and analytics. The 30 credit program combines theoretical and practical approaches, left and right brain skills, to educate and connect the most talented and forward-thinking marketing executives of the future. Students take four core courses providing a solid basis of consumer decision making / insights and the strategic process and can then specialize in an area of choice. Students can choose a formal concentration in Marketing Analytics, Digital Marketing or International Business, or can choose electives offered by the Department of Marketing and International Business from other areas of interest based on their objectives. The MS in Marketing can also be completed in one calendar year of full-time study, whether it is begun in fall or spring.

Required for all MS Students*		
BUS 9551	Business Communication I	1.5 credits
or		
Program specific, 1.5 credit equivalent business communication instruction approved by the Graduate Curriculum Committee.		
Courses in Specialization (30 credits)		
Required (12 credits)		
MKT 9702	Marketing Research	3 credits
MKT 9703	Marketing Management	3 credits
MKT 9716	Consumer Behavior	3 credits
MKT 9750	Marketing Strategy	3 credits
Electives (18 credits)		
Choose a total of 18 credits from any 9000-level courses in the Allen G. Aaronson Department of Marketing and International Business.		
Student can also choose from the following:		
CIS 9340	Principles of Database Management Systems	3 credits
STA 9700	Applied Regression Analysis	3 credits
STA 9705	Multivariate Statistical Methods	3 credits
STA 9750	Software Tools for Data Analysis	3 credits

Concentration in Digital Marketing (30 credits)

Advances in Internet technologies, digitization and social networking are transforming business interactions with customers and partners. The MS concentration in digital marketing provides students with cutting-edge strategic and analytical skills to thrive in a digital environment. Students learn the necessary technical foundations to lead digital marketing efforts in their organizations.

Required Courses (15 credits)		
MKT 9702	Marketing Research	3 credits

MKT 9703	Marketing Management	3 credits
MKT 9716	Consumer Behavior	3 credits
MKT 9780	Digital Marketing	3 credits
MKT 9785	Digital Marketing Strategy*	3 credits
*MKT 9785 replaces MKT 9750 effective spring 2016. Students who completed MKT 9750 prior to spring 2016 will receive credit for the course.		
Elective Courses (15 credits)		
Choose a minimum of 9 credits from the following:		
MKT 9726	Direct Marketing I: Strategy and Tactics	3 credits
MKT 9728	Media Planning in the Digital World	3 credits
MKT 9736	Direct Marketing II: Database Marketing and Managing the Creative Process	3 credits
MKT 9737	Analytic Approaches to Marketing Strategy	3 credits
MKT 9738	Web Analytics	3 credits
MKT 9764	Internet Marketing and Global Business	3 credits
MKT 9782	Search Engine Marketing	1.5 credits
MKT 9783	Social Media Marketing	1.5 credits
MKT 9794	Special Topics in Digital Marketing	1.5 credits
MKT 9795	Special Topics in Digital Marketing	3 credits
Choose up to 6 credits from any 9000-level course in the Department of Marketing and International Business. Students can also choose from the following:		
CIS 9340	Principles of Database Management Systems	3 credits
STA 9661	Multivariate Statistics for Business Analytics	3 credits
STA 9700	Applied Regression Analysis	3 credits
STA 9705	Multivariate Statistical Methods	3 credits
STA 9750	Software Tools for Data Analysis (OPR 9750)	3 credits

Concentration in Marketing Analytics (30 credits)

Marketing depends on good analytical skills but also on the ability to develop actionable insights from data. The Marketing Analytics concentration in the MS program provides students with the tools to handle data from traditional and digital sources and then use them to make sound strategic decisions.

Required Courses (15 credits)		
MKT 9702	Marketing Research	3 credits
MKT 9703	Marketing Management	3 credits
MKT 9716	Consumer Behavior	3 credits
MKT 9737	Marketing Analytics	3 credits
MKT 9750	Marketing Strategy	3 credits
Elective Courses (15 credits)		
Choose a minimum of 9 credits from the following:		
MKT 9728	Media Planning in the Digital World	3 credits
MKT 9738	Web Analytics and Intelligence	3 credits
MKT 9740	Data-driven Marketing Strategy	3 credits
MKT 9780	Digital Marketing	3 credits
MKT 9782	Search Engine Marketing	1.5 credits
MKT 9783	Social Media Marketing	1.5 credits
MKT 9785	Digital Marketing Strategy	3 credits
MKT 9796	Special Topics in Marketing Analytics	1.5 credits
MKT 9797	Special Topics in Marketing Analytics	3 credits
STA 9661	Multivariate Statistics for Business Analytics	3 credits

Choose up to 6 credits from any 9000-level course in the Department of Marketing and International Business. Students can also choose from the following:

CIS 9467	Business Modeling with Spreadsheets	3 credits
STA 9660	Data Mining for Business Analytics (CIS 9660)	3 credits

STA 9700	Applied Regression Analysis	3 credits
STA 9705	Multivariate Statistical Methods	3 credits
STA 9750	Software Tools for Data Analysis (OPR 9750)	3 credits
Concentration in International Business (30 credits)*		
The development and implementation of marketing strategies in a rapidly globalizing world requires today's marketing professionals to first have a broad and holistic knowledge of the international business environment and then be able apply basic marketing principles to create specific products and/or service strategies. To understand this environment, marketers must be aware of how a country's culture, trade policies, politics, logistics, etc., interacts with the focal product or service.		
Required Courses (13.5 credits)		
IBS 9600	International Business Fundamentals	1.5 credits
MKT 9750	Marketing Research	3 credits
MKT 9703	Marketing Management	3 credits
MKT 9716	Consumer Behavior	3 credits
MKT 9750	Marketing Strategy	3 credits
Elective Courses (16.5 credits)		
Choose a minimum of 10.5 credits from the following:		
IBS 9761	Emerging Markets and the International Business Environment	3 credits
IBS 9767	Foreign Markets, Cultures, and Regimes	3 credits
IBS 9769	International Business Strategy	3 credits
IBS 9791	Special Topics in International Business	1.5 credits
IBS 9793	Special Topics in International Business	3 credits
MKT 9764	Internet Marketing and Global Business	3 credits
MKT 9766	International Marketing Management	3 credits
MKT 9774	International Logistics	3 credits
Choose up to 6 credits from the following:		
CIS 9230	Globalization and Technolohg	3 credits
COM 9656	International Business Communications (IBS 9756)	
LAW 9740	International Trade and Investment Law	3 credits
MGT 9870	International Comparative Management	3 credits

*Effective spring 2016.

Quantitative Methods and Modeling (MS)

For additional program information see the [Zicklin School website](#)

A high priority for many organizations today is the transformation of an enormous amount of available data into usable information. Consequently, many companies are looking for individuals who are well-versed in modeling, statistical analysis, and computer information systems as the job market for people who have the ability to deal effectively with information is expanding at a tremendous pace. The Master of Science in Quantitative Methods and Modeling program is designed to provide a broad spectrum of basic quantitative skills; thus, the required specialization courses span the areas of operations research, statistics, and computer information systems. The flexible elective requirements permit the creation of a four-course quantitative sequence tailored to a student's professional and/or educational objectives. Students also have the option of doing a graduate internship. The MS program conforms with the DHS - STEM program so that international students who graduate from the MS/QMM program may be eligible for an additional 17-month extension on their optional practical training (OPT).

Required for all MS Students*		
BUS 9551	Business Communication I	1.5 credits
or		
Program specific, 1.5 credit equivalent business communication instruction approved by the Graduate Curriculum Committee.		
Preliminary Courses (8.5 - 10 credits)		
Students with appropriate academic background will be able to reduce the number of credits in preliminary requirements.		
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 2610	Calculus I*	4 credits
ACC 9110	Financial Accounting	3 credits
or		
ECO 9730	Fundamentals of Microeconomics	1.5 credits
STA 9708	Applied Statistical Analysis for Business Decisions	3 credits
*MTH 2610 is an undergraduate course. Entering students are strongly encouraged to complete a minimum of three credits of calculus before starting the MS program in order to waive this math requirement.		
Courses in Specialization (30 credits)		
Required (16.5 credits)		
CIS 9001	Information Systems for Managers I	1.5 credits
CIS 9340	Principles of Database Management Systems	3 credits
OPR 9721	Introduction to Quantitative Modeling	3 credits
OPR 9730	Simulation Modeling and Analysis	3 credits

OPR 9750	Basic Software Tools for Data Analysis (STA 9750)	3 credits
STA 9700	Applied Regression Analysis	3 credits

Electives (13.5 credits)

It is recommended that the student select at least three credits in each of the three areas: OPR, STA, and CIS. A maximum of 9 credits may be selected from any one area.

With approval of the department advisor students may select [BUS 9801 - BUS 9803](#) Graduate Internship or an approved quantitatively oriented course offered outside the department.

*Effective spring 2016.

Real Estate (MS)

For additional program information see the [Zicklin School website](#)

The Master of Science in Real Estate delivers core real estate business knowledge and management skills including knowledge and technical training specific to the real estate industry. Students who earn the MS degree in real estate complete a 30-credit curriculum consisting of 18 credits (6 courses) of required study and 12 credits (4 courses) of elective study. The 30-credit MS Program in Real Estate is available as a Zicklin School flex-time program, which allows candidates to take courses on either a part-time or full-time schedule each semester. Graduates are typically positioned for many varied and promising positions with real estate investment and development firms in the country and abroad, as well as appraisal and market and financial analysis consulting firms, property accounting firms, insurance companies, pension funds, banks and financial institutions, investment banks, real estate investment trusts, mortgage security underwriters, commingled real estate funds, regulatory agencies, and firms with large real estate holdings.

Required for all MS Students*		
BUS 9551	Business Communication I	1.5 credits
or		
Program specific, 1.5 credit equivalent business communication instruction approved by the Graduate Curriculum Committee.		
Preliminary Courses (6 credits) Students with appropriate academic preparation will be able to reduce the number of credits in preliminary requirements.		
ACC 9110	Financial Accounting	3 credits
STA 9708	Applied Statistical Analysis for Business Decisions	3 credits
Courses in Specialization (30 credits) Required		
RES 9776	Real Estate Finance (FIN 9776)	3 credits
RES 9790	Law of Real Estate Transactions and Land Use Regulations (LAW 9790)	3 credits
RES 9850	Real Estate Capital Markets	3 credits
RES 9860	Real Estate Development	3 credits
RES 9900	Advanced Real Estate Investment Analysis	3 credits
RES 9990	Real Estate Research and Project	3 credits
<i>Choose four courses from:</i>		
RES 9800	Real Estate Valuation and Market Analysis	3 credits
RES 9910	Analytical Skills for Real Estate Decision Making	3 credits
RES 9920	Project Management and Construction	3 credits

RES 9930	Real Estate Taxation (TAX 9930)	3 credits
RES 9940	Real Estate Marketing	3 credits
RES 9950	International Real Estate	3 credits
RES 9960	Real Estate and Urban Economics**	3 credits
RES 9980	Real Estate Entrepreneurship (MGT 9875)	3 credits
FIN 9770	Financial Decision Making	3 credits
ECO 9774	Economics of Urban Areas*	3 credits

*Effective spring 2016.

**Either RES 9960 or ECO 9774 may be used to fulfill the specialization requirement, not both.

Statistics (MS)

For additional program information see the [Zicklin School website](#)

The Master of Science in Statistics 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. The MS program provides students with the concepts and skills that form the fundamental base of knowledge essential to statistics professionals in today's sophisticated business environment including the technical background and capabilities required for the newer approaches to overall business analytics and data mining. 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. Students completing the MS degree successfully go on to careers as statisticians and sometimes continue to pursue a Ph.D. in statistics. The MS is a 30 credit program consisting largely of statistics courses and some related business courses which can be completed either part-time or full-time.

Required for all MS Students*		
BUS 9551	Business Communication I	1.5 credits
or		
Program specific, 1.5 credit equivalent business communication instruction approved by the Graduate Curriculum Committee.		
Preliminary Courses (9 credits)		
Students with appropriate academic background will be able to reduce the number of credits in preliminary requirements. Grades in undergraduate mathematics courses are not calculated in the grade point average. Non-credit-bearing English language courses 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 2610	Calculus I*	3 credits
MTH 3010	Calculus II*	3 credits
STA 9708	Applied Statistical Analysis for Business Decisions	3 credits
*MTH 2610 and MTH 3010 are undergraduate courses. Entering students are strongly advised to complete a minimum of six credits of calculus before starting the MS programs in Statistics, in order to waive these math requirements.		
Courses in Specialization (30 credits)		
Required (12 credits)		
STA 9700	Applied Regression Analysis	3 credits
STA 9715	Applied Probability	3 credits
STA 9719	Foundations of Statistical Inference	3 credits
STA 9750	Software Tools for Data Analysis (OPR 9750)	3 credits
Choose four courses from: (12 credits)		
STA 9690	Advanced Data Mining for Business Analytics**	3 credits
STA 9701	Time Series: Forecasting and Statistical Modeling	3 credits
STA 9705	Multivariate Statistical Methods	3 credits

STA 9706	Analysis of Categorical and Ordinal Data	3 credits
STA 9710	Statistical Methods in Sampling and Auditing	3 credits
STA 9712	Advanced Linear Models	3 credits
STA 9713	Financial Statistics	3 credits
STA 9714	Experimental Design for Business	3 credits
STA 9783	Stochastic Processes for Business Applications (OPR 9783)	3 credits
STA 9791	Special Topics in Statistics	1 credit
STA 9792	Special Topics in Statistics	1.5 credits
STA 9793	Special Topics in Statistics	2 credits
STA 9794 (formerly STA 9772)	Special Topics in Statistics	3 credits
STA 9850	Advanced Statistical Computing (OPR 9850)	3 credits

Business Electives (6 credits)

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. Student may take additional statistics courses as their business electives.

