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# Baruch College Graduate Bulletin - Fall 2017 / Spring 2018 - current Home

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# Baruch College Graduate Bulletin - Fall 2019 / Spring 2020 - ARCHIVE

Welcome to Baruch College's online *Graduate Bulletin* for Fall 2019 / Spring 2020. 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 - Fall 2018 / Spring 2019](#)
- [Graduate Bulletin - Fall 2017 / Spring 2018](#)
- [Graduate Bulletin - Fall 2016 / Spring 2017](#)
- [Graduate Bulletin - Fall 2015 / Spring 2016](#)
- [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/>.

**Important changes since the last bulletin:**

**NEW:** [MS in Business Analytics](#)

[Special COVID-19 Flexible Grading Policy for the Spring 2020 Semester](#)

## Index

published: Graduate Bulletin - Fall 2019 / Spring 2020

## **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	050600
Healthcare 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

\*These MBA majors are no longer available. Students who entered Fall 2016 or prior have through Fall 2023 to complete them. Students who entered as of Spring 2017 select from Accountancy and General only. After Fall 2023, students coded with discontinued majors will need to change to Accountancy or General.

\*\*The Healthcare Administration MBA is available through Executive programs only.

<b>MIA</b>  (with concentrations in international non-governmental organizations, western hemisphere affairs, trade policy and global economic governance, and special concentration)	221000
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**MPA**

210200

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

**MS**

Accountancy (CPA Program)	050200
Business Analytics	509900
Entrepreneurship	050600
Finance	050400
Financial Engineering	050400
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**

(no HEGIS code)

(offered jointly with Hunter College)<sup>‡</sup>**MA**

Arts Administration	109900
Corporate Communication	069900

Mental Health Counseling	210410
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<b>JD/MBA</b> (offered jointly with The New York Law School and Brooklyn Law School)	050600
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<b>Executive MBA†</b>	050600
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<b>Executive MPA†</b>	210200
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<b>Executive MS in Finance†</b>	050400
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<b>Executive MS in Analysis of Financial Statements, Internal Operations, and Risk Assessment†</b> (formerly Executive MS in Internal Auditing: Risk Assessment and Assurance)	050200
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<b>Executive MSILR†</b>	051600
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<b>Post-Master's Professional Certificate Program</b>	(no HEGIS code)
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<b>Professional Certificate in Taxation</b>	050210
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<b>PhD in Business, PhD Subprogram in Industrial/Organizational Psychology</b> 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.	(no HEGIS codes)
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†Baruch is currently in the process of revising our descriptions of graduate programs offered in executive format. These revisions will be completed before the start of the 2019 Fall Semester.

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

# Marxe School of Public and International Affairs Graduate Programs

## Programs

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

# Master of International Affairs Program

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

Students pursuing the Master of International Affairs will study national and international public policy and its underlying principles in a global context.

A multidisciplinary and integrated curriculum allows students to specialize in International Nongovernmental Organizations, Western Hemisphere Affairs, Trade Policy and Global Economic Governance, or a Special Concentration in which students will have the opportunity to design, in concert with a faculty advisor, a special concentration tailored to his or her particular interest and career ambitions.

The program offers a rigorous, multidisciplinary academic understanding and analysis of global governance and policy in the international setting. It introduces students to skills essential for the analytical study of public policy and for the assessment of the main issues in governance currently facing international policy-makers. It equips students with the theoretical tools and empirical evidence necessary for an in-depth understanding of policy-making within the general theories of public policy, comparative public policy and governance, international public administration, social and public policy in international and cross-national contexts. It also provides the intellectual and practical capabilities to pursue high-level tasks in the fields of political planning and political management in the public and private sector at the national, international and supranational level.

Students also receive advanced training in key techniques of policy analysis, budgeting, assessment of political culture, global communication strategies, regionally specific issues and comparative methods. The program offers opportunities for study in a variety of substantial social and public policy areas (e.g. welfare and social security, international development, housing, migration, health), across a range of national, regional (Latin America, Asia, Africa, and the European Union) and global settings. While our concentration in Western Hemisphere Affairs will focus on that region, the MIA program is committed to analyzing problems in a global context. The Marxe School has relationships with educational institutions in Europe, Latin America and Asia and students will have the opportunity to do internships or study abroad.

## **Master of International Affairs (MIA) Program Learning Goals**

1. Understand and apply policy analysis to international domains.
2. Manage and lead programmatic initiatives in governmental and nongovernmental organizations addressing international affairs.
3. Study international policy convergence and policy diffusion.
4. Understand and apply theories and methods of comparative public policy and administration, and international and national governance systems and interactions.
5. Utilize analytic tools on the impact of regionalization and/or globalization, including efforts to harmonize or coordinate domestic and international policymaking and governance.
6. Assess sub-national, national, trans-national, and supranational policies and political actors and their consequences for the problem-solving capacity of governance systems.
7. Use old and new media tools to promote the interests of institutions.

<b>Core</b>		(24 credits)
<a href="#">PAF 9140</a>	Budgeting and Financial Analysis I	3 credits
<a href="#">PAF 9170</a>	Research and Analysis I	3 credits
<a href="#">PAF 9172</a>	Research and Analysis II	3 credits
<a href="#">PAF 9180</a>	Policy Analysis	3 credits
<a href="#">PAF 9181</a>	Comparative Public Policy and Administration	3 credits

PAF 9184	International Institutions and Global Governance	3 credits
PAF 9415	International Economics	3 credits
PAF 9420	Global Communication	3 credits

## Specialization and Elective Courses (12 credits)

Students are required to complete 12 credits toward electives. Students must choose to specialize in one of the four specific specializations

- [International Nongovernmental Organizations](#)
- [Western Hemisphere Affairs](#)
- [Trade Policy and Global Economic Governance](#)
- [Special Concentration](#)

### Specialization in International Nongovernmental Organizations

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

Baruch has one of the nation's largest and most distinguished professional nonprofit education degrees, as well as executive certificate and research programs focused on the sector. New York City is home to one of the world's largest concentrations of internationally focused nongovernmental organizations.

This concentration examines questions fundamental to the emergence and conduct of civil society at the national and international level: how political and social participation is mediated by INGOs, how the relationship between governments and INGOs emerges in different historical, legal, and cultural contexts, how INGOs can collaborate across national boundaries, and INGO management can improve sensitivity to local self-determination. As the number of domestically and internationally focused INGOs quickly expands throughout the world (e.g. in Brazil, Turkey and China) this focus will provide Baruch graduates with relevant expertise in policy impact and practical management. Concentration in this area will prepare students for careers at international institutions such as the United Nations, the World Bank and the IMF, local, national, and international issue-focused INGOs, as well as at corporate foundations, and businesses committed to promoting development through international public-private partnerships.

Students who wish to concentrate their MIA studies in International Nongovernmental Organizations must take 15 credits (five courses), 3 of which (one course) is required.

*Mandatory Courses in **International Nongovernmental Organizations** (3 credits)*

PAF 9183	International Nonprofit Organizations	3 credits
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*Elective Courses in **International Nongovernmental Organizations** (6 credits; select two from the following)*

PAF 9109	Government Contracting	3 credits
PAF 9120	Public and Nonprofit Management I	3 credits
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 9156	Emergency Preparedness, Response and Recovery	3 credits
PAF 9157	Introduction to Philanthropy	3 credits
PAF 9182	Development Administration	3 credits
PAF 9185	Environmental Policy	3 credits
PAF 9186	Map Making for Public Policy	3 credits
PAF 9199	Selected Topics in Public Affairs	3 credits
PAF 9299	Selected Topics in Nonprofit Management	3 credits
PAF 9410	Global Economic Governance: Pacts, Actors, and Regimes	3 credits
PAF 9425	Western Hemisphere Affairs: Past, Present, and Future	3 credits
PAF 9426	Illicit Trade	3 credits
PAF 9430	Diaspora, Migration, and Transnational Life in the Western Hemisphere and Beyond	3 credits
PAF 9699	Selected Topics in Public Policy	3 credits
CIS 9230	Globalization and Technology	3 credits
IBS 9761	Emerging Markets and the International Business Environment	3 credits
IBS 9767	Global Firms, Cultures, and Governments	3 credits

### *Free Electives*

Students must complete 6 additional elective credits of their choice. The two additional courses may be from the list above, approved electives from the other specializations, the general Marxe catalog, or the WSAS or ZSB graduate catalogs with permission of an advisor.

### **Specialization in Western Hemisphere Affairs**

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

The western hemisphere is home to the world's largest developed economy, one of the fastest emerging economies, one of its most vital trading blocs, and some of the most vigorous and complicated migration patterns anywhere on the planet. While there are several university centers that address the hemisphere as a whole, there are no degree programs in a policy school offering a concentration that considers all of North, Central and South America.

Specific topics of study in this concentration include migration, remission flows, trade policy and economic cooperation, regional planning, intra-hemispheric security, energy production/policy, and fostering closer relations among institutions of higher education throughout the hemisphere. The program draws on Baruch's considerable strengths in migration studies and Latin American studies, the Master program in Higher Education Administration and CUNY's Bildner Center in Western Hemisphere Affairs.

Graduates will aspire to careers in government, INGOs, international institutions, and private industry.

Students will develop in depth knowledge of the politics, economics and culture of our integrating hemisphere, preparing them for vital roles in government, foundations, international businesses, INGOs and international and regional financial and political institutions.

Students who wish to concentrate their MIA studies in Western Hemisphere Affairs must take 15 credits (five courses), 3 of which (one course) is required.

### *Mandatory Courses in Western Hemisphere Affairs (3 credits)*

<a href="#">PAF 9425</a>	Western Hemisphere Affairs: Past, Present, and Future	3 credits
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### *Elective Courses in Western Hemisphere Affairs (6 credits; select two from the following)*

<a href="#">PAF 9104</a>	Media, Politics, and Public Culture	3 credits
<a href="#">PAF 9119</a>	Organization Theory	3 credits
<a href="#">PAF 9185</a>	Environmental Policy	3 credits
<a href="#">PAF 9186</a>	Map Making for Public Policy	3 credits
<a href="#">PAF 9199</a>	Selected Topics in Public Affairs	3 credits
<a href="#">PAF 9299</a>	Selected Topics in Nonprofit Management	3 credits
<a href="#">PAF 9410</a>	Global Economic Governance: Pacts, Actors, and Regimes	3 credits
<a href="#">PAF 9426</a>	Illicit Trade	3 credits
<a href="#">PAF 9430</a>	Diaspora, Migration, and Transnational Life in the Western Hemisphere and Beyond	3 credits

PAF 9435	Security in the Western Hemisphere: A Multi-Dimensional Approach	3 credits
PAF 9440	Trade Policy	3 credits
PAF 9445	International Political Economy	3 credits
PAF 9450	International Development	3 credits
PAF 9699	Selected Topics in Public Policy	3 credits
CIS 9230	Globalization and Technology	3 credits
IBS 9761	Emerging Markets and the International Business Environment	3 credits
IBS 9767	Global Firms, Cultures, and Governments	3 credits
LAW 9740	International Trade and Investment Law	3 credits
MKT 9739	Global Advertising and Marketing Communications	3 credits
MKT 9764	Internet Marketing and Global Business	3 credits

*Free Electives*

Students must complete 6 additional elective credits of their choice. The two additional courses may be from the list above, approved electives from the other specializations, the general Marxe catalog, or the WSAS or ZSB graduate catalogs with permission of an advisor.