*Effective spring 2016.

**Effective spring 2016; students admitted prior to fall 2015 will receive credit for STA/CIS 9660.

Taxation (MS)

For additional program information see the [Zicklin School website](#)

The Master of Science in Taxation program is designed for students who seek a tax position at an accounting/tax firm, state or federal government entity, public or private corporations, as well as for students with previous experience in taxation who wish to advance to the leadership levels in the tax industry. Graduates will become tax experts and will also be able to start their own tax preparation and tax planning businesses. The goals of the program are to prepare graduates for numerous careers in the area of taxation and ultimately for leadership in the marketplace. To accomplish these goals students are provided with the advanced technical and research skills necessary to operate effectively as tax professionals and industry leaders. The program also gives students the necessary background to properly interpret new developments and remain in the vanguard of the profession. Students can complete the program on a full-time (one-year) or part-time basis by taking a carefully chosen sequence of 10 courses (30 credits). Applicants are not required to possess an accounting or general business background.

Required for all MS Students*		
BUS 9551	Business Communication I	1.5 credits
or		
Program specific, 1.5 credit equivalent business communication instruction approved by the Graduate Curriculum Committee.		
Preliminary Course (3 credits)		
Students with appropriate prior course work equivalent to ACC 9110 will be able to waive this preliminary requirement.		
ACC 9110	Financial Accounting	3 credits
Courses in Specialization (30 credits) Required		
TAX 9863	Principles of Federal Income Taxation**	3 credits
TAX 9866	Corporate Taxation I	3 credits
TAX 9867	Corporate Taxation II	3 credits
TAX 9868	Partnership Taxation	3 credits
TAX 9870	Estate, Trusts, and Planning	3 credits
TAX 9900	Tax Procedure and Professional Responsibility in Tax Practice	3 credits
Choose 12 credit hours from:		
ACC 9872	Personal Financial Planning***	3 credits
TAX 9869	International Taxation	3 credits
TAX 9873	Deferred Compensation	3 credits
TAX 9874	Consolidated Tax Returns***	3 credits
TAX 9875	S Corporations***	2 credits

TAX 9876	Estate Planning***	2 credits
TAX 9877	State and Local Taxes	2 credits
TAX 9889	Current Problems in Taxation	3 credits
TAX 9930	Real Estate Taxation	3 credits

*Effective spring 2016.

**Students admitted in a spring term will take: [TAX 9861](#) Principles of Federal Income Taxation: Theory and Practice (3 credits)

***These courses are offered infrequently.

Finance (MS)

For additional program information see the [Zicklin School website](#)

Innovations in financial markets, institutions, and securities present significant opportunities and challenges to financial managers on a daily basis. The Master of Science in Finance is a highly focused program designed to equip professionals with the advanced knowledge and cutting-edge analytical tools they need to successfully navigate today's financial markets. The 30-credit program is ideal for professionals interested in upgrading their technical training and knowledge in finance as well as for individuals with strong quantitative skills seeking a career change. Students interested in taking the CFA or FRM certification exams can significantly cut the need for additional preparation by taking the appropriate electives. The program can also serve as a stepping stone for those interested in pursuing a Ph.D. in finance or a related field.

Course	Title	Credits
Required for all MS Students*		
BUS 9551	Business Communication I	1.5 credits
or		
Program specific, 1.5 credit equivalent business communication instruction approved by the Graduate Curriculum Committee.		
Preliminary Courses (0-12 Credits)**		
Students with appropriate academic background will be able to reduce the number of credits in preliminary requirements.		
ACC 9110	Financial Accounting	3 credits
ECO 9730	Fundamentals of Microeconomics	1.5 credits
ECO 9740	Fundamentals of Macroeconomics	1.5 credits
FIN 9762	Introduction to Quantitative Tools for Finance	3 credits
FIN 9770	Financial Decision Making	3 credits
Required Courses (9 credits)		
FIN 9771	Corporate Financial Theory and Applications	
or		
FIN 9781	Managerial Finance*	3 credits
FIN 9772	Quantitative Tools for Finance	
or		
ECO 9723	Econometrics: Theory and Applications I*	3 credits
FIN 9773	Investment Theory and Applications	
or		
FIN 9783	Investment Analysis*	3 credits
*Not open to students in the cohort format.		

Electives (21 credits)***		
ECO 9713	Money, Banking, and Monetary Policy	3 credits
ECO 9724	Econometrics - Theory and Applications II	3 credits
FIN 9740	Technical Analysis	3 credits
FIN 9759	Mergers and Acquisitions	3 credits
FIN 9774	Entrepreneurial Finance	3 credits
FIN 9776	Real Estate Finance	3 credits
FIN 9782	Futures and Forward Markets	3 credits
FIN 9784	Management of Financial Institutions	3 credits
FIN 9785	Financial Markets and Intermediaries	3 credits
FIN 9786	International Finance Markets	3 credits
FIN 9788	International Corporate Finance	3 credits
FIN 9789	Equity Markets: Trading and Structure	3 credits
FIN 9790	Seminar in Finance	3 credits
FIN 9792	Advanced Managerial Finance	3 credits
FIN 9793	Advanced Investment Analysis	3 credits
FIN 9795	Debt Instruments and Markets	3 credits
FIN 9797	Options Markets	3 credits
FIN 9851	Classical Foundations of Financial Risk Management	1.5 credits
FIN 9852	Measurement and Management of Market Risk I	1.5 credits
FIN 9853	Measurement and Management of Market Risk II	1.5 credits
FIN 9854	Measurement and Management of Credit Risk I	1.5 credits
FIN 9855	Measurement and Management of Credit Risk II	1.5 credits
FIN 9856	Measurement and Management of Risks in Operations and Information Technology	1.5 credits
FIN 9857	Measurement and Management of Risks in Investments	1.5 credits
FIN 9858	Implications of Corporate Governance, Regulation, and Ethics of Risk Management	1.5 credits
FIN 9880	International Finance Markets	1.5 credits
FIN 9881	Debt Securities	1.5 credits
FIN 9882	Futures and Forwards	1.5 credits

FIN 9883	Options	1.5 credits
FIN 9884	Venture Capital	1.5 credits
FIN 9890	Special Topics in Investments	1 credit
FIN 9891	Special Topics in Investments	1.5 credits
FIN 9892	Special Topics in Investments	2 credits
FIN 9893	Special Topics in Investments	3 credits
FIN 9894	Special Topics in Corporate Finance	1 credit
FIN 9895	Special Topics in Corporate Finance	1.5 credits
FIN 9896	Special Topics in Corporate Finance	2 credits
FIN 9897	Special Topics in Corporate Finance	3 credits
FIN 9985	Risk Management in Financial Institutions	3 credits

*Effective spring 2016.

**Effective for students admitted as of fall 2015.

***Elective courses to be selected by the Department of Economics and Finance from the above list for students in the cohort format.

Financial Risk Management (MS)

The Master of Science in Financial Risk Management will provide students with comprehensive, foundational knowledge of the current state of risk management issues, methodologies and challenges. This program is ideal for candidates who are just beginning their careers in finance, as well as for professionals who want to strengthen their knowledge and skills in this area. Recent college graduates who are planning for careers in finance will gain a solid grounding in all areas of financial risk management, and will be well prepared for entry-level positions in risk management in all types of financial institutions. Candidates who are more advanced in their careers will gain knowledge of current risk management tools, methodologies, and techniques, many of which have changed significantly in recent years following the financial crisis. The program also provides students the academic background needed for the professional certification tests of the leading professional financial risk management associations including the Financial Risk Manager (FRM) certification of the Global Association of Risk Professionals (GARP) and the Professional Risk Manager (PRM) certification of the Professional Risk Managers International Association (PRMIA).

Course	Title	Credits
Required for all MS Students*		
BUS 9551	Business Communication I	1.5 credits
or		
Program specific, 1.5 credit equivalent business communication instruction approved by the Graduate Curriculum Committee.		
Preliminary Courses (0-12 Credits)		
Students with appropriate academic background will be able to reduce the number of credits in preliminary requirements.		
ACC 9110	Financial Accounting	3 credits
ECO 9730	Fundamentals of Microeconomics	1.5 credits
ECO 9740	Fundamentals of Macroeconomics	1.5 credits
FIN 9762	Introduction to Quantitative Tools for Finance	3 credits
FIN 9770	Financial Decision Making	3 credits
Required Courses (30 credits chosen by the Bert W. Wasserman Department of Economics and Finance from the following list)		
ECO 9723	Econometrics - Theory and Applications I	3 credits
FIN 9782	Futures and Forward Markets	3 credits
FIN 9783	Investment Analysis	3 credits
FIN 9784	Management of Financial Institutions	3 credits
FIN 9786	International Financial Markets	3 credits
FIN 9788	International Corporate Finance	3 credits
FIN 9790	Seminar in Finance	3 credits
FIN 9795	Debt Instruments and Markets	3 credits
FIN 9797	Options Markets	3 credits
FIN 9852	Measurement and Management of Market Risk I	1.5 credits

FIN 9853	Measurement and Management of Market Risk II	1.5 credits
FIN 9854	Measurement and Management of Credit Risk I	1.5 credits
FIN 9855	Measurement and Management of Credit Risk II	1.5 credits
FIN 9856	Measurement and Management of Risks in Operations and Information Technology	1.5 credits
FIN 9857	Measurement and Management of Risks in Investments	1.5 credits
FIN 9858	Implications of Corporate Governance, Regulation, and Ethics of Risk Management	1.5 credits
FIN 9880	International Finance Markets	1.5 credits
FIN 9881	Debt Securities	1.5 credits
FIN 9882	Futures and Forwards	1.5 credits
FIN 9883	Options	1.5 credits
FIN 9890	Special Topics in Investments	1 credit
FIN 9891	Special Topics in Investments	1.5 credits
FIN 9892	Special Topics in Investments	2 credits
FIN 9893	Special Topics in Investments	3 credits
FIN 9985	Risk Management in Financial Institutions	3 credits

*Effective spring 2016.

The Professional Certificate in Taxation (PCT)

Taxation is a highly technical, ever-changing, and continuously growing field. Hence, there is continuous need for advanced and current tax education in the marketplace. The goals of the Professional Certificate in Taxation* are to meet these needs by 1) preparing graduates for responsible tax positions and 2) providing continuing tax education to professionals already employed within the several employment sectors where taxation is practiced. Students must take and satisfactorily complete five of Baruch Colleges graduatelevel tax courses, selected in consultation with a program advisor. The PCT is awarded to students upon completion of these courses with a minimum grade point average of 3.0. Requirements must be completed within three calendar years of enrollment in the PCT. Students whose cumulative GPA falls below 3.0 during the program are subject to academic review by the Office of MS Programs and Graduate Academic Services.

This program is not currently accepting applications.

Executive Programs (Zicklin)

Programs

Executive MBA Program

- [For additional program information see the Zicklin School website](#)

The Executive MBA Program, offered by the Zicklin School of Business, is designed to provide experienced managers, professionals, and entrepreneurs with cutting-edge, evidence-based theories, concepts, and analytics that will help them compete in today's intensely competitive and constantly changing local and global markets. Students will learn to think strategically about the fit between a firm's external competitive environment, their chosen strategy, and the resources available to the firm in implementing that strategy. Students will analyze and hone their leadership and communications skills, as well as learn how to create and manage transformational change in their organizations.

Our newly redesigned program is infused with six themes that are integrated throughout the curriculum.

- **Business 101.** Understand the basics: master business fundamentals (quantitative tools, finance, economics) and develop functional knowledge in the core disciplines of marketing, finance, accounting, information systems, and management.
- **Instant ROI.** Apply theories and concepts learned in class immediately to the real world. Learn it on Saturday and apply it on Monday. Become conversant in the latest thinking about how to lead a business and be prepared to analyze complex business problems and make evidence-based decisions.
- **Prepare to lead.** Prepare for the challenges of leadership with classes on strategy, communication, negotiation, persuasion and innovation—the essential skill set every great leader must have.
- **Ethics.** Learn to identify ethical issues in business situations and develop ways of thinking through ethical dilemmas in an increasingly complex world.
- **Sustainability.** Understand the environmental and social challenges that contribute to the complexity of the business environment and that drive companies to assess their social and environmental impacts. Make sustainability an essential part of your business strategy.
- **Global Excellence.** Learn to lead effectively across cultures by developing greater sensitivity to differences in perspectives, institutions, and practices among business people from around the world. Understand the challenges and opportunities of managing far-flung organizations and operating in foreign environments.