**Specialization in Trade Policy and Global Economic Governance**

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

Integration in a globalizing economy can be a path to economic success. But for many countries the political adjustment has not been easy and the promises of equity have yet to follow. The challenges of managing trade, once the exclusive province of national governments, are an increasing and necessary interest of state and local governments as well. Trade can be nurtured, sometimes by governments, and more often by NGOs, to deliver a wider distribution of benefits, access for non-traditional participants, as well as more protection for the planet.

Students seeking to concentrate in this program will learn about the nuts and bolts of international trade and commerce, drawing on the Marxe School's resources as well as the resources of our sister school, the Zicklin School of Business, which is the largest collegiate business school in the nation with over 12,000 students.

Students will study the treaty relationships, including the history of efforts to develop free trade agreements, and government policies that shape trading environments -- and either advance or hinder related goals such as public health, environmental regulation, worker safety, and family integrity. They will examine tools such as micro-finance, insourcing, crowd funding and other approaches to ensuring wide access to the opportunities and benefits of trade. Potential employers for graduates from this concentration would include INGOs, the US government, international businesses, local governments seeking economic opportunity abroad, ports and regional transportation consortia, power companies, among others.

Students who wish to concentrate their MIA studies in Trade Policy and Global Economic Governance must take 15 credits (five courses), 6 of which (two courses) are required.

*Mandatory Courses in Trade Policy and Global Economic Governance* (6 credits)

PAF 9440	Trade Policy	3 credits
PAF 9450	International Development	3 credits
<i>Elective Courses in Trade Policy and Global Economic Governance</i> (6 credits; select two from the following)		
PAF 9104	Media, Politics and Public Culture	3 credits
PAF 9119	Organization Theory	3 credits
PAF 9182	Development Administration	3 credits
PAF 9185	Environmental Policy	3 credits
PAF 9186	Map Making for Public Policy	3 credits
PAF 9199	Selected Topics in Public Affairs	3 credits
PAF 9299	Selected Topics in Nonprofit Management	3 credits
PAF 9410	Global Economic Governance: Pacts, Actors, and Regimes	3 credits
PAF 9425	Western Hemisphere Affairs: Past, Present, and Future	3 credits
PAF 9426	Illicit Trade	3 credits
PAF 9430	Diaspora, Migration, and Transnational Life in the Western Hemisphere and Beyond	3 credits
PAF 9445	International Political Economy	3 credits
PAF 9455	International Regulatory Policy	3 credits
PAF 9699	Selected Topics in Public Policy	3 credits
CIS 9230	Globalization and Technology	3 credits
IBS 9761	Emerging Markets and the International Business Environment	3 credits
IBS 9767	Global Firms, Cultures, and Governments	3 credits

LAW 9740	International Trade and Investment Law	3 credits
MKT 9739	Global Advertising and Marketing Communications	3 credits
MKT 9764	Internet Marketing and Global Business	3 credits

*Free Electives*

Students must complete 3 additional elective credits of their choice. The one additional course may be from the list above, approved electives from the other specializations, the general Marxe catalog, or the WSAS or ZSB graduate catalogs with permission of an advisor.

**Special Concentration**

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

The special concentration affords the opportunity to explore and combine subfields without sacrificing the rigorous core and the technical skills that it conveys. In concert with a faculty advisor, students will be able to design a program of study tailored to his or her interests and career ambitions.

Examples could include migrations and diasporas, hemispheric security, hemispheric marketing, and other topics. A faculty advisor will ensure that the electives cohere intellectually and professionally and that the special concentration comprises classes that will be offered during the student's projected terms to ensure timely completion, tailored to a student's interest and career ambitions.

Students who wish to do their MIA studies in the special concentration must take 15 credits (five approved courses).

*Approved Electives in Special Concentration (15 credits)*

Approved Electives	Chosen with advisor's approval from the list of required courses or approved electives from the other specializations, the general Marxe catalog, or the Zicklin School of Business or Weissman School of Arts and Sciences graduate catalogs.	12 credits
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**Internship (3 credits)**

PAF 9195	Public Affairs Internship (required of students with less than two years experience working with international agencies, governments, nonprofits or, in some cases, business. May be taken in NY, Washington or overseas.)	3 credits
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**Capstone (3 credits)**

PAF 9490	International Affairs Capstone Seminar	3 credits
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# Master of Public Administration Program

- [For additional program information see the Marxe School of Public and International 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 Marxe School of Public and International 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 Marxe School of Public and International 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.

Upon graduation, students within the Master of Public Administration (MPA) degree programs at Marxe are expected to obtain knowledge and demonstrate skills associated with the following Program Learning Goals approved by the faculty and fall under five Universal Competencies established by NASPAA.

Note: These goals are taught at varied levels within the core courses and will be addressed in further detailed throughout the program.

## **MPA Degree Competencies & Program Learning Goals**

Competency #1: To lead and manage in public governance.

**Learning Goal A:** Distinguish among, and apply, the concepts of management, leadership and governance in public and nonprofit organizations.

**Learning Goal B:** Use management and leadership theories to analyze and improve the design and governance of public and nonprofit organizations.

**Learning Goal C:** Develop recommendations for action by public and nonprofit organizations based on the analysis of their strategic and ethical choices.

Competency #2: To participate in and contribute to the policy process.

**Learning Goal A:** Distinguish and effectively employ the steps in the policy process: problem/goal identification; stakeholder identification and analysis; financing; approval; implementation and evaluation.

**Learning Goal B:** Identify alternative policy options; assess their potential feasibility and effectiveness; describe how the policy options are expected to affect outcomes (mechanisms).

Competency #3: To analyze, synthesize, think critically, solve problems and make decisions.

**Learning Goal A:** Analyze, evaluate, and draw valid conclusions from social science research such as policy, applied, or evaluation research.

**Learning Goal B:** Design social science research such as policy, applied, evaluation, research using qualitative or quantitative methods.

**Learning Goal C:** Conduct social science research such as policy, applied, or evaluation research.

**Learning Goal D:** Apply social science or evaluation research findings to public policy questions and decision making situations.

**Competency #4: To articulate and apply a public service perspective.**

**Learning Goal A:** Understand how to assess and maximize the values of diversity and inclusiveness; equity; integrity and ethical conduct; compassion/empathy; and effectiveness and efficiency in the formulation of public policy and in management/implementation.

**Competency #5: To communicate and interact productively with a diverse and changing workforce and citizenry.**

**Learning Goal A:** Prepare clear, concise, well-organized, accurate and persuasive written materials that are tailored to an audience's level of experience and needs.

**Learning Goal B:** Prepare clear, concise, well-organized, accurate and persuasive oral presentations that are tailored to an audience's level of experience and needs.

**Learning Goal C:** Recognize and value the diversity of organizational structures and cultures, as well as organizational complexity, in order to communicate effectively.

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)*

<a href="#">PAF 9141</a>	Community Development: History, Present, and Future	3 credits
<a href="#">PAF 9142</a>	Housing Policy	3 credits
<a href="#">PAF 9143</a>	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)*

<a href="#">PAF 9109</a>	Government Contracting	3 credits
<a href="#">PAF 9110</a>	Ethics and Public Decision Making	3 credits
<a href="#">PAF 9136</a>	Urban Economic Development	3 credits
<a href="#">PAF 9141</a>	Community Development: History, Present, and Future	3 credits
or	or	
<a href="#">PAF 9142</a>	Housing Policy	
or	or	
<a href="#">PAF 9143</a>	Greening and Growing Cities: Sustainability and Public Policy Choices	
<a href="#">PAF 9150</a>	Introduction to the Nonprofit Sector	3 credits
<a href="#">PAF 9151</a>	Administration of the Nonprofit Sector and Voluntary Agencies	3 credits
<a href="#">PAF 9152</a>	Fund Raising and Grants Administration in Nonprofit and Voluntary Organizations	3 credits
<a href="#">PAF 9153</a>	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 9126	Human Services Administration (formerly PAF 9171)	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 9160	Public and Nonprofit Management II	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 9184	International Institutions and Global Governance	3 credits
PAF 9299	Selected Topics in Nonprofit Management	3 credits
PAF 9410	Global Economic Governance: Pacts, Actors, and Regimes	3 credits
PAF 9430	Diaspora, Migration, and Transnational Life in the Western Hemisphere and Beyond	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 9126	Human Services Administration (formerly PAF 9171)	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 9173	Program Auditing and Performance Measurement	3 credits
PAF 9174	Program Evaluation	3 credits

<a href="#">PAF 9181</a>	Comparative Public Policy and Administration	3 credits
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*Free Electives*

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

**Specialization in Health Care Policy**

- [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)

<a href="#">PAF 9710</a>	Health and Health Care *	3 credits
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*Elective Courses in Health Care Policy* (9 credits; select three from the following)

<a href="#">PAF 9180</a>	Political Analysis	3 credits
<a href="#">PAF 9715</a>	Health Care Policy	3 credits
<a href="#">PAF 9720</a>	Population-Based Health Planning	3 credits
<a href="#">PAF 9725</a>	Health Program, Policy, and Performance Evaluation	3 credits
or	or	
<a href="#">PAF 9174</a>	Program Evaluation	
<a href="#">PAF 9730</a>	Comparative Health Systems	3 credits
<a href="#">PAF 9735</a>	Health Politics and Policymaking	3 credits
<a href="#">PAF 9766</a>	Health Care Costs and Financing	3 credits
<a href="#">PAF 9799</a>	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 student's academic program for which the student has satisfied prerequisites. All courses must be selected in consultation with a faculty advisor.