The 22-month, 57-credit program is designed for working professionals with full-time jobs. Classes are held once a week (primarily on Saturdays with some Fridays) for 14 sessions per trimester. Classes are in session from 8:30am until 5:30pm, with breaks for healthy snacks and lunch. Before the program begins, all students attend a Boot Camp that prepares them for courses in finance, accounting, and statistics.

Executive MBA instructors are hand-picked members of Baruch's full-time faculty, selected for their professional and academic experience and their ability to create a dynamic and interactive classroom environment. We also have a stellar pool of adjunct professors who are experienced business professionals and leaders in their field. A sample selection of course offerings includes:

- Financial Accounting
- Entrepreneurial Strategy
- Leadership Development
- E-business Strategy and Technology
- Dynamics of Competition, Industry Structure, and Business Strategy
- People, Planet, and Profits: Managing a Sustainable Business

The highlight of the Executive MBA program is the international study tour, which is usually eight to ten days in two different locations. This is a credit-bearing experience that is built into the curriculum. The cost of the trip, including airfare, accommodations, and most meals, is included in the program fee.

2013-2015 List of Courses (Subject to Modification)

Year 1

- Managing People at Work
- Applied Statistical Analysis for Business Decisions
- Managerial Communication
- Fundamentals of Microeconomics
- Financial Accounting
- Marketing Management
- Leadership Development
- Information Systems for Managers
- Negotiation Strategy
- Financial Decision Making
- Service Operations
- International Business Fundamentals

Year 2

- Dynamics of Competition, Industry Structure, and Corporate Strategy
- International Financial Markets
- Business and Society
- Marketing Strategy
- e-Business Strategy and Technology
- Legal Environment of Business
- Entrepreneurial Strategy
- International Study Trip
- Mergers & Acquisitions
- Business Policy
- People, Planet, Profits and Human Resources
- Communicating with Consumers

Admission

Applicants should address inquiries to:

Administrative Director, Executive Programs, Zicklin School of Business

Baruch College/CUNY

One Bernard Baruch Way, Box B13-282

New York, NY 10010-5585

or call (646) 312-3100, fax (646) 312-3101

or e-mail execzicklin@baruch.cuny.edu

The Baruch MBA in Health Care Administration

The program in Health Care Administration (HCA) leads to the degree of Master of Business Administration in health care administration. Its purpose is to prepare individuals for leadership positions in a wide variety of health care organizations. It achieves this by:

1. developing the management students analytic and decision-making capabilities,
2. providing the student with a strong foundation in business, and
3. providing the student with a thorough background in the health care delivery system.

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

Students are registered for a total of 57 semester hour credits. This includes MBA core requirements and required courses outside the core.

[Baruch MBA in Health Care Administration Web Site](#)

Course	Title	Credits
Required		
ACC 9110	Financial Accounting	3 credits
ACC 9313	Managerial Accounting	3 credits
BUS 9100	Business and Society	3 credits
BUS 9200	Business Policy	3 credits
BUS 9301	Leadership Development and Assessment	2 credits
BUS 9303	Three Faces of Negotiating: Behavior, Law, and Labor	1 credit
FIN 9770	Financial Decision Making	3 credits
FIN 9790	Seminar in Finance	3 credits
LAW 9213	Legal Aspects of Health Care Administration	3 credits
MGT 9300	Management: A Behavioral Approach	3 credits
MGT 9400	Human Resource Management	3 credits
MKT 9703	Marketing Management	3 credits
STA 9708	Applied Statistical Analysis for Business Decisions	3 credits
<i>either this course...</i>		
CIS 9000	Information Systems for Managers	3 credits
<i>...or the following two courses...</i>		
CIS 9001	Information Systems for Managers I	1.5 credits

CIS 9002	Information Systems for Managers II: Managing and Harnessing Technology	1.5 credits
<i>either these three courses...</i>		
ECO 9708	Microeconomics for Managers	2 credits
ECO 9709	Macroeconomics	2 credits
ECO 9766	Health Care Economics	2 credits
<i>...or the following four courses...</i>		
ECO 9730	Fundamentals of Microeconomics	1.5 credits
ECO 9740	Fundamentals of Macroeconomics	1.5 credits
ECO 9792	Specials Topics in Economics: Economics of Health Care Systems	1.5 credits
MGT 9792	Special Topics in Operations Management: Health Care Quality Management	1.5 credits
<i>either this course...</i>		
MGT 9700	Introduction to Operations Management	3 credits
<i>...or the following two courses...</i>		
MGT 9702	Service Operations I	1.5 credits
MGT 9704	Service Operations II	1.5 credits
<i>either these two courses...</i>		
MGT 9721	Strategic Planning	3 credits
MGT 9350	Organizational Analysis in Health Care	3 credits
<i>...or the following two courses...</i>		
BUS 9793	Special Topics in Sustainable Business: Emerging issues in the Health Care Industry	3 credits
MGT 9994	Special Topics in Entrepreneurship: Health Care Ventures	3 credits
<i>either this course...</i>		
STA 9000	Regression and Forecasting Models for Business Applications	3 credits
<i>...or the following two courses...</i>		
ECO 9792	Special Topics in Economics: Population Health Assessment	1.5 credits
MGT 9792	Special Topics in Operations Management: Business Forecasting	1.5 credits

Executive MS in Analysis of Financial Statements, Internal Operations, and Risk Assessment

- [For additional program information see the Zicklin School website](#)

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

To address these issues, the Stan Ross Department of Accountancy offers a program leading to an Executive MS in Analysis of Financial Statements, Internal Operations, and Risk Assessment. The purpose of the program is to train advanced practitioners for business risk management and internal audit functions.

The program is designed for cohort groups of working professionals. Students enter and move through the program together with no course exemptions allowed. The program has a close connection between classroom and actual practice. The one-year, 10-course, full-time program is designed for cohort groups of working professionals. Classes are scheduled on Saturdays and one evening a week. The program of study is divided into three 13-week trimesters. An integral part of the program is a required one-week international study tour between the second and third trimesters of the program. Accommodations, international transportation, and most needs during the study tour are included in the cost of the program.

Curriculum	
Entering students should have a basic knowledge of economics, statistics, finance, information systems, and financial/managerial accounting through prior course work and/or professional experience. Deficiencies can be remedied by taking appropriate classes on the graduate level.	
All students will take the following courses:	
Risk Assessment and Assurance Track	
Courses in Specialization	
ACC 9807	Contemporary Topics in Accounting*
ACC 9100	Financial and Management Accounting**
FIN 9772	Quantitative Tools for Finance***
Three additional electives chosen in consultation with the faculty advisor	
Courses Outside of Specialization	
Four courses to be designated by the department.	
Financial Statement Analysis and Security Valuation Track	
Courses in Specialization	
ACC 9807	Contemporary Topics in Accounting*
ACC 9100	Financial and Management Accounting**
FIN 9772	Quantitative Tools for Finance***
Choose three courses from:	
ACC 9806	Financial Statement Analysis and Reporting
ACC 9808	Financial Statement Analysis II
ACC 9809	Financial Statement Analysis III

TAX 9862	Federal Income Taxation
Choose four courses from:	
ECO 9708	Microeconomics for Managers
	<i>and</i>
ECO 9709	Macroeconomics
FIN 9771	Corporate Financial Theory and Applications*
FIN 9797	Options Markets*
FIN 9773	Investment Theory and Applications*
FIN 9795	Debt Instruments and Markets*
FIN 9786	International Financial Markets*
FIN 9790	Seminar in Finance*

Admission

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

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

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

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

Executive MS in Business Computer Information Systems

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

The curriculum incorporates state-of-the-art technologies, such as object-oriented programming languages, networks, telecommunications, the Web, electronic commerce, and multimedia applications. Enhancing the real-time applicability of classroom instruction and materials are special presentations given by executives drawn from diverse corporations and industry sectors.

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

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

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

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

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

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

Admission

Applicants should address inquiries to:
Administrative Director, Executive Programs, Zicklin School of Business
Baruch College/CUNY
One Bernard Baruch Way, Box B13-282
New York, NY 10010-5585
or call (646) 312-3100, fax (646) 312-3101
or e-mail exprog.bus@baruch.cuny.edu

*This program is currently under review, and applications are currently not being accepted. Students interested in an MS program in Information Systems can see [MS program in Information Systems](#)

Executive MS in Finance

The Executive MS in Finance prepares students for a leadership role in the finance function. In this program, students will gain the technical knowledge needed to understand current and new challenges in finance. Students will learn to think strategically, make sound financial decisions, and communicate their views effectively and persuasively.

The course of study starts with basics, builds on them, and concludes with courses oriented toward preparing students with the knowledge needed to manage future challenges. The highlight of the program is the International Study Tour.

Curriculum

The primary focus of the required courses in the program is fundamental financial concepts and models. The corporate finance course covers valuation concepts and techniques, essentials of debt and equity securities, capital budgeting, and elements of corporate capital structure. The investments course introduces students to Markowitz diversification theory, the capital asset pricing model of asset returns, and emphasizes a range of approaches to investment management and evaluation. The quantitative methods course covers essential statistical concepts needed in finance, value at risk, and regression models.

In the advanced courses, students build on their foundational knowledge. Case studies play a larger role in many of these courses, and challenge students to learn by doing. These courses usually include advanced corporate finance, debt securities, derivatives, and international financial markets.

The concluding set of courses introduces students to new challenges and frontiers in finance, and is more likely than the earlier groups of courses to differ slightly from year to year. It includes the International Study Tour, part of a course oriented toward international finance and business. Courses in recent years have included financial risk management, venture capital, corporate governance and ethics, mergers & acquisitions, and equity investment analysis.

The courses are taught in three trimesters. Most of the foundation courses are full 3-credit courses, and many of the others are shorter 1.5-credit courses, especially the specialized topics courses later in the program. Altogether, the program has 30 credits.

The delivery and format of the EMSF program may be modified in special circumstances. This may be done, for example, when given as part of the Zicklin International Executive Programs, or as part of a specialized program designed for a specific organization.

[See the Zicklin School website.](#)

Admissions

More information is available online at: <http://zicklin.baruch.cuny.edu/programs/exec/ms>

Admissions information is available at: <http://zicklin.baruch.cuny.edu/programs/exec/ms/how-to-apply>

We can be contacted at:

Executive Director, Executive Programs
Zicklin School of Business
Baruch College/CUNY
One Bernard Baruch Way, Box B13-282
New York, NY 10010-5585

Phone: (646) 312-3100; Fax (646) 312-3101

Email: ExecZicklin@baruch.cuny.edu

Executive MS in Industrial and Labor Relations (MSILR)

- [For additional program information see the Zicklin School website](#)

A Baruch Executive Master of Science in Industrial and Labor Relations (MSILR) is offered by the Zicklin School of Business. It is designed for professionals who seek to advance their careers in the fields of human resource management and labor relations. As participants in an executive program, students benefit from the significant work experience of their peers and the faculty's applied perspective that is, typically, informed by extensive practical experience.

An important feature of the Baruch Executive MSILR Program is the cohort experience: courses are offered in a predetermined sequence, and students are expected to graduate in three academic years. Candidates for the Executive MSILR are expected to have relevant professional experience in the fields of human resource management or labor relations.

Curriculum	
First Year	
MGT 9300	Management: A Behavioral Approach
MGT 9400	Human Resource Management
MGT 9460	Labor Relations
STA 9708	Applied Statistical Analysis for Business Decisions
Second Year	
LAW 9770	Labor and Employment Law
MGT 9420	Management of Compensation
MGT 9465	Collective Bargaining
MGT 9470	Employee Development and Training
Third Year	
MGT 9302	Developing Managerial Skills
MGT 9390	Seminar in Human Resource Management and Labor Relations
MGT 9495	Capstone Research Seminar
MGT 9494	Coordinating Seminar in Labor Relations: The State of the Unions (PAF 9590)

Admission

Applicants should address inquiries to:
Director, Executive MSILR Program, Zicklin School of Business
Baruch College/CUNY
One Bernard Baruch Way, Box B-13-282
New York, NY 10010-5585
or call (646) 312-3146, fax (646) 312-3147
or e-mail msilr@baruch.cuny.edu

Executive MS in Taxation

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

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

This program is not currently accepting applications.

Doctoral Program in Business

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- [Program Structure](#)
- [Areas of Specialization](#)
 - [ACCOUNTANCY](#)
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Program Overview

The Doctoral Program in Business is one of 34 doctoral programs offered by the Graduate Center of The City University of New York (CUNY). It is located at Baruch College, a senior college in the CUNY system. Baruch's Zicklin School of Business is one of the most respected in the United States. The Doctoral Program in Business seeks to educate researchers and teachers who will contribute to the development and dissemination of knowledge in the business disciplines. The program is selective and small. Students number about 90 and together with our doctoral faculty of 75 create a student-faculty ratio that fosters learning and original research. Many students present papers and publish articles before graduation.