### **Specialization in Policy Analysis and Evaluation**

- [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)*

<a href="#">PAF 9133</a>	Economics of the Public Sector and Public Finance	3 credits
<a href="#">PAF 9180</a>	Policy Analysis	3 credits

### *Elective Courses in Policy Analysis and Evaluation (6 credits; select two from the following)*

<a href="#">PAF 9110</a>	Ethics and Public Decision Making	3 credits
<a href="#">PAF 9125</a>	Human Resources Policy	3 credits
<a href="#">PAF 9137</a>	Telecommunications Policy	3 credits
<a href="#">PAF 9142</a>	Housing Policy	3 credits
<a href="#">PAF 9145</a>	Poverty and Social Policy	3 credits
<a href="#">PAF 9161</a>	Business and Public Policy	3 credits
<a href="#">PAF 9173</a>	Program Auditing and Performance Measurement	3 credits
<a href="#">PAF 9174</a>	Program Evaluation	3 credits
<a href="#">PAF 9177</a>	Advanced Quantitative Methods	3 credits
<a href="#">PAF 9185</a>	Environmental Policy	3 credits
<a href="#">PAF 9186</a>	Mapmaking for Public Policy	3 credits
<a href="#">PAF 9318</a>	Educational Policy	3 credits
<a href="#">PAF 9338</a>	Higher Education, Politics, and Public Policy	3 credits
<a href="#">PAF 9699</a>	Selected Topics in Public Policy	3 credits
<a href="#">PAF 9715</a>	Health Care Policy	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.

**Internship (3 credits)**

PAF 9195	Public Affairs Internship (required of students without prior professional experience)	3 credits
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**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
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# Executive MPA

- [For additional program information see the Marxe School of Public and International 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.

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

# National Urban Fellows- MPA

- [For additional program information see the Marxe School of Public and International 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.

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

# Dual-Degree Program in Nursing Administration and Public Administration

- [For additional program information see the Marxe School of Public and International 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 Marxe School of Public and International 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 in Higher Education Administration

- [For additional program information see the Marxe School of Public and International 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.

Upon graduation, students within the Higher Education Administration (MSEd-HEA) degree program at Marxe are expected to obtain knowledge and demonstrate skills associated with the following Program Learning Goals approved by the faculty and fall under five Universal Competencies.

Note: These goals are taught at varied levels within the core courses and will be addressed in further detailed throughout the program.

## **MSEd Degree Competencies & Program Learning Goals**

**Competency #1: Demonstrate a comprehensive understanding of higher education administration as a discipline.**

***Learning Goal A:*** Distinguish between the different types of academic institutions and understand the diverse organizations and units that function within.

***Learning Goal B:*** Demonstrate an understanding of policies and stakeholders within academic institutions.

***Learning Goal C:*** Articulate the processes related to the management of academic institutions.

***Learning Goal D:*** Articulate historical knowledge of higher education administration within the United States and its impact on the nation and abroad.

**Competency #2: Analyze, think critically, and problem solve within higher education.**

***Learning Goal A:*** Analyze and draw valid conclusions from social science research such as policy, applied, or evaluation research related to higher education.

***Learning Goal B:*** Apply social science or evaluation research findings to public policy questions and decision making situations within higher education.

**Competency #3: Communicate and interact effectively with a highly diverse set of constituencies within the field of higher education.**

***Learning Goal A:*** Produce oral presentations that articulate purpose, utilize evidence, and are tailored to an audience's level of experience and needs.

***Learning Goal B:*** Write documents that articulate purpose, utilize evidence, and are tailored to an audience's level of experience and needs.

***Learning Goal C:*** Demonstrate an understanding of the role of cultural competence in effective communication.

**Competency #4: Articulate a full awareness of the values cultivating a positive and effective higher education environment.**

***Learning Goal A:*** Demonstrate an understanding of varied and conflicting values that are part of the higher education landscape and their relationship to management or decision making.

**Competency #5: Demonstrate preparedness to lead and manage within the field of higher education.**

**Learning Goal A:** Articulate knowledge of higher education administration issues and demonstrate the ability to use appropriate information, communication, and pertinent values to make recommendations toward a solution.

<b>Required</b> (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 PAF 9170	OR 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 Affairs in Higher Education	3 credits
PAF 9339	The Financing of Higher Education	3 credits
PAF 9390	Capstone Seminar in Higher Education Administration	3 credits
<b>Electives</b> (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 9399	Selected Topics in Educational Administration	3 credits
<b>OR</b>		
<b>Requirements for the MEd in Higher Education Administration program with a Specialization in Institutional Research and Assessment</b>		
<b>Required Courses for the Specialization in Institutional Research and Assessment (6 credits)</b>		
PAF 9172	Research and Analysis II	3 credits
PAF 9325	Institutional Research	3 credits

***Elective Courses for the Specialization in Institutional Research and Assessment (9 credits; select three)***

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	Advanced Quantitative 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 students 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.

# 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 Marxe School of Public and International 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. Students in the AA program may, with the permission of the Director, include in their coursework as many as two alternative elective Baruch graduate courses of relevance to their program.
- 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.

## Program Learning Goals

Upon completion of an MA in Arts Administration, students will be able to:

1. Identify and analyze the political, social, technological and economic contexts and structures in the field of arts administration.
2. Understand, evaluate, and address the unique opportunities, challenges and threats facing artists and cultural organizations currently, with particular focus in areas of innovative leadership, diversity, inclusion, and cultural competency.
3. Communicate clearly in written and spoken word, applying business, management, and leadership skills in regards to the field of arts administration.
4. Assess government policy and its application for arts organizations within the context of current and innovative trends in the field, and appraise the modes of advocacy best applicable to different types of arts organizations and professionals.
5. Support the artist's practice and cultural organizations through relationship building, resource development, marketing and audience development, strategic planning, community engagement, and research methodology.

## Program Curriculum

<b>Courses in Specialization</b> (36 credits)		
<b>Required Courses</b> (21 credits)		
<a href="#">FPA 9100</a>	Arts, Culture, and the Civic Environment	3 credits
<a href="#">FPA 9130</a>	Managing in Arts Environments	3 credits
<a href="#">FPA 9140</a>	Marketing the Arts <i>Alternative: <a href="#">MKT 9703</a> Marketing Management</i>	3 credits
<a href="#">FPA 9170</a>	Professional Internship in Arts Administration	variable (1-3 credits)
<a href="#">FPA 9180</a>	Professional Consultancy/Thesis in Arts Administration	3 credits
<a href="#">PAF 9120</a>	Public and Nonprofit Management I <i>Alternative: <a href="#">MGT 9300</a> Management: A Behavioral Approach</i>	3 credits
<a href="#">PAF 9140</a>	Budgeting and Financial Analysis I <i>Alternative: <a href="#">ACC 9110</a> Financial Accounting</i>	3 credits

PAF 9152	Fund Raising and Grants Administration in Not-for-Profit and Voluntary Organizations <i>Alternative: MGT 9968 Entrepreneurial Communications: Selling and Negotiating</i>	3 credits
<b>Elective Courses</b> (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 9160	Audiences and Member Services	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 9198	Special Topics in Arts 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.

<b>Zicklin School of Business</b>		
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

<b>Marxe School of Public and International Affairs</b>		
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.

## Program Learning Goals

Upon completion of an MA in Corporate Communication, students will be able to:

1. Demonstrate intellectual competency in the field.
2. Exhibit ethical understanding and awareness.
3. Apply effective and appropriate research tools and techniques.
4. Display competence in the strategic integration of knowledge.
5. Demonstrate knowledge of, and competency in, effective leadership.
6. Display media and technology literacy and expertise.
7. Comprehend and apply the theory and practice of strategic intercultural and global communication.
8. Analyze, evaluate, and synthesize information to facilitate effective decision-making.
9. Demonstrate appropriate and effective advocacy competence.

## Program Curriculum

<b>Courses in Specialization</b> (36 credits)		
<b>Core Courses - 5 seminars</b> (15 credits)		
<b>Elective Courses - 6 seminars</b> (18 credits)		
<b>Exit Requirement - Thesis or Capstone</b> (3 credits)		
<a href="#">COM 9510</a>	Legal and Ethical Issues in Corporate Communication	3 credits
<a href="#">COM 9620</a>	Corporate Communication	3 credits
<a href="#">COM 9635</a>	Research Methods (Quantitative) in Corporate Communication	3 credits
<a href="#">COM 9640</a>	Qualitative Research Methods in Corporate Communication	3 credits
	<i>and</i>	
Choose one of the following courses:		
<a href="#">COM 9139</a>	Communication Strategy	3 credits
<a href="#">COM 9505</a>	Media Analysis for Corporate Communication	3 credits
<a href="#">COM 9656</a>	International Business Communication	3 credits
<b>Exit Requirement</b>	(3 credits)	

COM 9991	MA Thesis in Corporate Communication	3 credits
	<i>or</i>	
COM 9992	MA Capstone Project in Corporate Communication	3 credits
<b>Corporate Communication Elective Courses - 6 seminars</b> (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 9641	From Plato to Twitter: A History of Influence, Media, and Public Opinion	3 credits
COM 9642	Power, Privilege, and Difference	3 credits
COM 9643	Healthcare Communication and Public Relations	3 credits
COM 9650	Multinational Corporate Communication and Culture	3 credits
COM 9651	Persuasion and Advocacy	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 9670	Global Communication, Media, and Culture	3 credits
COM 9671	Organizational Responses to Social Movements and Social Media	3 credits
COM 9672	Visual Culture	3 credits
COM 9673	Theories of Globalization and Culture	3 credits
COM 9674	International Perspectives on Digital and Media Literacy	3 credits
COM 9800	Internship in Corporate Communication	3 credits
COM 9801	Internship in Corporate Communication	1 credit
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 Masters in Mental Health Counseling Program does not accept transfer credits.

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.

## Program Learning Goals

The MA in Mental Health Counseling adopted the MPCAC (Master in Psychology and Counseling Accreditation Council) standards ([please see below](#)).