Students specialize in one of five business areas currently admitting students: accounting, finance, information systems, marketing, or management. We welcome students who will dedicate themselves to full-time study in order to prepare for careers in the academic profession. More than 95 percent of our graduates are placed in academic positions upon completion of the program.

On June 24, 2013 the Board of Trustees for the City University of New York approved the establishment of a joint Business Ph.D. program that henceforth will have Baruch College conferring the degree together with the Graduate Center. [The joint Ph.D. degree](#) in business will begin this upcoming academic year.

Program Structure

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

Five specializations make up the doctoral program in business currently admitting students: Accounting, Finance, Information Systems, Marketing, and Management.

We encourage applicants to familiarize themselves with our website before scheduling an appointment. Applicants interested in meeting with the Executive Officer or one of our area coordinators must make an appointment via email phd.program@baruch.cuny.edu and include a current resume, transcripts and provide a copy of their GMAT or GRE score for evaluation (Unofficial copies are fine).

Please click the links below for each specialization's faculty and courses.

- [Accounting](#)
- [Finance](#)
- [Information Systems](#)
- [Marketing](#)
- [Management](#)

Areas of Specialization

ACCOUNTANCY

- [For additional program information see the Zicklin School website](#)

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

Each student is required to complete 60 credits of Graduate work. For students with a Masters degree transfer credits can be provided. For students who do not have a Masters degree and are unable to obtain transfer credits, selected MBA classes can be taken to earn an en-route MBA.

Below is a sample outline for full-time students to complete the PhD program over three years, or six semesters (not including dissertation requirements). Courses offered vary by semester. Students meet with their academic area coordinator to discuss their course schedules.

Year One	
Fall Semester	
ECO 82100	Econometrics I
ACC 70700	Current Acct Thry & Problems
STA 70000	Statistical Analysis for Business Decision
ECO 82000	Econometric Theory
Spring Semester	
ACC 70600	Financial Statement Analysis and Reporting
FIN 81000	Corporate Finance Theory
or	
FIN 83000	Capital Markets and Portfolio Theory
Elective	
Elective	
Summer Semester	
Begin Research Paper	
Year Two	
Fall Semester	
ACC 80200	Empirical Research in Accounting
ECO 70100	Microeconometric Theory
Spring Semester	
ACC 82200	Advanced Empirical Research
ACCT 80400	Current Issues in Auditing
ECON 82300	Applied Micro Economics
Elective	
Summer Semester	

Finish Research Paper (First Examination)	
Year Three	
Fall Semester	
ACC 70000	Seminar in Empirical Accounting
Comprehensive Examination (Second Examination)	
Spring Semester	
Dissertation	
Summer Semester	
Dissertation	
Year Four	
Fall Semester	
Dissertation	
Spring Semester	
Dissertation	

Electives

- ACC U70700 Contemporary Accounting Topic
- ACC U80300 Current Issues in Managerial Accounting
- ACC U80400 Current Issues in Auditing
- ACC U81200 Empirical Research Methods

The Examinations: In the accountancy, finance, information systems, and marketing specializations, the first examination consists of a position paper. In management the Second Examination comes first.

First Examination: The First Examination must be taken before the completion of 45 credits. The examination consists of (1) a research paper or a written examination and (2) an oral examination conducted by three members of the faculty.

Second Examination: The Second Examination, conducted in the student's area of specialization, is in two parts: (1) a written examination or a research paper and (2) an oral examination, conducted by three faculty members from the student's area of specialization. The choice of research paper versus written examination varies by specialization. In specializations where the First Examination is a research paper, the Second Examination is a written examination. In both cases, the student has two opportunities to pass the second examination.

Dissertation Proposal: Students must make public presentations of their proposals. All members of the student's dissertation committee must be present at this public presentation and must sign a form to that effect. Generally, the area coordinator schedules the proposal presentation at the advisor's request and invites all students and faculty in the department. In order to facilitate attendance by students and faculty, the public proposal presentation cannot be scheduled during the summer months.

Dissertation Defense: The student should notify the doctoral program office four weeks prior to the dissertation defense so that the office can, in turn, notify the Graduate Center. As of 2001, all dissertation defenses are to be open to the public. However, they may be scheduled during the summer. The defense can have one of four possible outcomes: pass, fail, major revisions, or minor revisions. The entire committee must review and sign off on major revisions whereas the advisor alone reviews minor revisions. *(Above information is adopted from Faculty Handbook).*

FINANCE

- [For additional program information see the Zicklin School website](#)

The doctoral specialization in finance is designed to prepare qualified candidates for academic careers in teaching and research and for advanced-level research positions in industrial and financial organizations. The program is intensive and analytical in nature, relying heavily on the economics and quantitative disciplines for its foundations. Students interested in research in the field of real estate would take most of their course work in the finance specialization.

Each student is required to complete 60 credits of Graduate work. For students with a Masters degree transfer credits can be provided. For students who do not have a Masters degree and are unable to obtain transfer credits, selected MBA classes can be taken to earn an en-route MBA.

The Ph.D. coordinator works with doctoral students to tailor the academic program to suit their research interests and educational backgrounds. A typical student would follow the timeline and take most of the courses listed below.

The electives could be courses from various fields of economics, specialized econometrics and statistics courses, courses in real analysis and stochastic processes, accounting courses.

Year One	
Fall Semester	
ECO 82000	Econometric Theory
ECON 70100	Microeconomic Theory I
ECON 82100	Econometrics I
ECON 83000	Financial Markets/Instruments
Spring Semester	
ECON 70200	Microeconomic Theory II
ECON 82200	Econometrics II
FIN 77000	Internat Fin Mrkts/Institutns
FIN 81100	Corporate Finance Theory
Summer Semester	
Begin Research Paper	
Year Two	
Fall Semester	
FIN 81000	Corporate Finance Theory
FIN 89000	Options Markets
Elective	
Spring Semester	
ECON 82300	Applied Microeconometrics
FIN 83200	Sem Cap Mrkts/Portfolio Theory
FIN 85700	Sem in Financial Institutions
Summer Semester	

Comprehensive Examination	
Year Three	
Fall Semester	
Elective	
Elective	
Spring Semester	
Elective	
Elective	
Year Four	
Fall Semester	
Dissertation proposal	
Spring Semester	
Dissertation	
Year Five	
Fall Semester	
Job Market	
Spring Semester	
Dissertation Defense	

The Examinations: In the accountancy, finance, information systems, and marketing specializations, the first examination consists of a position paper. In management the Second Examination comes first.

First Examination: The First Examination must be taken before the completion of 45 credits. The examination consists of (1) a research paper or a written examination and (2) an oral examination conducted by three members of the faculty.

Second Examination: The Second Examination, conducted in the student's area of specialization, is in two parts: (1) a written examination or a research paper and (2) an oral examination, conducted by three faculty members from the student's area of specialization. The choice of research paper versus written examination varies by specialization. In specializations where the First Examination is a research paper, the Second Examination is a written examination. In both cases, the student has two opportunities to pass the second examination.

Dissertation Proposal: Students must make public presentations of their proposals. All members of the student's dissertation committee must be present at this public presentation and must sign a form to that effect. Generally, the area coordinator schedules the proposal presentation at the advisor's request and invites all students and faculty in the department. In order to facilitate attendance by students and faculty, the public proposal presentation cannot be scheduled during the summer months.

Dissertation Defense: The student should notify the doctoral program office four weeks prior to the dissertation defense so that the office can, in turn, notify the Graduate Center. As of 2001, all dissertation defenses are to be open to the public. However, they may be scheduled during the summer. The defense can have one of four possible outcomes: pass, fail, major revisions, or minor revisions. The entire committee must review and sign off on major revisions whereas the advisor alone reviews minor revisions. *(Above information is adopted from Faculty Handbook).*

INFORMATION SYSTEMS

- [For additional program information see the Zicklin School website](#)

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

Each student is required to complete 60 credits of Graduate work. For students with a Masters degree transfer credits can be provided. For students who do not have a Masters degree and are unable to obtain transfer credits, selected MBA classes can be taken to earn an en-route MBA.

Below is a sample outline for full-time students (with prior Masters degree) to complete the PhD program over four years. Courses offered vary by semester. Students meet with their academic area coordinator to discuss their course schedules.

Year One	
Fall Semester	
BUS 88500	Research Methods I
CIS 86000	Information Systems Research Seminar
STA 70000	Statistics I
STA 70050	Statistics II
Spring Semester	
STA 70500	Multivariate Analysis
CIS 84000	Special Topics in IS: Virtual Communities and Teams
CIS 84000	Special Topics in IS: Qualitative Research
BUS 87200	Organizational Theory
Year Two	
Fall Semester	
First Examination	
STA 70500	Structural Equation Modeling
CIS 84000	Special Topics in IS: Information Economics
CIS 84000	Special Topics in IS: Behavioral Research
Elective	
Spring Semester	
CIS 84000	Special Topics in IS: Sourcing Strategies
CIS 84000	Special Topics in IS: Systems Development
Elective	
Elective	

Year Three	
Fall Semester	
Second Examination	
Spring Semester	
Dissertation Preparation	
Year Four	
Fall Semester	
Dissertation Proposal Defense	
Spring Semester	
Dissertation Defense	

The Examinations: In the accountancy, finance, information systems, and marketing specializations, the first examination consists of a position paper. In management the Second Examination comes first.

First Examination: The First Examination must be taken before the completion of 45 credits. The examination consists of (1) a research paper or a written examination and (2) an oral examination conducted by three members of the faculty.

Second Examination: The Second Examination, conducted in the student's area of specialization, is in two parts: (1) a written examination or a research paper and (2) an oral examination, conducted by three faculty members from the student's area of specialization. The choice of research paper versus written examination varies by specialization. In specializations where the First Examination is a research paper, the Second Examination is a written examination. In both cases, the student has two opportunities to pass the second examination. To read the revised procedures for the comprehensive examination [click here](#).

Dissertation Proposal: Students must make public presentations of their proposals. All members of the student's dissertation committee must be present at this public presentation and must sign a form to that effect. Generally, the area coordinator schedules the proposal presentation at the advisor's request and invites all students and faculty in the department. In order to facilitate attendance by students and faculty, the public proposal presentation cannot be scheduled during the summer months.

Dissertation Defense: The student should notify the doctoral program office four weeks prior to the dissertation defense so that the office can, in turn, notify the Graduate Center. As of 2001, all dissertation defenses are to be open to the public. However, they may be scheduled during the summer. The defense can have one of four possible outcomes: pass, fail, major revisions, or minor revisions. The entire committee must review and sign off on major revisions whereas the advisor alone reviews minor revisions. *(Above information is adopted from Faculty Handbook).*

MARKETING

- [For additional program information see the Zicklin School website](#)

Marketing involves the development and distribution of goods and services throughout an economy. Course work and seminars in this specialization concentrate on consumer behavior theory, international marketing, attitude and communications research, cross-cultural consumer research problems, marketing strategy, theory development, and research design. The marketing specialization is designed for students with prior training in the humanities, natural sciences, social sciences, or business disciplines. Graduates of the program find employment teaching consumer behavior, marketing, and marketing management.

Each student is required to complete 60 credits of Graduate work. For students with a Masters degree transfer credits can be provided. For students who do not have a Masters degree and are unable to obtain transfer credits, selected MBA classes can be taken to earn an en-route MBA.

The program comprises of two years of course work (Year 1 and Year 2), followed by two years of dissertation work (Year 3 and Year 4).

Year One	
Fall Semester	

BUS 88500	Research Methods I
MKT 88800	Currenting Marketing Problems
STAT 7000	Statistics I
STAT 70050	Statistics II
Spring Semester	
STAT 70500	Multivariate Analysis
MKT 70100	Research Methods
MKT 88000	Culture and Individual Differences
MKT 88800	Values, Ethics and Consumption Behavior
Year Two	
Fall Semester	
First Examination	
MKT 88000	Current Marketing Problems
MKT 88800	Marketing Models
Elective	
Elective	
Spring Semester	
MKT 88000	Consumer Behavior
MKT 88800	Consumer Behavior and Behavioral Decision Making
MKT 70100	Research Workshop
Elective	
Year Three	
Fall Semester	
Second Examination	
Spring Semester	
Dissertation	
Year Four	
Fall Semester	
Dissertation	
Spring Semester	

Dissertation	
Year Five	
Fall Semester	
Dissertation	
Spring Semester	
Dissertation Defense	

The Examinations: In the accountancy, finance, information systems, and marketing specializations, the first examination consists of a position paper. In management the Second Examination comes first.

First Examination: The First Examination must be taken before the completion of 45 credits. The examination consists of (1) a research paper or a written examination and (2) an oral examination conducted by three members of the faculty.