## Program Curriculum

Courses in Specialization (60 credits)		
<a href="#">PSY 9811</a>	Foundations of Mental Health Counseling	3 credits
<a href="#">PSY 9812</a>	Clinical Health Psychology	3 credits
<a href="#">PSY 9813</a>	Clinical Instructions	3 credits
<a href="#">PSY 9814</a>	Ethical and Legal Issues for Mental Health Counselors	3 credits
<a href="#">PSY 9815</a>	Psychosocial and Cultural Foundations of Counseling	3 credits
<a href="#">PSY 9816</a>	Addiction and Dependency	3 credits
<a href="#">PSY 9817</a>	Counseling and Group Process	3 credits
<a href="#">PSY 9818</a>	Practicum/Experiential	3 credits
<a href="#">PSY 9819</a>	Psychopathology	3 credits
<a href="#">PSY 9820</a>	Life Span Development	3 credits
<a href="#">PSY 9821</a>	Cognitive Behavioral Therapy	3 credits
<a href="#">PSY 9823</a>	Career Counseling	1.5 credits
<a href="#">PSY 9824</a>	Assessment	1.5 credits
<a href="#">PSY 9825</a>	Coping with Grief and Trauma	3 credits
<a href="#">PSY 9826</a>	Assessment and Treatment of Obesity and Eating Disorders	3 credits
<a href="#">PSY 9827</a>	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

**Master in Psychology and Counseling Accreditation Council Standards**

Standards	Operational definitions of standards
B.5. The program must demonstrate evidence of students' professional competence, in the standards described A to K below. Competence must be gained by completion of the program through academic and applied experiences.	
<b>A. Professional identity, and ethical and professional standards</b>	
1. <i>Ethical/Legal Standards and Policy</i> : Demonstrates knowledge and application of ethical concepts, and awareness of legal issues regarding professional activities with individuals, groups, and organizations	
1. Knowledge of ethical, legal and professional standards and guidelines: Demonstrates knowledge and understanding of relevant ethical/professional codes, standards and guidelines, laws, statutes, rules, and regulations	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of typical legal issues, including child and elder abuse reporting, confidentiality, and informed consent</li> <li>• Identifies key documents/policies that guide the practice of psychology and counseling (e.g., ACA Ethical Code, APA Guidelines)</li> <li>• Discusses ethical implications of professional work</li> <li>• Recognizes and discusses limits of own ethical and legal knowledge</li> </ul>
1. Awareness and application of ethical decision making: Recognizes situations that challenge adherence to professional values and applies an ethical decision-making model to ethical dilemmas	<ul style="list-style-type: none"> <li>• Recognizes the importance of basic ethical concepts applicable in initial practice (e.g. child abuse reporting, informed consent, confidentiality, multiple relationships, and competence)</li> <li>• Identifies ethical implications in cases and understands the ethical elements present in ethical dilemma or questions</li> <li>• Discusses ethical dilemmas and uses ethical decision-making models in supervision, staff meetings, presentations, applied settings</li> </ul>
1. Ethical Conduct: Integrates ethical values into professional conduct	<ul style="list-style-type: none"> <li>• Demonstrates honesty and integrity; values ethical behavior</li> <li>• Demonstrates appropriate boundary management</li> <li>• Is able to articulate knowledge of own moral principles and ethical values in discussions with supervisors and peers about ethical issues</li> </ul>
2. <i>Professional Values and Attitudes</i> : Exhibits behavior and comportment that reflect the values and attitudes of counseling and psychology	
1. Evidences adherence to professional values throughout professional work	<ul style="list-style-type: none"> <li>• Applies honesty and integrity across multiple situations</li> <li>• Demonstrates ability to discuss failures and lapses in adherence to professional values with supervisors/faculty as appropriate</li> </ul>

<p>1. Demonstrates understanding of counseling and psychological practice as an applied behavioral science</p>	<ul style="list-style-type: none"> <li>• Demonstrates understanding of core scientific conceptualizations of human behavior</li> <li>• Cites scientific literature to support an argument when appropriate</li> <li>• Evaluates scholarly literature on a topic as needed</li> <li>• Consults literature relevant to client care</li> </ul>
<p>1. Maintains professionally appropriate communication and conduct across different settings</p>	<ul style="list-style-type: none"> <li>• Utilizes appropriate language and demeanor in professional communications</li> <li>• Demonstrates professionally appropriate personal hygiene and attire</li> <li>• Demonstrates awareness of the impact of one's own behavior has on others (e.g., peers, faculty, clients, public, the profession)</li> <li>• Follows policies and procedures of institution</li> </ul>
<p>1. Assesses personal accountability and accepts responsibility for own actions</p>	<ul style="list-style-type: none"> <li>• Takes responsibility for own actions</li> <li>• Turns in assignments in accordance with established deadlines</li> <li>• Demonstrates personal organization skills</li> <li>• Plans and organizes own workload</li> <li>• Follows policies and procedures of institution</li> <li>• Follows through on commitments</li> <li>• Appropriately seeks consultation when needed</li> </ul>
<p>1. Demonstrates concern for the welfare of others</p>	<ul style="list-style-type: none"> <li>• Displays initiative to help others</li> <li>• Articulates importance of concepts of confidentiality, privacy, and informed consent</li> <li>• Demonstrates compassion (awareness of suffering and the wish to relieve it) for others</li> <li>• Determines when response to client needs takes precedence over personal needs</li> </ul>
<p>1. Displays an appropriately defined professional identity</p>	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of the program and profession (training model, core competencies)</li> <li>• Demonstrates knowledge about practicing within one's competence</li> <li>• Has membership in professional organizations</li> <li>• Attends relevant training opportunities (e.g., colloquia, workshops, conferences)</li> </ul>
<p><b>B. Evidence-based theories and practice of counseling and psychotherapy</b></p>	
<p>1. <i>Knowledge:</i> Demonstrates knowledge of individual and group theories of counseling and psychotherapy consistent with program orientation and goals</p>	<ul style="list-style-type: none"> <li>• Understands the development of evidence-based practice in interventions</li> <li>• Cites scientific literature to support arguments</li> <li>• Evaluates scholarly literature on practice-related topics</li> <li>• Demonstrates appropriate knowledge of counseling and psychotherapy theories in case reports and case conceptualization</li> </ul>
<p>2. Relationships: Relates effectively with individuals, groups, and communities</p>	

<p>1. Forms and maintains productive and respectful relationships with clients, peers/colleagues, supervisors, and professionals from within and across disciplines</p>	<ul style="list-style-type: none"> <li>• Forms effective working alliances with clients</li> <li>• Works with supervisors effectively</li> <li>• Demonstrates appropriate judgment about when to consult a supervisor</li> <li>• Collaborates effectively with others (e.g., in peer, departmental, institutional, and professional activities)</li> </ul>
<p>1. Negotiates differences and handles conflict satisfactorily</p>	<ul style="list-style-type: none"> <li>• Demonstrates respectful and collegial interactions with those who have different professional models or perspectives</li> <li>• Acknowledges own role in difficult interactions</li> <li>• Initiates respectful discussion regarding disagreements with colleagues or supervisors</li> </ul>
<p>1. Provides effective feedback to others, receives feedback non-defensively, and integrates feedback appropriately</p>	<ul style="list-style-type: none"> <li>• Provides verbal feedback to client regarding assessment and diagnosis using language the client can understand</li> <li>• Acknowledges feedback received from supervisors in a professional manner</li> <li>• Is an active participant in any remediation plan involving academic, therapeutic, and/or interpersonal competencies</li> </ul>
<p>1. Communicates clearly using verbal, nonverbal, and written skills in a professional context; demonstrates clear understanding and use of professional language</p>	<ul style="list-style-type: none"> <li>• Understands terms and concepts used in professional texts and in others' case reports</li> <li>• Uses professional terms and concepts appropriately and clearly (e.g., in discussions, case reports)</li> <li>• Communicates clearly across expressive modalities</li> <li>• Prepares clearly written assessment reports</li> <li>• Presents clinical process to supervisor in a succinct, organized, well-summarized way</li> </ul>
<p>3. <i>Intervention</i>: Applies evidence-based intervention and prevention strategies designed to alleviate suffering and to promote health and well-being of individuals, groups, and/or organizations (e.g., career, group, family, and/or systems-level interventions)</p>	
<p>1. Formulates and conceptualizes cases; plans and implements interventions utilizing at least one consistent theoretical orientation</p>	<ul style="list-style-type: none"> <li>• Articulates a theory of change and identifies interventions to implement change</li> <li>• Demonstrates the ability to select interventions for different problems and diverse populations related to the practice setting</li> <li>• Writes case conceptualization reports and collaborative treatment plans incorporating evidence-based practices taking into account clients' social locations cultural context</li> <li>• Engages in effective evidence-based therapeutic strategies with clients by applying compelling research findings to clinical practice</li> <li>• Integrating knowledge of human development into treatment planning and tailoring (e.g., selecting developmentally appropriate interventions and adapting interventions as necessary to meet clients' developmental needs)</li> </ul>
<p>1. Displays skills in developing the therapeutic alliance</p>	<ul style="list-style-type: none"> <li>• Displays appropriate active listening skills</li> <li>• Helps client explore stated concerns with appropriate questions</li> <li>• Displays warmth and a caring attitude in a therapeutic context</li> </ul>

<p>1. Evaluates intervention progress and modifies intervention or prevention strategies on the basis of evaluation of clients' or groups' progress and/or client feedback</p>	<ul style="list-style-type: none"> <li>• Describes instances of lack of progress and actions taken in response</li> <li>• Utilizes systematic assessment strategies to track client progress</li> <li>• Demonstrates ability to evaluate treatment progress in context of evidence-based interventions</li> <li>• Describes modifications to intervention strategies based on integration of evaluation efforts</li> </ul>
<p><b>C. Multiculturalism and diversity</b>          Demonstrates knowledge, self-awareness, and skills in working with individuals, groups, and communities who represent various cultural and personal backgrounds and characteristics</p>	
<p>1. <i>Knowledge and Self-Awareness:</i></p>	
<p>1. Demonstrates knowledge and awareness of <u>self</u>, as shaped by individual and cultural diversity (e.g., cultural, individual, and role differences, including those based on age, gender, gender identity, race, ethnicity, culture, national origin, religion, sexual orientation, disability, language, and socioeconomic status) and context.</p>	<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of literatures on individual and cultural differences as it applies to self</li> <li>• Articulates how group values and norms influence who one is and how one relates to other people</li> <li>• Articulates the range and complexity of one's sociopolitical variables (e.g., of race, of gender, of sexual orientation) on the basis of historical contexts</li> <li>• Uses knowledge and awareness of self as a cultural being to monitor one's effectiveness as a professional</li> <li>• Recognizes own biases and handles them appropriately</li> <li>• Knows when to initiate supervision about diversity issues as they pertain to oneself</li> <li>• Demonstrates knowledge and awareness of the systemic and pervasive effects of oppression and privilege on self</li> </ul>
<p>1. Demonstrates knowledge and awareness of others, as shaped by individual and cultural diversity and context.</p>	<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of literatures on individual and cultural differences as it applies to others</li> <li>• Articulates how group values and norms influence who others are and how they relate to other people</li> <li>• Articulates the range and complexity of others' sociopolitical variables (e.g., of race, of gender, of sexual orientation) on the basis of historical contexts</li> <li>• Uses knowledge and awareness of others as cultural beings to monitor effectiveness as a professional</li> <li>• Knows when to initiate supervision about diversity issues as they pertain to others</li> <li>• Demonstrates knowledge and awareness of the systemic and pervasive effects of oppression and privilege on others</li> </ul>
<p>2. <i>Skills:</i> Applies knowledge of self and others as cultural beings in assessment, treatment, consultation, and all other professional interactions; is able to work effectively with diverse individuals in assessment, treatment, and consultation.</p>	<ul style="list-style-type: none"> <li>• Seeks out literature on individual and cultural differences to inform interactions with others</li> <li>• Applies cultural tailoring effectively to evidence-based assessment practices, interventions, consultations, and all other professional activities</li> <li>• Engages in respectful interactions that reflect knowledge of individual and cultural differences</li> <li>• Able to discuss power differential related to sociopolitical variables as it pertains to the therapeutic relationship</li> <li>• Initiates supervision about diversity issues</li> <li>• Advocates for clients to mitigate or diminish the effects of oppression</li> </ul>

**D. Theories of psychopathology and relevant classification systems**

*1. Knowledge:*

a. Demonstrates knowledge of theories of psychopathology, including but not limited to, biological and sociocultural theories

- Understands contemporary theories of psychopathology and relates them to current treatment practices
- Articulates the biological, cognitive, behavioral, emotional, and sociocultural underpinnings of psychopathology
- Synthesizes the complex underpinnings of psychopathology to explain the etiology of psychological disorders

b. Demonstrates knowledge of classification systems of behavior and evaluates limitations of those systems

- Recognizes the prominent symptoms in diagnosing the most common forms of psychopathology
- Understands the status of our diagnostic system in the context of research and treatment
- Understands the difference between a categorical and dimensional diagnostic system and articulates the advantages and disadvantages to both approaches to diagnosis
- Understands transdiagnostic factors related to psychopathology diagnosis
- Recognizes cultural bias in the diagnosis of psychopathology and understands the importance of using this awareness to engage in culturally competent practices

*2. Skills:* Applies concepts of normal/ abnormal behavior to case formulation, diagnosis, and treatment planning in the context of stages of human development and diversity

- Demonstrates proficiency in the use of the most recent DSM and/or ICD as diagnostic tools
- Demonstrates ability to identify overlapping symptoms and to use concepts of differential diagnosis
- Synthesizes etiological factors and current symptoms to formulate comprehensive case conceptualizations
- Critically evaluates empirical research in the area of psychopathology and uses it effectively in treatment practices
- Applies knowledge of human development (e.g., theories, milestones, and major research findings) to diagnosis and case conceptualization
- Demonstrates ability to assess cultural factors and biases in the context of psychopathology, and refine both diagnosis and conceptualization accordingly

**E. Tests, measurements, and other assessments of behavior**

*1. Knowledge:*

a. Demonstrates knowledge of content, reliability and validity, and purposes of assessment measures frequently used by counselors and psychological practitioners.

- Demonstrates ability to match presenting concerns with relevant measures
- Demonstrates knowledge of scoring and metrics of common measures

<p>b. Evaluates strengths and limitations (including cultural limitations) of administration, scoring, and interpretation of assessment measures.</p>	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of norms for common measures</li> <li>• Demonstrates understanding of cultural biases impacting the applicability of common measures to diverse populations</li> <li>• Demonstrates understanding of procedures to collect assessment data (e.g., from structured and semi-structured interviews)</li> </ul>
<p>2. <i>Skills:</i> Selects and utilizes appropriate assessment measures across domains of functioning, practice settings, and cultural groups.</p>	<ul style="list-style-type: none"> <li>• Identifies appropriate assessment measures for cases seen at practice site</li> <li>• Consults with supervisor regarding selection of assessment measures</li> <li>• Collects accurate and relevant assessment data (e.g., from structured and semi-structured interviews)</li> <li>• Utilizes measures consistently for progress monitoring</li> <li>• Accurately scores and interprets assessment measures</li> <li>• Uses measures only as designed.</li> </ul>
<p><b>F. Research methods and program evaluation</b></p>	
<p>1. <i>Knowledge:</i></p>	
<p>a. Demonstrates knowledge of scientific methods commonly used by counselors and psychology practitioners in their clinical work</p>	<ul style="list-style-type: none"> <li>• Demonstrates understanding of relevant research designs (e.g., experimental, longitudinal, cross-sectional, single-case, qualitative)</li> <li>• Demonstrates knowledge of the advantages and disadvantages of relevant research designs, including threats to internal and external validity</li> <li>• Demonstrates understanding of the relationship between reliability and validity</li> <li>• Demonstrates understanding of statistical hypotheses testing and basic knowledge of statistical methods</li> </ul>
<p>b. Demonstrates knowledge of use of scientific methods to add to the knowledge base of counseling and psychology</p>	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of how different types of research have contributed to understanding of human development (including career development) and human behavior (biological, social, affective, cognitive)</li> <li>• Demonstrates understanding of how research informs evidence-based and multicultural practice in counseling</li> </ul>
<p>c. Demonstrates knowledge of application of scientific methods to evaluating practices, interventions, and programs</p>	<ul style="list-style-type: none"> <li>• Demonstrates understanding of how to evaluate research to determine its value in informing clinical practice</li> <li>• Demonstrates knowledge of how to incorporate scientific principles into clinical practice (i.e., assessment, conceptualization, and intervention)</li> <li>• Demonstrates basic knowledge of how to evaluate the efficacy of interventions and programs</li> <li>• Uses scholarly literature to support clinical decision-making</li> </ul>
<p>2. <i>Skills:</i> Critiques published research effectively</p>	<ul style="list-style-type: none"> <li>• Evaluates research to determine its usefulness in informing clinical practice, designing interventions, and evaluating programs</li> <li>• Cites scientific literature to develop informed arguments</li> </ul>
<p><b>G. Career development and/or the role of work in peoples' lives</b></p>	

<p>1. Demonstrates knowledge of the role of work in peoples' lives</p>	<ul style="list-style-type: none"> <li>• Demonstrates the importance of exploring clients' current work situations, past employment history, and vocational aspirations, and how those contribute to behavioral health (and ways behavioral health contribute to work outcomes)</li> <li>• Demonstrates awareness of role of work as a source of social support and ways to bolster resilience</li> <li>• Demonstrates understanding of how an individual's multiple roles (including worker role) intersect</li> </ul>
<p>2. Demonstrates understanding of the development of work and career choices across the life span</p>	<ul style="list-style-type: none"> <li>• Demonstrates a developmental perspective in helping clients develop career decision- making skills and the ability to appropriately navigate work transitions through the life span</li> <li>• Demonstrates understanding of how contextual factors (intersections of individual and cultural differences) influence the pursuit and experience of work</li> </ul>
<p><b>H. Biological basis of behavior</b></p> <p>Demonstrates knowledge and understanding of the relationship between biological factors and human functioning</p>	<ul style="list-style-type: none"> <li>• Demonstrate knowledge of the basic structure and function of the nervous system</li> <li>• Demonstrate knowledge of normative neurological development (including emotion regulation and stress reactions) as well as the biological functions implicated in common diagnoses</li> <li>• Describe the mechanisms by which common psychotropic medications affect the nervous system and behavior</li> </ul>
<p><b>I. Developmental basis of behavior</b></p> <p>Demonstrates knowledge and understanding of human development, wellness, and learned bases of behavior across the lifespan.</p>	<ul style="list-style-type: none"> <li>• Demonstrate understanding of key developmental theories of human behavior and related processes</li> <li>• Demonstrate understanding of the reciprocal and interactive influence of human biology and the environment (i.e., nature and nurture) on behavioral development</li> <li>• Demonstrate knowledge of normative milestones and common critical and sensitive periods throughout the lifespan</li> <li>• Demonstrate knowledge of key risk, protective, and resiliency factors that influence behavioral development</li> </ul>
<p><b>J. Social/organizational/community basis of behavior</b></p>	

<p>1. Demonstrates knowledge of individuals in the context of their environment and how the environment (e.g., geographical, ideological, demographic, familial, institutional) affects functioning.</p>	<ul style="list-style-type: none"> <li>• Demonstrates understanding of the interactive nature of the person and environment</li> <li>• Demonstrates understanding of the role of cultural factors and social norms on individuals (e.g., attitudes, stereotypes, prejudice, the mechanisms of attitude change)</li> <li>• Demonstrates knowledge of self and how the self contributes to cognitive processes in social interaction (e.g., situational influences of self-perception, impact of self and other schemas on performance)</li> <li>• Demonstrates understanding of the dynamics of intergroup relationships, social influence, conflict, and cooperation.</li> <li>• Demonstrates understanding of the role of prevention in working with clients</li> </ul>
<p>2. Demonstrates understanding of the use of systems changes (whether by prevention or intervention) to enhance the functioning of individuals, families, groups, organizations, and/or institutions.</p>	<ul style="list-style-type: none"> <li>• Demonstrates understanding of pre- and post-intervention programs to address systemic issues in a variety of settings</li> <li>• Demonstrates understanding that social agencies and institutions can target specific issues</li> <li>• Demonstrates understanding of the impact of environmental context, including an exploration of possible system changes, relevant to the client</li> </ul>
<p><b>K. Understanding and use of supervision during applied experiences</b></p>	
<p>1. <i>Knowledge:</i> Demonstrates understanding of the role and practice of supervision.</p>	<ul style="list-style-type: none"> <li>• Demonstrates understanding of the importance of openly exploring clinical material and receiving feedback</li> <li>• Demonstrates understanding that supervision differs from other professional relationships (e.g., therapeutic)</li> <li>• Demonstrates understanding that supervisors may have differing viewpoints</li> <li>• Demonstrates understanding that supervision is in the service of maximizing treatment effectiveness and clients' well-being</li> <li>• Seeks supervisor's perspective in a timely manner</li> </ul>
<p>2. <i>Skills:</i></p>	
<p>a. Responds appropriately to supervision</p>	<ul style="list-style-type: none"> <li>• Presents clinical information in effective ways</li> <li>• Is able to articulate attitudes, values, and beliefs toward diverse others</li> <li>• Demonstrates the ability to openly explore clinical material and accept feedback</li> <li>• Uses supervision to improve performance by applying feedback</li> <li>• Engages in discussion with supervisor about one's own reaction to clients</li> </ul>
<p>b. Engages in reflective practices by synthesizing supervisor feedback and experience in applied work</p>	<ul style="list-style-type: none"> <li>• Recognizes impact of self on others</li> <li>• Understands multiple individual and cultural identities as they impact clinical work</li> <li>• Generalizes supervision feedback to new clinical situations</li> <li>• Ability to critique one's own performance (e.g., on video, audiotape)</li> <li>• Displays ability to adjust performance as situations require</li> <li>• Uses supervision to improve performance</li> </ul>

c. Engages in appropriate self-care strategies

- Takes actions recommended by supervisor for self-care
- Builds self-care into daily and weekly routines

# 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 12 credits to be completed from required courses and 24 credits 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.

## Program Learning Goals

Upon completion of the MS in Financial Engineering, students will be able to:

1. Exhibit broad and deep knowledge of financial markets and instruments.
2. Apply mathematical models to the study of financial instruments across markets.
3. Demonstrate excellent presentation and communication skills.
4. Display high proficiency in C++ and VBA programming for financial applications.
5. Quantify and estimate the risk associated with financial instruments.
6. Develop pricing tools that interface with financial data providers such as Bloomberg and Reuters.
7. Implement numerical methods for pricing and hedging financial instruments in various financial markets.