Second Examination: The Second Examination, conducted in the student's area of specialization, is in two parts: (1) a written examination or a research paper and (2) an oral examination, conducted by three faculty members from the student's area of specialization. The choice of research paper versus written examination varies by specialization. In specializations where the First Examination is a research paper, the Second Examination is a written examination. In both cases, the student has two opportunities to pass the second examination.

Dissertation Proposal: Students must make public presentations of their proposals. All members of the student's dissertation committee must be present at this public presentation and must sign a form to that effect. Generally, the area coordinator schedules the proposal presentation at the advisor's request and invites all students and faculty in the department. In order to facilitate attendance by students and faculty, the public proposal presentation cannot be scheduled during the summer months.

Dissertation Defense: The student should notify the doctoral program office four weeks prior to the dissertation defense so that the office can, in turn, notify the Graduate Center. As of 2001, all dissertation defenses are to be open to the public. However, they may be scheduled during the summer. The defense can have one of four possible outcomes: pass, fail, major revisions, or minor revisions. The entire committee must review and sign off on major revisions whereas the advisor alone reviews minor revisions. *(Above information is adopted from Faculty Handbook).*

MANAGEMENT

- [For additional program information see the Zicklin School website](#)

The doctoral program in Management is a highly selective full-time program that trains students for academic careers in the areas of Entrepreneurship, Organizational Behavior, and Strategy. One of the key strengths of this program is its breadth. Students are encouraged to work with faculty beginning in their first semester, and to explore the diverse array of theories, problems, and methods being studied. We encourage students to identify their own research interests through coursework and collaboration with our faculty. Students are expected to complete the program in 4 years.

The program admits students with excellent academic backgrounds, competitive GMAT or GRE scores and strong verbal and written communication skills. Applicants must have an undergraduate degree prior to entering the program. For details regarding admission requirements, financial support and the admission process, please see our [Admissions](#) page.

Each student is required to complete 60 credits of Graduate work. For students with a Masters degree transfer credits can be provided. For students who do not have a Masters degree and are unable to obtain transfer credits, selected MBA classes can be taken to earn an en-route MBA.

Below is a sample outline for full-time students to complete the PhD program over three years, or six semesters (not including dissertation requirements). Courses offered vary by semester. Students meet with their academic area coordinator to discuss their course schedules.

Year One	
Fall Semester	
BUS 87201	Organization Theory
BUS 88500	Research Methods I
MGT 74300	Strategic Management

STAT 70000	Statistics I
STAT 70050	Statistics II
Spring Semester	
MGT 88000	Theories of Entrepreneurship
MGT 88000	Special Topics in OB: Personality in Organizations
MGT 88000	Personality in Organizations
STAT 70500	Multivariate Analysis
	Philosophy of Science
Year Two	
Fall Semester	
MGT 88000	Practical Development Sem
PSYC	Organizational Psychology
PSYC 76000	Research Methods II
	Teaching Seminar
Spring Semester	
MGT 88000	Special Topics in Entrepreneurship: Community Economic Development
MGT 88000	Special Topics in Strategy: Cross-cultural Management
Elective	
Elective	
Summer Semester	
Begin Research Paper	
Year Three	
Fall Semester	
Second Comprehensive Examination	
Spring Semester	
Dissertation Proposal Defense	
Summer Semester	
Dissertation	
Year Four	
Fall Semester	

Dissertation	
Spring Semester	
Dissertation Defense	

Grades and Examinations

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

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

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

DISSERTATION

Within one semester after successfully completing the second examination, the candidate should submit an acceptable dissertation proposal to his or her dissertation committee and defend it publicly. Registration must be maintained until the completion of the dissertation.

The final examination is a defense of the student's dissertation. A committee of three faculty members, two of whom must be members of the faculty in business, and an outside reader will determine its acceptability as a contribution to knowledge in the discipline.

Admission Qualifications

A graduate degree and practical experience in business are not prerequisites for admission to the program. The program is full time. Students are admitted for the fall semester. January 15 is the application deadline.

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

En Route MBA

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

Financial Assistance

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

Weissman School Graduate Programs

Programs

[Weissman School of Arts and Sciences Graduate Admission Information and Requirements](#)

MA in Arts Administration

Located in the heart of New York City, this is a leadership program for activists, educators and managers in the arts. It is designed to be both partner and supporter of the city's museums, theaters, galleries and concert halls, and to prepare students for leadership in a range of public, private, and non-profit arts institutions.

This 36 credit (1.5 to 2 years) MA program is jointly sponsored by the principal components of Baruch: the Weissman School of Arts and Sciences; the Zicklin School of Business; and the School of Public Affairs. Our faculty members come from many fields, among them fine and performing arts, communication studies, public policy, accounting, management, and organization theory. Students' work will include:

- A core curriculum focused on leadership and management in public, non-profit and commercial arts organizations. Students will develop competence in finance, resource development, marketing, entertainment law, arts education and outreach, public policy, and advocacy, and they will meet with a wide range of artists, arts professionals, and civic leaders.
- Electives that encourage students to deepen their knowledge in particular fields: among them, theatre; orchestra and museum management; artist representation; and arts education.
- Internships that offer significant responsibilities and engaged mentors.
- A consultancy in the final semester with an arts organization, leading to a thesis or case study published online for use by future students and by practitioners in the field.

Courses in Specialization (36 credits)		
Required Courses (21 credits)		
FPA 9100	Arts, Culture, and the Civic Environment	3 credits
FPA 9130	Managing in Arts Environments	3 credits
FPA 9140	Marketing the Arts	3 credits
FPA 9170	Professional Internship in Arts Administration	3 credits
FPA 9180	Professional Consultancy/Thesis in Arts Administration	3 credits
PAF 9120	Public and Nonprofit Management I	3 credits
PAF 9140	Budgeting and Financial Analysis I	3 credits
Elective Courses (15 credits)		
Choose five courses from the following:		
FPA 9120	Development and Management of Arts Education Programs	3 credits
FPA 9150	Advanced Practicum in Resource Development for the Arts	3 credits
FPA 9155	Touring and Presentation of Arts Organizations	3 credits
FPA 9190	Cultural Policy and the Arts	3 credits
FPA 9197	Special Topics in Museum and Gallery Management: Museum Administration	3 credits
FPA 9199	Special Topics in Theatre Management: Current Issues in Performing Arts Leadership	3 credits

Below is a listing of other relevant courses that *may* be available for students in the Arts Administration Program. Any of these courses may serve as electives within the programs.

Zicklin School of Business

FIN 9770	Financial Decision Making	3 credits
LAW 9107	Law of Unfair Competition and Intellectual Property	3 credits
LAW 9109	Law and the Entertainment Business	3 credits
MGT 9960	Entrepreneurial Strategy and Cases	3 credits
MGT 9963	Researching and Developing Entrepreneurial Ventures	3 credits
MGT 9964	Managing the Entrepreneurial Enterprise	3 credits
MGT 9965	Boards, Governance, and Leadership within Entrepreneurial and Family Firms	3 credits
MKT 9701	Advertising and Marketing Communications	3 credits

School of Public Affairs

PAF 9150	Introduction to the Nonprofit Sector	3 credits
PAF 9151	Administration of the Nonprofit Sector and Voluntary Agencies	3 credits
PAF 9153	Budgeting and Finance for Nonprofits	3 credits
PAF 9157	Introduction to Philanthropy	3 credits
PAF 9183	International Nonprofit Organizations	3 credits

MA in Corporate Communication

- [For additional program information see the Weissman School website](#)

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

It is strongly recommended that applicants possess: an understanding of business processes; foreign language capability; understanding of digital media, intranet, social media; understanding of website design and applications. Proficiency in these areas can be demonstrated through formal undergraduate courses, work experience, professional courses or workshops.

Courses in Specialization (36 credits)		
Core Courses - 5 seminars (15 credits)		
Elective Courses - 6 seminars (18 credits)		
Exit Requirement - Thesis or Capstone (3 credits)		
COM 9510	Legal and Ethical Issues in Corporate Communication	3 credits
COM 9620	Corporate Communication	3 credits
COM 9635	Research Methods (Quantitative) in Corporate Communication	3 credits
COM 9640	Qualitative Research Methods in Corporate Communication	3 credits
	<i>and</i>	
Choose one of the following courses:		
COM 9139	Communication Strategy	3 credits
COM 9505	Media Analysis for Corporate Communication	3 credits
COM 9656	International Business Communication	3 credits
Exit Requirement (3 credits)		
COM 9991	MA Thesis in Corporate Communication	3 credits
	<i>or</i>	
COM 9992	MA Capstone Project in Corporate Communication	3 credits
Corporate Communication Elective Courses - 6 seminars (18 credits)		
Select six courses from the following:		
COM 9108	Communication and Information Technology	3 credits
COM 9139	Communication Strategy	3 credits
COM 9505	Media Analysis for Corporate Communication	3 credits

COM 9515	Graphic Design for Media Professionals	3 credits
COM 9625	Corporate Culture and Sustainability	3 credits
COM 9626	Counseling the Corporation	3 credits
COM/PAF 9627	Work-Life Communication	3 credits
COM 9630	Corporate Media Relations	3 credits
COM 9636	Corporate Representation in Film, TV, Advertising, and New Media	3 credits
COM 9650	Multinational Corporate Communication and Culture	3 credits
COM 9651	Theories of Persuasion	3 credits
COM 9652	Crisis Communication	3 credits
COM 9653	Investor Relations	3 credits
COM 9654	Employee Communication	3 credits
COM 9655	Corporate Advertising, Image, and Identity	3 credits
COM 9656	International Business Communication	3 credits
COM 9657	Video Production for Corporate Communication	3 credits
COM 9658	Reputation Management	3 credits
COM 9659	Business Issues for Corporate Communication	3 credits
COM 9660	Selected Topics in Corporate Communication	3 credits
COM 9661	Selected Topics in Corporate Communication (1)	1 credit
COM 9662	Selected Topics in Corporate Communication (2)	2 credits
COM 9663	Selected Topics in Corporate Communication (1.5)	1.5 credits
COM 9800	Internship in Corporate Communication	3 credits
COM 9900	Independent Study	3 credits

MA in Mental Health Counseling

- [For additional program information see the Weissman School website](#)

The Master of Arts in Mental Health Counseling program at Baruch College prepares its graduates to be professional practitioners in a variety of mental health settings (e.g. clinics, hospitals, counseling centers, outreach programs, and private practice settings). Students graduating from this program will be prepared to be generalists in mental health counseling with a focus on the area of health and well-being counseling.

The program provides students with a comprehensive background that emphasizes both academic coursework and supervised clinical internship training. This 60 credit master's program operates on a cohort model whereby all students complete the same program of study. Enrollment is offered on a full-time basis only, and the program is designed in a lock-step sequence where courses taken each semester are outlined in advance.

The MHC Program is designed specifically to address the needs of those training for the mental health counseling license. When graduating from the program students are prepared for practice in a variety of settings with diverse populations. The program is approved by the New York State Education Department and meets all of the NYSED standards. After 3000 hours of supervised post-degree experience, a graduate of this program would be eligible to take an exam for licensure.

Courses in Specialization (60 credits)		
PSY 9811	Foundations of Mental Health Counseling	3 credits
PSY 9812	Clinical Health Psychology	3 credits
PSY 9813	Clinical Instructions	3 credits
PSY 9814	Ethical and Legal Issues for Mental Health Counselors	3 credits
PSY 9815	Psychosocial and Cultural Foundations of Counseling	3 credits
PSY 9816	Addiction and Dependency	3 credits
PSY 9817	Counseling and Group Process	3 credits
PSY 9818	Practicum/Experiential	3 credits
PSY 9819	Psychopathology	3 credits
PSY 9820	Life Span Development	3 credits
PSY 9821	Cognitive and Behavioral Approaches in Counseling	3 credits
PSY 9823	Career Counseling	1.5 credits
PSY 9824	Assessment	1.5 credits
PSY 9825	Coping with Grief and Trauma	3 credits
PSY 9826	Assessment and Treatment of Obesity and Eating Disorders	3 credits
PSY 9827	Child and Adolescent Psychopathology	3 credits
PSY 9828	Theories of Counseling	3 credits
PSY 9830	Mental Health Counseling Internship I	6 credits
PSY 9831	Mental Health Counseling Internship II	6 credits

PSY 9922

Research and Program Evaluation in Mental Health Counseling

3 credits

MS in Financial Engineering

- [For additional program information see the Weissman School website](#)

The Baruch College Financial Engineering MS Program is a professional Masters Program which graduates competitive, high-quality individuals who successfully pursue careers in quantitative finance.

The Master of Science in Financial Engineering (MFE) requires the completion of 36 credits, including five 3-credit required courses. The remaining 21 credits are to be completed from elective courses. Students entering the program with exceptional mathematical or financial skills may be permitted to replace one or more of the required courses with additional electives.

The curriculum of the MFE Program is designed to provide students with the background required for modeling and solving problems that arise in the financial services industry across various markets and asset classes. All courses are offered in the evening to accommodate students with work commitments.