## Program Curriculum

<b>Courses in Specialization</b> (36 credits)		
Required Courses (12 credits)		
<a href="#">MTH 9814</a>	Financial Markets and Securities	1.5 credits
<a href="#">MTH 9815</a>	Object Oriented Programming for Financial Applications	1.5 credits
<a href="#">MTH 9821</a>	Numerical Methods for Finance I	3 credits
<a href="#">MTH 9831</a>	Probability and Stochastic Processes for Finance I	3 credits
<a href="#">MTH 9903</a>	Capstone Project and Presentation	3 credits
<b>Elective Courses</b> (24 credits)		
Choose courses from the following courses:		
<a href="#">MTH 9760</a>	Big Data Technologies	3 credits
<a href="#">MTH 9796</a>	Statistical Natural Language Processing	1.5 credits
<a href="#">MTH 9797</a>	Advanced Data Analysis	1.5 credits
<a href="#">MTH 9816</a>	Fundamentals of Trading	1.5 credits
<a href="#">MTH 9841</a>	Statistics for Finance	3 credits

MTH 9842	Optimization Techniques in Finance	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 9866	Modeling and Market Making in Foreign Exchange	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 9877	Interest Rate and Credit 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 9887	Blockchain Technologies in Finance	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 9897	Systematic Trading	1.5 credits
MTH 9898	Data Science in Finance I: Big Data in Finance	1.5 credits

<a href="#">MTH 9899</a>	Data Science in Finance II: Machine Learning	1.5 credits
<a href="#">ECO 82100</a>	(Term I) Econometrics I	3 credits
<a href="#">ECO 82100</a>	(Term II) Financial Econometrics	3 credits
<a href="#">FIN 9770</a>	Financial Markets and Institutions	3 credits
<a href="#">FIN 9782</a>	Futures and Forward Markets	3 credits
<a href="#">FIN 9783</a>	Investment Analysis	3 credits
<a href="#">FIN 9786</a>	International Financial Markets	3 credits
<a href="#">FIN 9790</a>	Seminar in Finance	3 credits
<a href="#">FIN 9793</a>	Advanced Investment Analysis	3 credits
<a href="#">FIN 9797</a>	Options Markets	3 credits
<a href="#">STA 9700</a>	Modern Regression Analysis	3 credits
<a href="#">STA 9701</a>	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.

## Program Learning Goals

Upon completion of an MS in Industrial/Organizational Psychology, students will be able to:

1. Demonstrate a working knowledge of the primary individual, group, and organizational level factors that influence human functioning in the work place.
2. Describe the relationships between individuals and the larger organizational systems in which they operate.
3. Develop viable research questions regarding the effect of human capital on critical organizational outcomes.
4. Design quantitative and qualitative research studies involving the collection and analysis of data to answer research questions regarding human functioning in work organizations.
5. Create psychometrically sound measurement instruments of critical individual and organizational variables and constructs.
6. Statistically analyze the relationships between key variables studied in industrial and organizational psychology.
7. Apply research findings and principles from the scientific study of industrial and organizational psychology to the world of work.
8. Translate findings from the field so they can be understood by both management and employees of work organizations.

## Program Curriculum

<b>Courses in Specialization</b> (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
<b>Elective Courses</b> (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.	

# Zicklin School of Business Graduate Programs

## Programs

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

# MBA Programs

The Zicklin School of Business offers the Full-Time MBA and the Evening MBA. Additionally, students may complete the requirements for the NYS CPA-track Accountancy curriculum through the Full-Time or Evening MBA. The MBA curriculum requirements for these programs are listed below. To learn more about program structure, please review the MBA structure section of the Graduate Bulletin or review the information on the Zicklin website.

*Students interested in the Executive MBA or the Executive MBA in Healthcare Administration should review Executive Programs section of the Graduate Bulletin and on the Zicklin website.*

Transfer Credit: Students who entered an MBA program before fall 2016 may request to transfer up to 12 credits of course work from an AACSB-accredited school. 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. Students who enter the Evening MBA program as of fall 2016, may request to receive transfer credit for up to 9 credits of course work, 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. Students in the Evening MBA program are not able to transfer any foundational courses. Students in the full-time (two-year) MBA are not able to transfer in any foundational or functional skills courses. Students in the one-year MBA program are not able to transfer in any foundational, functional, or elective courses.

If you are *currently enrolled* in a graduate program at Zicklin and due to a conflict would like to take a course at another AACSB-accredited institution, you must seek approval *before* taking the course (transfer credit form and outgoing permit form). Students must still adhere to the transfer credit policy for students who completed coursework prior to entering Baruch.

***Students who are completing their requirements under the 57-Credit MBA or a prior Accountancy curriculum should refer to the online [2015 - 2016 Graduate Bulletin](#) and should consult a program advisor.***

## MBA Program Learning Goals

Written Communication	Students will be effective written communicators, as leadership and teamwork in business is dependent on developing shared meaning and commitment to action fostered through communication.
Oral Communication	Students will be effective oral communicators, as leadership and teamwork in business is dependent on developing shared meaning and commitment to action fostered through communication.
Technology Literacy	Students should understand the role of information technology in organizational decision making and strategy.
Ethical Awareness	Students will be sensitive to ethical issues in business, understand the importance of behavior and their responsibilities as business people to uphold ethical principles in their dealings.
Global Awareness	Students will be sensitive to differences in perspectives, institutions, and practices among business people from around the world as our global economy puts a premium on global business relationships.
Quantitative Analysis	Students will effectively use quantitative techniques to describe and analyze business phenomena and help develop solutions to business problems.
Teamwork and Leadership	Students will gain conceptual knowledge and analytical skills helpful to functioning effectively in teams. Students will experience opportunities to understand and develop leadership competencies.
Knowledge Integration	Students will have working knowledge of all functional areas in business and apply them in a holistic, analytical, and integrative manner to effectively understand and recommend solutions to business problems.

## MBA Degree Requirements - Full-Time MBA and Evening MBA 48-Credit General Option

Students wishing to complete the MBA in Accountancy will complete 61 - 73 credits, and should refer to the MBA Accountancy curriculum requirements below.

Students completing the JD/MBA will follow the 48-credit General MBA curriculum and will transfer in 9 credits towards their electives.

All MBA students must maintain an overall GPA of 3.0 to be in good academic standing and to graduate.

**Foundational Skills (12 courses; 18 credits) – All MBA students must complete all Foundational Skills courses. No waivers, substitutions, or transfer credits will be granted.**

Course	Title	Credits
BUS 9558	Strategic Business Communication*	3.0
ECO 9730	Firms in the Global Economy	1.5
IBS 9600	Introduction to International Business	1.5
LAW 9201	Overview of Business Law and Ethics	1.5
MGT 9200	Business and Society Relationships	1.5
MGT 9301	Managing People and Organizations	3.0
MGT 9600	Strategy and Competitive Advantage	3.0
STA 9708	Managerial Statistics	3.0

**Functional Skills Courses (minimum of 3 courses; minimum of 9 credits)** *Students should select courses in consultation with an advisor. Students who do not have an undergraduate degree in business are recommended to select from ACC 9110, CIS 9000, FIN 9770, and MKT 9703.*

*Students who select more than 3 courses from the functional skills may count those courses towards their electives. Only Evening MBA students may transfer in credit towards the functional skills area - see the Zicklin transfer credit policy for more information.*

Course	Title	Credits
ACC 9110	Financial Reporting <i>(students may also take ACC 9112 Financial Accounting: Intensive, which is required for MBA Accountancy students)</i>	3.0
CIS 9000	Information Technology Strategy	3.0
CIS 9557	Business Analytics	3.0
FIN 9770	Corporate Finance	3.0
MGT 9700	Managing Business Operations	3.0
MGT 9973	Managing Creativity, Ideation and Innovation in Startups and Corporations	3.0
MKT 9703	Marketing Management	3.0

**Capstone Experience (1 course; 3 credits)**

Course	Title	Credits
BUS 9601	Business Consulting Practicum	3.0

## Electives (Minimum 18 credits)

Students customize their program by selecting from among any 9000-level courses given by departments offering courses in the MBA program (or interdisciplinary courses). Students may also use electives for study abroad, and may include one graduate-level course from the Marxe School of Public and International 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.

\*BUS 9558 is not open to MBA students who have completed BUS 9551 and either BUS 9552 or BUS 9553.

## MBA Degree Requirements - Accountancy - 61 - 72.5 credits

Students may complete the Accountancy program through the Full-Time MBA or Evening MBA only. All MBA students must maintain an overall GPA of 3.0 to be in good academic standing and to graduate.

The MBA with a major in accountancy is designed for students with baccalaureate degrees in fields *other than accounting*. (Undergraduate accounting majors should consider the general MBA 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 fall 2016 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.**

### Foundational Skills (12 courses; 18 credits; Total CPA general business credits = 18) – All MBA students must complete all Foundational Skills courses. No waivers, substitutions, or transfer credits will be granted.

Course	Title	Credits
<a href="#">BUS 9558</a>	Strategic Business Communication*	3.0
<a href="#">ECO 9730</a>	Firms in the Global Economy	1.5
<a href="#">IBS 9600</a>	Introduction to International Business	1.5
<a href="#">LAW 9201</a>	Overview of Business Law and Ethics	1.5
<a href="#">MGT 9200</a>	Business and Society Relationships	1.5
<a href="#">MGT 9301</a>	Managing People and Organizations	3.0
<a href="#">MGT 9600</a>	Strategy and Competitive Advantage	3.0
<a href="#">STA 9708</a>	Managerial Statistics	3.0

### Functional Skills Courses (minimum 3 courses; 9 credits; Total CPA general business credits = 9)

Course	Title	Credits
<a href="#">CIS 9000**</a>	Information Technology Strategy	3.0

CIS 9557	Business Analytics	3.0
FIN 9770***	Corporate Finance	3.0
MGT 9700	Managing Business Operations	3.0
MGT 9973	Managing Creativity, Ideation and Innovation in Startups and Corporations	3.0
MKT 9703	Marketing Management	3.0

**General Electives (minimum 3 courses; 9 credits; Total CPA general business credits = 9)+**

Students who need 3.5 business credits will be required to take two Zicklin 9000-level courses. As Zicklin does not offer 0.5 credit courses, students will register for two courses valued at 3 credits, or one course valued at 3 credits and a second valued at 1.5 credits.

Course	Title	Credits
LAW 9800++	Intensive Survey of Business Contracts and Law of Corporations	4
ECO 9740****	Fundamentals of Macroeconomics	1.5

**Accountancy major (10 courses; 34 credits)**

Course	Title	Credits
ACC 9112	Financial Accounting: Intensive	3.0
ACC 9804	Intermediate Financial Accounting	4.0
ACC 9805	Advanced Financial Accounting	4.0
ACC 9811	Managerial Accounting Theory and Practice	4.0
ACC 9818	Accounting and Auditing Information Systems	3.0
ACC 9821	Auditing	4.0
TAX 9861	Federal Income Taxation: Theory and Practice	3.0
TAX 9878	Taxation of Business Entities	3.0
ACC 9993***** (Fulfills capstone requirement)	Special Topics in Accounting	3.0

**Choose one from the following:**

ACC 9806	Financial Statement Analysis and Reporting	3.0
ACC 9810	Current Topics in Financial Accounting	3.0
ACC 9993*****	Special Topics in Accountancy (Formerly ACC 9901)	3.0

*A minimum of 33 credits in Accounting and Taxation courses and a minimum of 36 general business credits (credits other than Accountancy or Taxation) must be completed to conform to CPA requirements.*

*+A minimum of 36 general business credits must be completed to satisfy the CPA requirements. The foundational and functional skills courses satisfy 27 credits. Students may need an additional 9 credits of non-AC/TAX coursework to achieve a total of 36. A student's undergraduate transcript will be reviewed to determine if course completed prior to admission to Zicklin can apply towards the 36 credits.*

*\*BUS 9558 is not open to MBA students who have completed BUS 9551 and either BUS 9552 or BUS 9553.*

*\*\*CIS 9000 is required if the student does not have 3 credits of Computer Information Systems at the undergraduate level.*

*\*\*\*FIN 9770 is required if the students does not have 3 credits of Financial Management or Corporate Finance at the undergraduate level.*

*++LAW 9800 may be waived if 6 credits of Business Law have been completed at the undergraduate level.*

*\*\*\*\*ECO 9740 may be waived if 3 credits in both Macro and Microeconomics have been completed at the undergraduate level.*

*\*\*\*\*\*Students may take ACC 9993 (formerly ACC 9901) more than once with different topics.*

**MBA Degree Requirements - One-Year MBA 42-Credit General Option – *The One-Year MBA program is not accepting applications at this time. Student options are for the 48-credit General MBA or the 61 - 72.5 credit Accountancy MBA through the Full-Time MBA program or the Evening MBA program.***

Students wishing to complete the MBA in Accountancy will complete 61 - 73 credits, are not able to do so through the One-Year MBA. Refer to the MBA Accountancy section of the bulletin for the curriculum.

Students completing the One-Year MBA may not transfer in any credit.

The program structure expects students to complete 18 credits of coursework during the day in the summer as a cohort, and then 12 credits of coursework in the evening in the following fall and spring semesters.

All MBA students must maintain an overall GPA of 3.0 to be in good academic standing and to graduate.

**Foundational Skills (12 courses; 18 credits) – All MBA students must complete all Foundational Skills courses. No waivers, substitutions, or transfer credits will be granted.**

Course	Title	Credits
BUS 9558	Strategic Business Communication*	3.0
ECO 9730	Firms in the Global Economy	1.5
IBS 9600	Introduction to International Business	1.5
LAW 9201	Overview of Business Law and Ethics	1.5
MGT 9200	Business and Society Relationships	1.5
MGT 9301	Managing People and Organizations	3.0
MGT 9600	Strategy and Competitive Advantage	3.0
STA 9708	Managerial Statistics	3.0

**Functional Skills Courses (minimum of 2 courses; minimum of 6 credits) *Students should select courses in consultation with an advisor.***

*Students who select more than 2 courses from the functional skills may count those courses towards their electives.*

ACC 9110	Financial Reporting <i>(students may also take ACC 9112 Financial Accounting: Intensive, which is required for MBA Accountancy students)</i>	3.0
CIS 9000	Information Technology Strategy	3.0
CIS 9557	Business Analytics	3.0
FIN 9770	Corporate Finance	3.0
MGT 9700	Managing Business Operations	3.0
MGT 9973	Managing Creativity, Ideation and Innovation in Startups and Corporations	3.0
MKT 9703	Marketing Management	3.0

**Capstone Experience (1 course; 3 credits)**

BUS 9601	Business Consulting Practicum	3.0
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**Electives (Minimum 15 credits)**

Students customize their program by selecting from among any 9000-level courses given by departments offering courses in the MBA program (or interdisciplinary courses). Students may also use electives for study abroad, and may include one graduate-level course from the Marxe School of Public and International 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.

*\*BUS 9558 is not open to MBA students who have completed BUS 9551 and either BUS 9552 or BUS 9553.*



# Joint JD / MBA Program (external)

The Zicklin School of business has partnered with Brooklyn Law School and New York Law School to offer a joint JD/MBA program. The Joint JD/MBA program provides a more in-depth study of both law and business subjects, which may position students for unique opportunities within a law or business practice. Students can enroll at either Brooklyn or New York Law School while taking Evening MBA courses to complete both degrees faster.

Credits Required:

- 48 Evening MBA Credits (9 JD transfer credits count toward MBA electives)
- 86 JD Credits (9 MBA transfer credits count toward JD electives)

## Program Structure

You begin with taking courses at either Zicklin or one of the law schools. You generally spend one year at one institution and the next year at the other institution. You can divide your remaining time between the two institutions. Program coordinators at each school will help you accommodate enrollment and registration at their respective institutions. Students must meet the separate academic, residency and financial requirements at each school.

The JD and MBA degrees are conferred after degree requirements at both institutions have been satisfied. Students who elect to complete one degree before (or instead of) the other degree must complete the conventional requirements for the degree that is being sought.

## MBA Program Requirements

The Evening MBA degree program requires 48 credits:

- Foundational skills: 18 credits
- Functional skills: 9 credits
- Capstone Business Consulting Project: 3 credits (business consulting)
- Electives: 18 credits (9 JD transfer credits count toward MBA electives)

## Law Program Requirements

All law courses must be completed at Brooklyn Law School or New York Law School. Students should consult Brooklyn Law School and The New York Law School directly for curriculum information.

## Financial Aid Options

Students should reach out to the financial aid offices at both Baruch and the appropriate Law school for information. Students cannot apply for financial aid through more than one school for the same period of enrollment.

### Brooklyn Law School Office of Admissions:

**Phone:** (718) 780-7906

**Fax:** (718) 780-0395

**Email:** [admitq@brooklaw.edu](mailto:admitq@brooklaw.edu)

### New York Law School Office of Admissions:

**Phone:** (212) 431-2888

**Email:** [admissions@nyls.edu](mailto:admissions@nyls.edu)



# MBA Program Structure

The Zicklin School of Business offers the Full-Time MBA, the Evening MBA, and the One-Year MBA. Students may complete the requirements for the NYS CPA-track Accountancy curriculum through either the Evening MBA or the Full-Time or Evening MBA.

*Students interested in the Executive MBA or the Executive MBA in Healthcare Administration should review the Executive Programs section of the Graduate Bulletin.*

## **Full-Time MBA (General - 48 credits)**

The Full-Time MBA is optimal not just for those who want to change careers, but also for those looking to transform it. Our students come from a wide variety of professional and academic experiences, but all possess the important traits of leadership potential, vision, and ambition. Students complete the program over two academic years, and are strongly recommended to complete an internship in the summer between year one and year two. Students begin the program with a two-week orientation in August. The foundational skills courses are taken together as a cohort during the day during the first fall and spring semesters. The functional skills, electives, and capstone consulting practicum are completed in the evening through the first spring and the second fall and spring of the program. Students will work closely with the [Graduate Career Management Center](#) on their internship and career strategy.

Full-Time MBA students should contact [FullTimeMBA@baruch.cuny.edu](mailto:FullTimeMBA@baruch.cuny.edu) for advising.

## **Evening MBA (General - 48 credits)**

The Evening MBA provides the education and skills you need to succeed in a competitive business environment while accommodating your schedule. Students complete the program at their own pace, adjusting the number of courses and credits each semester based upon personal and professional circumstances. Course offerings are primarily in the evening, with a small selection of courses offered on the weekend and online. Students have up to six years to complete the Evening MBA. Students have full access to the services and resources provided by the [Graduate Career Management Center](#).

Evening MBA – General students should contact [ZicklinPTMBA@baruch.cuny.edu](mailto:ZicklinPTMBA@baruch.cuny.edu) for advising.

## **MBA Accountancy (61 - 73 credits)**

The Accountancy MBA is designed for students who are seeking CPA licensure and do not have an undergraduate degree in accounting. You will follow a specific curriculum to gain a strong foundation in the practice and theory of business and learn the necessary skills to effectively interpret and use accounting and financial information – preparing you to enter the accounting profession.

Completing the MBA in Accountancy satisfies the educational requirements for CPA licensure in New York State. Students can complete the MBA in Accountancy through the Full-Time or Evening MBA program.s

Evening MBA students focusing on Accountancy should contact [ZicklinGradACC@baruch.cuny.edu](mailto:ZicklinGradACC@baruch.cuny.edu) for advising. Full-Time MBA Accountancy students should contact [FullTimeMBA@baruch.cuny.edu](mailto:FullTimeMBA@baruch.cuny.edu) for advising.

## **JD/MBA**

Zicklin partners with Brooklyn Law School and New York Law School to offer the JD/MBA, with 9 credits transferring between each school. Students will complete the 48-credit MBA curriculum through the Evening MBA program and should seek advising from both schools. More information can be found in the JD/MBA section of the Graduate Bulletin.

JD/MBA students should contact [ZicklinPTMBA@baruch.cuny.edu](mailto:ZicklinPTMBA@baruch.cuny.edu) for advising.

***The One-Year MBA is currently not accepting applications.***

# MS Programs

## Master of Science

Zicklin's MS degree programs offer in-depth study in a range of areas. While the MBA provides a broader business management curriculum, the MS is a more focused degree and usually requires fewer courses (generally between 10 and 16). MS degree programs provide flexibility by permitting students to study full or part time and to switch schedules as their needs require. Most courses are offered in the evening, with a small selection of courses offered on the weekends and online. Please consult the detailed information for each MS program for degree requirements.

*Transfer Credit: MS students may request to transfer up to 8 credits/2 courses of course work from an AACSB-accredited school. MS Accountancy students may transfer up to 14 credits from an AACSB-accredited with no more than 2 courses (6-8) credits applied towards accountancy courses. (3-4 credits) toward their major. If you are currently enrolled in a graduate program at Zicklin and due to a conflict would like to take a course at another AACSB-accredited institution, you must seek approval before taking the course (transfer credit form and out-going permit form). Students must still adhere to the transfer credit policy for students who completed coursework prior to entering Baruch.*

Students in the MS Accountancy program should contact [ZicklinGradACC@baruch.cuny.edu](mailto:ZicklinGradACC@baruch.cuny.edu) for advising.