Courses in Specialization (36 credits)		
Required Courses (15 credits)		
MTH 9814	A Quantitative Introduction to Pricing Financial Instruments	3 credits
MTH 9815	Object Oriented Programming for Financial Applications	3 credits
MTH 9821	Numerical Methods for Finance I	3 credits
MTH 9831	Probability and Stochastic Processes for Finance I	3 credits
MTH 9903	Capstone Project and Presentation	3 credits
Elective Courses (21 credits)		
Choose courses from the following courses:		
MTH 9816	Fundamentals of Trading	1.5 credits
MTH 9841	Statistics for Finance	3 credits
MTH 9842	Linear and Quadratic Optimization Techniques	1.5 credits
MTH 9845	Market and Credit Risk Management	3 credits
MTH 9848	Elements of Structured Finance	3 credits
MTH 9852	Numerical Methods for Finance II	3 credits
MTH 9855	Asset Allocation and Portfolio Management	3 credits
MTH 9862	Probability and Stochastic Processes for Finance II	3 credits
MTH 9863	Volatility Filtering and Estimation	1.5 credits
MTH 9864	Model Review for Quantitative Models in Finance	1.5 credits
MTH 9865	Commodities and Futures Trading	1.5 credits
MTH 9867	Time Series Analysis and Algorithmic Trading	3 credits
MTH 9868	Advanced Risk and Portfolio Management	3 credits

MTH 9871	Advanced Computational Methods in Finance	3 credits
MTH 9873	Interest Rate Models and Interest Rate Derivatives	3 credits
MTH 9875	The Volatility Surface	3 credits
MTH 9876	Credit Risk Models	3 credits
MTH 9878	Interest Rate Models	3 credits
MTH 9879	Market Microstructure Models	3 credits
MTH 9881	Current Topics in Mathematical Finance	3 credits
MTH 9882	Fixed Income Risk Management	1.5 credits
MTH 9883	Structured Security Valuation in the Primary Market	1.5 credits
MTH 9886	Emerging Markets and Inflation Modeling	1.5 credits
MTH 9891	Introduction to Applied Financial Econometrics	1.5 credits
MTH 9893	Time Series Analysis	1.5 credits
MTH 9894	Machine Learning	1.5 credits
MTH 9896	Behavioral Finance	1.5 credits
MTH 9898	Data Science in Finance I: Big Data in Finance	1.5 credits
MTH 9899	Data Science in Finance II: Machine Learning	1.5 credits
ECO 82100	(Term I) Econometrics I	3 credits
ECO 82100	(Term II) Financial Econometrics	3 credits
FIN 9770	Financial Markets and Institutions	3 credits
FIN 9782	Futures and Forward Markets	3 credits
FIN 9783	Investment Analysis	3 credits
FIN 9786	International Financial Markets	3 credits
FIN 9790	Seminar in Finance	3 credits
FIN 9793	Advanced Investment Analysis	3 credits
FIN 9797	Options Markets	3 credits
STA 9700	Modern Regression Analysis	3 credits
STA 9701	Time Series: Forecasting and Statistical Modeling	3 credits

MS in Industrial/Organizational Psychology

- [For additional program information see the Weissman School website](#)

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

Courses in Specialization (36 credits)		
Required Courses (18 credits)		
PSY 9703	Design of Psychological Research	3 credits
PSY 9705	Applied Statistical Analysis	3 credits
PSY 9796	Problems in Industrial Psychology I: Personnel Psychology	3 credits
PSY 9797	Problems in Industrial Psychology II: Organizational Psychology	3 credits
PSY 99301	Research Methodology (Thesis I)	3 credits
or		
PSY 99001	Research Methodology in Design of Psychological Research (Seminar I)	3 credits
PSY 99302	Thesis (Thesis II)	3 credits
or		
PSY 99002	Research Seminar in Evaluation of Psychological Research (Seminar II)	3 credits
Elective Courses (18 credits)		
Students choose six electives in consultation with a graduate supervisor. The following are examples of the type of elective courses offered:		
PSY 9751	Leadership and Group Processes	3 credits
PSY 9760	Psychometric Methods	3 credits
PSY 9786	Seminar in Contemporary Psychological Topics*	3 credits
PSY 9789	Seminar in Industrial/Organizational Psychology	3 credits
PSY 9800	Internship in Industrial/Organizational Psychology	3 credits
	* Students may take PSY 9786 more than once if the topic is different.	

School of Public Affairs Graduate Programs

Programs

[School of Public Affairs Graduate Admission Information](#)

Master of Public Administration Program

- [For additional program information see the School of Public Affairs website](#)

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

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

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

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

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

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

Core (21 credits)		
PAF 9100	Introduction to Public Affairs	3 credits
PAF 9103	Communication in Public Settings	3 credits
PAF 9120	Public and Nonprofit Management I	3 credits
PAF 9130	Economic Analysis and Public Policy	3 credits
PAF 9140	Budgeting and Financial Analysis I	3 credits
PAF 9170	Research and Analysis I	3 credits
PAF 9172	Research and Analysis II	3 credits

Specialization and Elective Courses (18 credits)

Students are required to complete 18 credits toward electives. Students may choose to specialize in one of five specific specializations

- [Urban Development and Sustainability](#)
- [Nonprofit Administration](#)
- [Public Management](#)
- [Health Care Policy](#)
- [Policy Analysis and Evaluation](#)

or may choose, in consultation with a faculty advisor, a group of six electives without regard to any specialization. The specific requirements of each specialization vary. Please consult the list below for exact course requirements.

Specialization in Urban Development and Sustainability

The urban development and sustainability specialization examines how cities grow, decline, and function in terms of development, infrastructure, housing, and transportation. It considers issues of sustainability and development in the context of government regulation, tax incentive programs, green initiatives, and the politics of neighborhood advocacy. It offers students policy knowledge, management practices, and evaluation skills for careers in the growing field of urban development and sustainability within government and the nonprofit sector. The specialization requires the completion of 4 courses for 12 credits.

Students who wish to concentrate their MPA studies in urban development and sustainability must take 12 credits (four courses), 6 of which (two out of three courses) are required.

Mandatory Courses in Urban Development and Sustainability (6 credits; select two)

PAF 9141	Community Development: History, Present, and Future	3 credits
PAF 9142	Housing Policy	3 credits
PAF 9143	Greening and Growing Cities: Sustainability and Public Policy Choices	3 credits

Elective Courses in Urban Development and Sustainability (6 credits; select two from the following)

PAF 9109	Government Contracting	3 credits
PAF 9110	Ethics and Public Decision Making	3 credits
PAF 9136	Urban Economic Development	3 credits
PAF 9141	Community Development: History, Present, and Future	3 credits
or	or	
PAF 9142	Housing Policy	
or	or	
PAF 9143	Greening and Growing Cities: Sustainability and Public Policy Choices	
PAF 9150	Introduction to the Nonprofit Sector	3 credits
PAF 9151	Administration of the Nonprofit Sector and Voluntary Agencies	3 credits
PAF 9152	Fund Raising and Grants Administration in Nonprofit and Voluntary Organizations	3 credits
PAF 9153	Budgeting and Finance for Nonprofits	3 credits

PAF 9159	Privatization and Marketbased Government	3 credits
PAF 9160	Public and Nonprofit Management II	3 credits
PAF 9174	Program Evaluation	3 credits
PAF 9181	Comparative Public Policy and Administration	3 credits
PAF 9185	Environmental Policy	3 credits
PAF 9186	Map Making for Public Policy	3 credits
PAF 9299	Selected Topics in Nonprofit Management	3 credits

Free Electives

Students must complete 6 additional elective credits of their choice. These may be any two electives consistent with a students academic program for which the student has satisfied prerequisites. All courses must be selected in consultation with a faculty advisor.

Specialization in Nonprofit Administration

- [Specialization Information \(unofficial\)](#)

Students who wish to concentrate their MPA studies in nonprofit administration must take 12 credits (four courses), 6 of which (two courses) are required.

Mandatory Courses in Nonprofit Administration (6 credits)

PAF 9151	Administration of the Nonprofit Sector and Voluntary Agencies	3 credits
PAF 9153	Budgeting and Finance for Nonprofits	3 credits

Elective Courses in Nonprofit Administration (6 credits; select two from the following)

PAF 9109	Government Contracting	3 credits
PAF 9110	Ethics and Public Decision Making	3 credits
PAF 9136	Urban Economic Development	3 credits
PAF 9139	Communication Strategy	3 credits
PAF 9141	Community Development: History, Present, and Future	3 credits
PAF 9142	Housing Policy	3 credits
PAF 9143	Greening and Growing Cities: Sustainability and Public Policy Choices	3 credits
PAF 9150	Introduction to the Nonprofit Sector	3 credits
PAF 9152	Fund Raising and Grants Administration in Nonprofit and Voluntary Organizations	3 credits
PAF 9156	Emergency Preparedness, Response and Recovery	3 credits
PAF 9157	Introduction to Philanthropy	3 credits
PAF 9158	Religion, Nonprofits, Politics, and Policy	3 credits
PAF 9160	Public and Nonprofit Management II	3 credits

PAF 9126	Human Services Administration	3 credits
PAF 9174	Program Evaluation	3 credits
PAF 9181	Comparative Public Policy and Administration	3 credits
PAF 9183	International Nonprofit Organizations	3 credits
PAF 9299	Selected Topics in Nonprofit Management	3 credits
PAF 9710	Health and Health Care	3 credits
MGT 9969	Social Entrepreneurship: Concepts and Cases	3 credits

Free Electives

Students must complete 6 additional elective credits of their choice. These may be any two electives consistent with a student's academic program for which the student has satisfied prerequisites. All courses must be selected in consultation with a faculty advisor.

Specialization in Public Management

- [Specialization Information \(unofficial\)](#)

Students who wish to concentrate their MPA studies in public management must take 12 credits (four courses), 6 of which (two courses) are required.

Mandatory Courses in Public Management (6 credits)

PAF 9117	Public Personnel and Human Resources Management	3 credits
PAF 9160	Public and Nonprofit Management II	3 credits

Elective Courses in Public Management (6 credits; select two from the following)

PAF 9109	Government Contracting	3 credits
PAF 9110	Ethics and Public Decision Making	3 credits
PAF 9115	Intergovernmental Relations	3 credits
PAF 9118	Labor Relations in the Public Sector	3 credits
PAF 9138	Urban Services Delivery	3 credits
PAF 9139	Communication Strategy	3 credits
PAF 9156	Emergency Preparedness, Response, and Recovery	3 credits
PAF 9159	Privatization and Market-Based Government	3 credits
PAF 9126	Human Services Administration	3 credits
PAF 9173	Program Auditing and Performance Measurement	3 credits
PAF 9174	Program Evaluation	3 credits
PAF 9181	Comparative Public Policy and Administration	3 credits

Free Electives

Students must complete 6 additional elective credits of their choice. These may be any two electives consistent with a students academic program for which the student has satisfied prerequisites. All courses must be selected in consultation with a faculty advisor.

Specialization in Health Care Policy

- [Specialization Information \(unofficial\)](#)

Students who wish to concentrate their MPA studies in health care policy must take 12 credits (four courses), 3 of which (one course) are required.

Mandatory Courses in Health Care Policy (3 credits)

PAF 9710	Health and Health Care *	3 credits
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Elective Courses in Health Care Policy (9 credits; select three from the following)

PAF 9180	Political Analysis	3 credits
PAF 9715	Health Care Policy	3 credits
PAF 9720	Population-Based Health Planning	3 credits
PAF 9725	Health Program, Policy, and Performance Evaluation	3 credits
or	or	
PAF 9174	Program Evaluation	
PAF 9730	Comparative Health Systems	3 credits
PAF 9735	Health Politics and Policymaking	3 credits
PAF 9766	Health Care Costs and Financing	3 credits
PAF 9799	Selected Topics in Health Policy	3 credits

Other courses relevant to the track offered at other schools of Baruch College and/or other CUNY campuses, with advisor approval

*PAF 9710 must be taken prior to taking additional courses in this specialization.

Free Electives

Students must complete 6 additional elective credits of their choice. These may be any two electives consistent with a students academic program for which the student has satisfied prerequisites. All courses must be selected in consultation with a faculty advisor.

Specialization in Policy Analysis and Evaluation

- [Specialization Information \(unofficial\)](#)

Students who wish to concentrate their MPA studies in policy analysis and evaluation must take 12 credits (four courses), 6 of which (two courses) are required.

Mandatory Courses in Policy Analysis and Evaluation (6 credits)

PAF 9133	Economics of the Public Sector and Public Finance	3 credits
PAF 9180	Policy Analysis	3 credits
<i>Elective Courses in Policy Analysis and Evaluation</i> (6 credits; select two from the following)		
PAF 9110	Ethics and Public Decision Making	3 credits
PAF 9125	Human Resources Policy	3 credits
PAF 9137	Telecommunications Policy	3 credits
PAF 9142	Housing Policy	3 credits
PAF 9145	Social Welfare Policy	3 credits
PAF 9161	Business and Public Policy	3 credits
PAF 9173	Program Auditing and Performance Measurement	3 credits
PAF 9174	Program Evaluation	3 credits
PAF 9177	Advanced Analytical Methods	3 credits
PAF 9185	Environmental Policy	3 credits
PAF 9186	Mapmaking for Public Policy	3 credits
PAF 9318	Educational Policy	3 credits
PAF 9338	Higher Education, Politics, and Public Policy	3 credits
PAF 9699	Selected Topics in Public Policy	3 credits
PAF 9715	Health Care Policy	3 credits
<i>Free Electives</i>		
Students must complete 6 additional elective credits of their choice. These may be any two electives consistent with a students academic program for which the student has satisfied prerequisites. All courses must be selected in consultation with a faculty advisor.		
Internship (3 credits)		
PAF 9195	Public Affairs Internship (required of students without prior professional experience)	3 credits
Capstone (3 credits)		
PAF 9190	Public Affairs Capstone Seminar (Prerequisite: Completion of the MPA core plus 15 additional credit hours or permission from the Office of Graduate Admissions and Student Services)	3 credits

Executive MPA

- [For additional program information see the School of Public Affairs website](#)

The *Executive MPA* is designed for experienced executives and managers who seek a challenging and accelerated program of study. The coursework highlights current issues and problems that confront leaders in public affairs. To link theory with practice, Baruch's faculty co-teach several courses with prominent public and nonprofit practitioners who bring real-world knowledge to the classroom. Admission requires a minimum of 3-5 years professional management experience and an undergraduate GPA of 3.0 or a graduate-level degree in another field. Classes meet for 35 Saturdays during each year from September to June. Most courses are offered over a 10-week period, with the remaining classes taught in an intensive 5-week schedule. Each student cohort is comprised of approximately 20-30 students with two cohorts attending simultaneously (one in the first year of the program, one in the second). Students pay a special program fee that covers tuition, required books, breakfast and lunch on class days, staff support, computer training, career seminars, guest lecturers, and special events.

Executive MPA		
<i>Fall (September-January) 12 credits</i>		
PAF 9100	Introduction to Public Affairs	3 credits
PAF 9103	Communication in Public Settings	3 credits
PAF 9170	Research and Analysis I	3 credits
PAF 9172	Research and Analysis II	3 credits
<i>Spring (February-June) 9 credits</i>		
PAF 9120	Public and Nonprofit Management I	3 credits
PAF 9139	Communication Strategy	3 credits
PAF 9140	Budgeting and Financial Analysis I	3 credits
<i>Fall (September-January) 12 credits</i>		
PAF 9130	Economic Analysis and Public Policy	3 credits
PAF 9151	Administration of the Nonprofit Sector and Voluntary Agencies	3 credits
PAF 9160	Public and Nonprofit Management II	3 credits
PAF 9180	Policy Analysis	3 credits
<i>Spring (February-June) 9 credits</i>		
PAF 9174	Program Evaluation	3 credits
PAF 9163	Leadership and Strategy in Public Affairs	3 credits
PAF 9190	Capstone Seminar	3 credits

National Urban Fellows- MPA

- [For additional program information see the School of Public Affairs website](#)

The National Urban Fellows (NUF) is a nonprofit organization whose purpose is to prepare students from diverse backgrounds for leadership positions in the public and nonprofit sectors. The NUF-MPA requires students to complete their coursework in 14-months. Students take 21 credits on-campus during two intensive summer sessions. In the fall and spring semesters, fellows complete the remaining MPA coursework online while also receiving academic credit for working full-time in a nine-month mentorship assignment in a public or nonprofit organization. Each fellow receives a monthly stipend, health insurance, a book allowance, relocation and travel reimbursement, and full payment of Baruch College tuition. There is a competitive admission process, including a written application followed by an in-person interview. NUF maintains an extensive alumni network that connects students to a wide range of public service careers.

National Urban Fellows- MPA		
Summer (12 credits)		
PAF 9100	Introduction to Public Affairs	3 credits
PAF 9103	Communication in Public Settings	3 credits
PAF 9170	Research and Analysis I	3 credits
PAF 9172	Research and Analysis II	3 credits
Fall (9 credits)		
PAF 9120	Public and Nonprofit Management I	3 credits
PAF 9140	Budgeting and Financial Analysis I	3 credits
PAF 9191	Mentorship in Public Affairs	3 credits
Spring (12 credits)		
PAF 9160	Public and Nonprofit Management II	3 credits
PAF 9163	Leadership and Strategy in Public Affairs	3 credits
PAF 9190	Capstone Seminar	3 credits
PAF 9318	Educational Policy	3 credits
OR	OR	
PAF 9735	Health Politics and Policy Making	
Summer (9 credits)		
PAF 9130	Economic Analysis and Public Policy	3 credits
PAF 9153	Budgeting and Finance for Nonprofits	3 credits
PAF 9180	Policy Analysis	3 credits

Dual-Degree Program in Nursing Administration and Public Administration

- [For additional program information see the School of Public Affairs website](#)

The MSN/MPA is a 57-credit program that combines the offerings of the Hunter College Schools of the Health Professions Master of Science in nursing administration (MSN) program with the Baruch College School of Public Affairs Master of Public Administration program. The program provides the knowledge base and skills needed by graduates to function as effective nurse administrators across the whole continuum of care, from wellness to illness, focusing increased emphasis on community-based care, integrated systems, and community networks.

The specific objectives are to:

1. Prepare nursing administration graduates to assume leadership positions and management roles in diverse health care organizations and to function as members of organizations executive management teams;
2. Recruit and educate nursing administration graduates in an interdisciplinary framework that will increase and necessitate ongoing flexibility and expanded partnerships between nursing and other disciplines; and
3. Integrate the knowledge, theories, and skills of health policy to enable nursing administration graduates to improve the effectiveness of health care delivery systems.

MSEd Programs (SPA)

MSEd in Higher Education Administration

- [For additional program information see the School of Public Affairs website](#)

The Masters of Science in Education, Higher Education Administration (MSEd-HEA) prepares students for leadership and supervisory positions in higher education institutions, as well as in advocacy organizations and research centers focused on post-secondary education. The curriculum covers key aspects of college administration, including governing institutions, organizing academic departments and offices, delivering student services, preparing and implementing budgets, managing collective bargaining, and conducting educational research. Contemporary topics are explored, such as online education, change management, and the globalization of higher education. In addition to SPA faculty, senior CUNY administrators teach in the program. Graduates pursue careers as executives, directors, coordinators, and analysts of programs and services.

A total of 36 credits are required for the degree if an internship is not needed. Students without at least one year of administrative work experience in higher education are required to complete a 3 credit internship for a total of 39 credits. There are 21 required credits and 15 elective credits.

Students have two options for completing the 15 elective requirements for the degree. They may complete a set of general higher education and public administration courses, or they may choose a specialization in institutional research and assessment. The specialization is for students looking for a solid grounding in research methods, statistics, learning assessment, and program evaluation. It is designed for those wanting to work in the growing field of university research and assessment as well as for those seeking to be intelligent users of research reports. Students must complete PAF 9170 in the required core if they opt for the specialization. The specialization requires two courses—PAF 9172 and PAF 9325—and the choice of three analytical courses.

Required (21 - 24 credits)		
PAF 9120	Public and Nonprofit Management I	3 credits
PAF 9308	Administrative Services in Colleges and Universities	3 credits
PAF 9317	Research for the Educational Administrator	3 credits
OR	OR	
PAF 9170	Research and Analysis I*	
PAF 9322	Internship in Higher Education Administration**	3 credits**
PAF 9330	Introduction to Higher Education Administration	3 credits
PAF 9336	Student Services in Higher Education	3 credits
PAF 9339	The Financing of Higher Education	3 credits
PAF 9390	Capstone Seminar in Higher Education Administration	3 credits
Electives (15 credits; select five)		
PAF 9302	Organizational Behavior in Colleges and Universities	3 credits
PAF 9318	Educational Policy	3 credits
PAF 9325	Institutional Research	3 credits
PAF 9332	Information Systems in Higher Education	3 credits
PAF 9333	Curriculum and Instruction in Higher Education	3 credits
PAF 9334	Collective Bargaining in Higher Education	3 credits
PAF 9335	The Community College	3 credits

PAF 9337	Issues in Urban Higher Education	3 credits
PAF 9338	Higher Education, Politics, and Public Policy	3 credits
PAF 9339	Selected Topics in Educational Administration	3 credits
OR		
Requirements for the MEd in Higher Education Administration program with a Specialization in Institutional Research and Assessment		
<i>Required Courses for the Specialization in Institutional Research and Assessment (6 credits)</i>		
PAF 9172	Research and Analysis II	3 credits
PAF 9325	Institutional Research	3 credits
<i>Elective Courses for the Specialization in Institutional Research and Assessment (9 credits; select three)</i>		
PAF 9130	Economic Analysis and Public Policy	3 credits
PAF 9140	Budgeting and Financial Analysis I	3 credits
PAF 9174	Program Evaluation	3 credits
PAF 9177	Selected Topics in Advanced Analytic Methods	3 credits
PAF 9180	Policy Analysis	3 credits
PAF 9318	Educational Policy	3 credits
PAF 9332	Information Systems in Higher Education	3 credits

*PAF 9170 is required of students who select the Specialization in Institutional Research and Assessment

**The internship is required of candidates who have less than one year's experience in an administrative position in higher education. A student with such experience may apply for a waiver of this requirement. The student's experience will be evaluated by a graduate advisor before an internship waiver is granted. If the internship is required, it is done as field/site work and independent study with hours to be arranged for consultations with a faculty intern advisor.

MSEd in Educational Leadership

- [For additional program information see the School of Public Affairs website](#)

The Masters of Science in Education- Educational Leadership (MSEd-EL) program prepares elementary and secondary educators to obtain high-level supervisory positions in public schools. The coursework offers a comprehensive understanding of educational administration in an urban environment. Students acquire managerial and analytical skills applicable to a wide range of institutional settings, including public, private, and charter schools. The focus is on the latest scholarship in educational leadership and on developing applied knowledge through experience working in teams within public schools. The degree requires the completion of 33 credits. Students who obtain 24 credits are eligible to apply for the School Building Leadership (SBL) certificate mandated by the State of New York to become an assistant principal or principal. With 15 more credits beyond the 24 credits, students can apply for a School District Leadership (SDL) certificate from the State of New York to become a school superintendent.

Courses		
PAF 9301	Introduction to School Leadership	3 credits
PAF 9306	Human Resource Management in Education	3 credits
PAF 9307	School Performance Measurement	3 credits
PAF 9309	Instructional Leadership in Schools	3 credits
PAF 9310	School Leadership and Organizational Management	3 credits
PAF 9311	Community Relations in Education	3 credits
PAF 9312	Legal and Policy Issues in Education	3 credits
PAF 9313	Capstone Seminar for the School Building Leader (<i>prerequisite:</i> PAF 9301, PAF 9309, PAF 9310, PAF 9312, PAF 9314, and PAF 9319)	3 credits
PAF 9314	Strategies in Classroom Management (<i>prerequisite:</i> PAF 9310)	3 credits
PAF 9315	Charter School Administration	3 credits
PAF 9316	Urban School Problems	3 credits
PAF 9318	Educational Policy	3 credits
PAF 9319	School Finance and Budgeting	3 credits
PAF 9320	Educational Leadership Internship I	3 credits
PAF 9321	Educational Leadership Internship II (<i>prerequisite:</i> PAF 9320)	3 credits
PAF 9340	Introduction to Special Education Administration	3 credits
PAF 9341	Special Education Administration	3 credits
PAF 9342	Political Policy Analysis in Education	3 credits
PAF 9399	Selected Topics in Educational Administration	3 credits

Most MSEd-EL courses are offered through partnerships with organizations and programs that are responsible for the professional education of school administrators. Applications are made directly to the sponsoring organization, which are then transferred to Baruch College for submission to the graduate admissions system for processing. Depending on the program, the instruction is offered on Baruch College's campus, at the New York City Leadership Academy in Long Island City Queens, and within New York City's public schools. Five partnership programs are offered.

[Aspiring Principals Program \(APP\)](#)

APP is a 14-month leadership development program. APP has 3 distinct phases: 1) a 6-week summer intensive that engages participants in a problem-based, action-learning curriculum that simulates the challenges of a New York City principal; 2) a 10-month, school-based residency under the mentorship of an experienced principal; and 3) an ending summer session that enables participants to transition successfully into school leadership positions. All participants are evaluated on a pass-fail basis and must meet rigorous performance standards to progress to each successive program phase and to graduate. Participant salaries and benefits are paid by the New York City Department of Education while in the program. Students receive 24 credits for the completion of PAF 9301, PAF 9309, PAF 9310, PAF 9314, PAF 9312, PAF 9319, and PAF 9320 and are recommended for State certification once all requirements are met. Classes are completed off-campus at the New York City Leadership Academy.

[Leaders in Education Apprenticeship Program \(LEAP\)](#)

LEAP trains school leaders to maximize their effectiveness. The year-long program begins with a summer institute that provides the knowledge and skills to manage instructional improvements, initiate effective organizational change, handle difficult problems, and engage parents and community in the accomplishment of educational goals. The summer institute is followed by a full-time internship in a school setting that involves implementing innovative projects and honing leadership skills. The internships are guided by mentor principals selected for their outstanding track record in urban public schools. By completing the summer intensive, their courses throughout the fall, as well as their full time mentorship, the participants receive academic credit for PAF 9301, PAF 9309, PAF 9310, PAF 9314, PAF 9312, PAF 9319, and PAF 9320 and are recommended for State certification once all requirements are met.

[Scaffold Apprenticeship Model \(SAM Citywide\)](#)

SAM Citywide is a School Building Leadership certification program that integrates leadership skill development into the work of school improvement. The entire program is directed by an expert lead facilitator. The curriculum entails an apprenticeship model where learning is embedded in the work participants do in their schools. The participants' schools are the subject of study, professional literature augments craft knowledge, and action research links theory and practice.

The aim is to scaffold a sequence of research-based ideas that shape school work – explicitly at first and then internalized as “habits of mind.” Success is measured by the capacity of the participants' to improve student outcomes in the schools in which they work. In a 2-year cohort model, students complete the following courses on the Baruch College campus: PAF 9310, PAF 9314, PAF 9309, PAF 9319, PAF 9301, PAF 9312, PAF 9320, and PAF 9321 and are recommended for State certification once all requirements are met.

[New Leaders for New Schools \(NLNS\)](#)

New Leaders for New Schools is a School Building Leadership certification program that trains individuals to become leaders within their schools within the role of Assistant Principal and Principal. This program consists of an intensive summer institute, followed by a yearlong, full-time internship where the student will have substantial projects and leadership opportunities in a school, as well as academic sessions to incorporate the theory with the practice. The internships will be led by exceptional mentor principals selected for their outstanding track record in urban public schools. The participants receive academic credit for PAF 9301, PAF 9309, PAF 9310, PAF 9314, PAF 9312, PAF 9319, and PAF 9320 and are recommended for State certification once all requirements are met.

[Teacher Education Leadership \(TEL\)](#)

TEL is designed to develop the skills required for a teacher to become an assistant principal or principal. The instructional material is job-embedded and participants learn by doing, using their own schools as the focus of their study. The program takes place over two semesters and participants receive 12 credits and a certificate of completion from Baruch College. Completed at the NYC Leadership Academy, the participants receive academic credit for PAF 9301, PAF 9309, PAF 9310, and PAF 9314.

Special Program Options

[Study Abroad Programs](#)

[The Post-Master's Program](#)

General Academic Regulations

Matriculation And Class Status

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

Academic Advisement

ZICKLIN SCHOOL OF BUSINESS

The Office of Graduate Programs provides administrative and curricular services to students enrolled in programs in the Zicklin School of Business.

WEISSMAN SCHOOL OF ARTS AND SCIENCES

Advisement for students in the Financial Engineering, Corporate Communication, Industrial/Organizational Psychology, and Mental Health Counseling graduate programs is provided by members of the faculty. Appointments can be made through the Office of Graduate Studies at 646-312-4490.

SCHOOL OF PUBLIC AFFAIRS

The Office of Student Affairs and Graduate Admissions provides administrative and curricular services to graduate students enrolled in programs in the School of Public Affairs. Students entering programs in the School of Public Affairs will receive an evaluation of preliminary course requirements to aid in their first registration at Baruch. During the first semester of attendance, students are encouraged to meet with an advisor from the office to prepare a program for the remaining course of study. The program is a plan of study devised by the student in consultation with the advisor regarding the courses to be completed for the degree. For information regarding student services, contact the Office of Student Affairs and Graduate Admissions, School of Public Affairs, at 646-660-6750.

Registration

Measles, Mumps, Rubella Immunization

ID Cards

Program Load

A program of four 9000-level courses (12 credits) is considered the minimum full-time graduate course load. A program load of three 9000-level courses (9 credits) is considered the minimum full-time graduate course load for the following Weissman School of Arts and Sciences programs: MA in Corporate Communication; MS in Financial Engineering; and MS in Industrial and Organizational Psychology. A program load of nine (9) credits is considered the minimum full-time graduate course load for Zicklin School of Business MBA and MS students. However, this option is not available to students in the following Zicklin cohort programs: Full-time MBA, Executive MBA, MBA in Healthcare Administration, and Executive MS programs. Six credits is the maximum full-time load each summer session. Registration for credits in excess of these limits will not be permitted without advance approval by the school dean. Generally, 6 to 8 credits is the recommended course load for students working 35 hours or more per week.

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

Program Changes

HOW TO CHANGE DEGREE OBJECTIVE OR SPECIALIZATION

Students who have chosen a major field or a degree objective and wish to change it at a later date may do so, subject to the approval of the appropriate graduate office. Students on F-1 and J-1 visas must also see the International Student Service Center for appropriate approvals to remain in status.

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

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

HOW TO REVISE A PROGRAM

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

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

Program changes should be made prior to registering for courses.

Qualifying Examinations/Waivers

Students who feel that they have sufficient background in any of the preliminary requirements but have not had the courses waived may apply to take a written qualifying examination. The application may be obtained at the appropriate graduate studies office. Students pay the listed fee, return the completed form to the appropriate graduate office, and contact the department for the time and place of the examination.

A grade of C- or better is required to waive 8000-level preliminary requirement courses. A grade of B- or better is required to waive 9000-level preliminary requirement courses.

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

Transfer of Credit for Graduate Work and Permit Status

Students may request to transfer up to 12 credits of course work. Of these credits, MBA students may not transfer more than one course (3–4 credits) toward their major, with the exception of MBA in accountancy students, who may transfer up to 14 credits, with no more than two courses (6–8 credits) applied toward the major. MS students may not transfer more than two courses (no more than 8 credits) toward their degree requirements. MPA students may not transfer courses toward their core requirements. Courses must have been completed within five years of a student's enrollment at Baruch College. All students should consult their appropriate graduate office for advisement.

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

Leave of Absence

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

Re-Entry to The College

Students who interrupt their graduate studies for one or more semesters must file for re-entry using the following form: [Re-entry form](#) prior to the term in which they plan to return. The six-year time period for completion of the requirements for the master's degree will be extended no more than two semesters for such nonattendance.

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

Resignation or Withdrawal

Students who enroll for courses and find it impossible to continue with one or more of the courses must withdraw using CUNYfirst self-service. Failure to properly withdraw from a course will result in an F grade.

Students who drop all courses during the refund period must file a re-entry application. If this occurs during the student's first semester, the student will need to file a new application with the appropriate office of graduate admissions. International students need to obtain approval from the International Student Service Center prior to dropping any course.

Extension of Time Limit For Degree

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

Graduation Requirements

WRITTEN APPLICATION FOR THE DEGREE

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

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

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

MAINTENANCE OF MATRICULATION

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

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

Second-Degree Application

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

Grading System*

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

Grades for graduate courses are indicated as follows:

Grade	Quality Value Per Credit
A	4.0 grade points
A-	3.7 grade points
B+	3.3 grade points
B	3.0 grade points
B-	2.7 grade points
C+	2.3 grade points
C	2.0 grade points
C-	1.7 grade points
F	0.0 grade points

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

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

W	Withdrew without penalty. Student must apply for this grade at the Registrar's Office within a specified period (see Baruch College Academic Calendar in the Schedule of Classes).
WA	Administrative withdrawal (no academic penalty). Given to new students who fail to comply with New York Public Health Law 2165 within the announced grace period.
WN	Never attended.
AUD	No credit.
INC	Student must be doing passing work to obtain instructor's permission for this grade. The grade must be resolved by the end of the final examination period of the subsequent semester, or it becomes a grade of FIN, the equivalent of F.
NC	No credit. Used for courses taken under the pass/ no credit option. Also used to indicate the student received a course grade below C-. The course must be repeated in order to receive credit. Not included in the GPA.
P	Passing. Valid grade for courses taken under the pass/no credit option. Grades of P are not calculated in the GPA, but credits earned are counted toward the degree.
PEN	Grade pending (used when a grade is under review for possible infraction of academic integrity standards).

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

PASS/NO CREDIT OPTION (P/NC)

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

- To exercise the P/NC option, the student must register for the course in the usual manner and apply at the Registrar's Office no later than the third week of the semester (see Baruch College Academic Calendar in the Schedule of Classes).
- The grade of P or NC is not computed in the grade point average.
- If a grade of NC is received in a core or required course, the student must repeat the course. The course may be repeated only once and for a P/NC grade only.
- If a grade of NC is received in an elective course, the student may either repeat the course or select another course; in both cases, a conventional grade will be assigned.
- The P/NC option is applied by the Registrar's Office; the instructor is not informed of the student's decision.
- The P/NC option applies as follows to students in the School of Public Affairs: MPA students may use the P/NC option for one elective course only. The option does not apply to the Capstone Seminar Course (PAF 9190). MEd in educational leadership, MEd in higher education administration, and SBL students are allowed to use the P/NC option for any one course in their degree program.
- The P/NC option applies as follows to students in the Weissman School of Arts and Sciences: MS in industrial and organizational psychology students may use the P/NC option for any course in addition to thesis courses. Thesis courses are graded only on a P/NC basis. MA students may elect to use the P/NC option for electives or required courses within the degree program.
- The P/NC option applies as follows to students in the Zicklin School of Business: MBA students are not permitted to use the P/NC option for core or major courses, but they may use the option for one elective course outside the major. Students who use the P/NC option and then change their major or pursue a second major cannot apply a course previously graded P/NC toward their new major or petition to withdraw the option. Students cannot apply a P/NC-graded course in accountancy or taxation toward CPA requirements. MS students may not use the P/NC option.

COMPUTING THE GRADE POINT AVERAGE (GPA)

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

Grade	=	Value		Indexible Credits	Grade Points
A	=	4.0	X	12	48.0
B+	=	3.3	X	6	19.8
B	=	3.0	X	6	18.0
F*	=	0.0	X	3	0.0
				27	85.8

**Includes unresolved INC grades*

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

AUDITOR STATUS

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

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

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

INC GRADES

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

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

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

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

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

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

CROSS-LISTED COURSES

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

Scholarship Requirements

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

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

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

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

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

PROBATION

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

Credits Earned	Minimum GPA
6 and above	3.0

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

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

EXECUTIVE MBA

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

Credits Earned	Minimum GPA
9 (one trimester) and above	3.0

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

EXECUTIVE MPA; EXECUTIVE MS IN FINANCE; EXECUTIVE MS IN ANALYSIS OF FINANCIAL STATEMENTS, INTERNAL OPERATIONS, AND RISK ASSESSMENT; AND EXECUTIVE MSILR

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

Credits Earned	Minimum GPA
9 and above	3.0

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

Graduate Committees on Academic Standing

- [School of Public Affairs](#)
- Weissman School of Arts and Sciences: Graduate students who wish to file an academic appeal should contact the Office of Graduate Studies at 646-312-4490.
- [Zicklin School of Business](#)

Fees, Expenses, and Financial Aid

Tuition and Fees

- MS, MA, and MEd Students
- MBA Students
- MPA Students
- Academic Excellence Fees for Graduate Programs
- Student Activity and Consolidated Fees
- Technology Fee
- Other Non-instructional Fees
- Tuition Refunds
 - Refund Calendar
 - Refund Disbursement

Graduate Financial Aid

- Federal Direct Loans
- Graduate PLUS Loans
- Federal Work-Study Program
- Veterans' Benefits
- Baruch Scholarships

Units Offering Graduate-Level Programs

Stan Ross Department of Accountancy

Department of Communication Studies

Bert W. Wasserman Department of Economics and Finance

Department of Law

Narendra Paul Loomba Department of Management

Allen G. Aaronson Department of Marketing and International Business

Department of Mathematics

Department of Psychology

School of Public Affairs

William Newman Department of Real Estate

Department of Statistics and Computer Information Systems

The Campus, Student Services, and Student Life

The Campus

- [College Locations](#)
- [The William and Anita Newman Library](#)
- [Computing Facilities](#)
- [Specialized Centers and Institutes](#)
- [Bookstore](#)
- [Student Activities Center](#)
- [Campus Safety and Security Policies for All Students](#)

Student Services

- [Student Affairs and Enrollment Management](#)
- [Health and Wellness Services](#)
 - [Counseling Center](#)
- [Early Learning Center](#)
- [College Ombuds](#)
- [International Student Services Center](#)
- [Services for Students with Disabilities](#)
- [Veterans' Services](#)
- [Legal Consultation \(General and Immigration\)](#)

Career Advisement Services

- [Graduate Career Management Center of the Zicklin School of Business](#)
- [Advisement Services, Office of Graduate Studies of the Weissman School of Arts and Sciences](#)
- [Career Services Office of the School of Public Affairs](#)
- [Starr Career Development Center](#)

Student Leadership and Co-Curricular Life

- [Office of Student Life](#)
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