Students in all other MS programs should contact [ZicklinMSPrograms@baruch.cuny.edu](mailto:ZicklinMSPrograms@baruch.cuny.edu) for advising.

## Programs

# Accountancy

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 in Accountancy which also meets the CPA requirements.

## MS in Accountancy Program Learning Goals

Professional and Ethical Awareness	Students will develop an awareness of the accountant's professional and ethical role in ensuring integrity in business organizations and society.
Accounting Knowledge and Integration	Students will be able to apply technical accounting knowledge across a variety of organizational and social settings.
Analytic Thinking Skills	Students are able to analyze business and societal situations through application of accounting knowledge.
Communication Skills	Students are able to communicate accounting information in a clear and concise manner.

## MS in Accountancy Curriculum

<b>English Language Proficiency</b>		
Students who completed their undergraduate education in a non-English speaking country will be required to take non-credit bearing modules in Grammar Troubleshooting and American English Pronunciation offered by the Division of Continuing and Professional Studies. These modules may be waived based on a waiver exam. The modules are not required for students who completed a four-year degree in an English-speaking country.		
<b>General Business Requirements (36 credits)</b>		
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
CIS 9000	Information Technology Strategy	3
ECO 9730	Firms in the Global Economy	1.5
ECO 9740	Fundamentals of Macroeconomics	1.5
FIN 9770	Corporate Finance	3
LAW 9800	Intensive Survey of Business Contracts and Law of Corporations	4
MGT 9301	Managing People and Organizations	3
MKT 9703	Marketing Management	3
STA 9708	Managerial Statistics	3

Additional advanced business (Zicklin) courses in areas other than accounting and taxation		11
<b>CPA Accounting and Taxation Requirements (34 credits)</b>		
ACC 9112	Financial Accounting: Intensive	3
ACC 9804	Intermediate Financial Accounting	4
ACC 9805	Advanced Financial Accounting	4
ACC 9811	Managerial Accounting Theory and Practice	4
ACC 9818	Auditing and Accounting Information Systems	3
ACC 9821	Auditing	4
TAX 9861	Federal Income Taxation: Theory and Practice	3
TAX 9878	Taxation of Business Entities	3
<b>At least two electives to be selected from the following:</b>		
ACC 9806	Financial Statement Analysis and Reporting	3
ACC 9810	Current Topics in Financial Accounting	3
ACC 9815	Advanced Managerial Accounting	3
ACC 9886	Data Analytics in Accounting	4
ACC 9993*** (formerly ACC 9901)	Special Topics in Accountancy (may be taken more than once with different topics)	3
To achieve the minimum of 30 credits required to earn the MS in accountancy, students with baccalaureate degrees in accountancy who have taken courses equivalent 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.)		
***May take more than once with different topics; topics may include: forensic accounting, advanced auditing, cases in business/accounting.		

# Business Analytics

Zicklin's specialized Master's in Business Analytics (MSBA) equips business professionals with the tools necessary to manage data ethically for business success. Students will become expert data analysts who can explore patterns, reveal trends, uncover relationships, and transform data into a catalyst for business growth. More critically, they will also gain the knowledge needed to initiate and evaluate projects that harness this deluge of data.

The MSBA opens the door to exciting new careers in the fast-growing fields of data science and business analytics. The degree is designed for students who are analytically capable and have taken at least one statistics course at the college level in the last five years. The program introduces students to core concepts in Business Analytics with a set of required courses. Students then have the flexibility to specialize in one of the two tracks – data analytics or marketing analytics.

## MS in Business Analytics Program Learning Goals

Data Management	Students will be able to apply methods, tools, and software for acquiring, managing/storing, and accessing structured and unstructured data. Students will also demonstrate knowledge of the strategic uses of data.
Foundational Statistical /Quantitative Skills	Students will be able to prepare data for statistical analysis, perform basic exploratory and descriptive analysis as well as employ foundational statistical techniques needed to analyze data.
Advanced Statistical /Quantitative Skills	Students will be able to build and interpret advanced predictive models. Students will be able to combine business rules and mathematical models to optimize business decisions from data.
Ethical Awareness	Students will be able to articulate an understanding of ethical issues in all phases of business analytics with particular emphasis on the new possibilities afforded by the emergence of big data.
Professional Communication	Students will be able to explain complex analytical models and their results orally and in writing to technical and non-technical/lay audiences.
Knowledge Integration	Students will be able to apply the three key types of analytics (descriptive, predictive, and prescriptive) in a business domain to add value to business decision-making.

## MS in Business Analytics Curriculum

Courses in Specialization (33 - 34 credits)		
Required (21 credits)		
<a href="#">BUS 9420*</a>	Communications and Ethics for Business Analytics	3 credits
<a href="#">STA 9661</a>	Applied Statistics for Business Analytics	3 credits
<a href="#">CIS 9340</a>	Principles of Database Management Systems	3 credits
<a href="#">CIS 9650</a>	Programming for Business Analytics	3 credits
<a href="#">CIS 9660</a>	Data Mining for Business Analytics	3 credits
<a href="#">MGT 9500</a>	Management Science	3 credits
(OR)	(OR)	
<a href="#">OPR 9721</a>	Intro to Quantitative Modeling	
<a href="#">BUS 9430**</a>	Business Analytics Project Lifecycle Management	3 credits

\*Students who intend to pursue a career in accounting can substitute BUS 9420 with [BUS 9557](#) Managerial Skills for Accountancy Professionals with the permission of an academic advisor ([ZicklinMSPrograms@baruch.cuny.edu](mailto:ZicklinMSPrograms@baruch.cuny.edu)).

\*\* Required Capstone course

#### Concentration in Data Analytics

Take the two required courses (6 credits) below and 6 credits from the list of electives to complete the Data Analytics concentration

<a href="#">CIS/STA 9760</a>	Big Data Technologies	
<a href="#">CIS 9655</a>	Data Visualization	3 credits
		3 credits

#### Concentration in Marketing Analytics

Take the two required courses (6 credits) below and 6 credits from the list of electives to complete the Marketing Analytics concentration

<a href="#">MKT 9737</a>	Marketing Analytics	3 credits
<a href="#">MKT 9738</a>	Web Analytics and Intelligence	3 credits

#### Free Electives (6 credits)

<a href="#">CIS 9440</a>	Data Warehousing and Analytics	3 credits
<a href="#">CIS 9655</a>	Data Visualization	3 credits
<a href="#">CIS 9310</a>	Object-Oriented Programming I	3 credits
<a href="#">CIS/STA 9760</a>	Big Data Technologies	3 credits
<a href="#">CIS/STA 9665</a>	Applied Natural Language Processing	3 credits
<a href="#">STA 9797***</a>	Advanced Data Analysis	3 credits
<a href="#">STA 9890***</a>	Statistical Learning for Data Mining	3 credits
<a href="#">STA 9891***</a>	Machine Learning for Data Mining	3 credits
<a href="#">STA 9701***</a>	Times Series: Forecasting and Statistical Modeling	3 credits
<a href="#">OPR 9730***</a>	Simulation Modeling and Analysis	3 credits
<a href="#">MKT 9780</a>	Digital Marketing	3 credits
<a href="#">MKT 9782</a>	Search Engine Marketing	1.5 credits
<a href="#">MKT 9783</a>	Social Media Marketing	1.5 credits
<a href="#">MKT 9785</a>	Digital Marketing Strategy	3 credits
<a href="#">MKT 9737</a>	Marketing Analytics	3 credits

MKT 9738	Web Analytics and Intelligence	3 credits
MKT 9740	Data-driven Marketing Strategy	3 credits
MKT 9741	Marketing Analytics with Big Data	3 credits
STA 9713***	Financial Statistics	3 credits
ECO 9723***	Econometrics - Theory and Applications I	3 credits
FIN 9770***	Corporate Finance	3 credits
ACC 9806***	Financial Statement Analysis and Reporting	3 credits
ACC 9886***	Data Analytics in Accounting	3 credits
TAX 9861***	Federal Income Taxation: Theory and Practice	3 credits

\*\*\*Electives have additional prerequisites but may be of interest to students who have the necessary background. Students may substitute elective courses with ACC/TAX designation with other advanced accounting or tax courses based on their background.

# Entrepreneurship

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 31.5 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.

## MS in Entrepreneurship Program Learning Goals

Strategy Skills	Students will be able to respond to venture start-up and growth strategy issues.
Operational Skills	Students will be able to effectively use available mapping and other relevant tools in operating entrepreneurial ventures.
Business Opportunity Recognition Skills	Students will be able to analyze various business opportunities by applying systematic theoretical frameworks.
Business Modeling and Planning Skills	Students will be able to develop a value proposition for a new or existing venture and embed it in a sustainable business model and plan.

## MS in Entrepreneurship Curriculum

<b>English Language Proficiency:*</b>		
Students who completed their undergraduate education in a non-English speaking country will be required to take non-credit bearing modules in Grammar Troubleshooting and American English Pronunciation offered by the Division of Continuing and Professional Studies. These modules may be waived based on a waiver exam. The modules are not required for students who completed a four-year degree in an English-speaking country.		
<b>Preliminary courses (6 credits)</b>		
Students with appropriate academic background will be able to reduce the number of required credits in preliminary courses.		
<a href="#">ACC 9110</a>	Financial Reporting	3 credits
<a href="#">MKT 9703</a>	Marketing Management	3 credits
<b>Courses in Specialization (31.5 credits)</b>		
<b>Required (4.5 credits)</b>		
<a href="#">BUS 9551*</a>	Business Communication I	1.5 credits
<a href="#">MGT 9960</a>	Entrepreneurial Strategy and Cases (formerly <a href="#">MGT 9860</a> )	3 credits

<b>Choose four courses from: (12 credits)</b>		
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
<b>Choose five courses from (15 credits):</b>		
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	Intermediate Corporate 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 for all MS-Entrepreneurship students admitted in spring 2016 or later. Students admitted prior to spring 2016 should consult their preliminary course evaluation and/or waiver exam results, since other requirements and conditions may apply.*

# Finance

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.

## MS in Finance Program Learning Goals

Financial Reasoning Skills	Students will develop the skills needed to estimate the values of projects, companies, financial securities and derivatives; to evaluate the validity of these estimates; and to formulate and implement strategies based on them.
Communication	Students will be effective oral and written communicators of financial data and concepts, and will be able to convey complex financial valuations, securities, and decision-making tools to others in the organization in clear, convincing ways.
Leadership	Students will be able to originate and implement financial strategies that create value for their firms or investment portfolios.
Global Awareness	Students will be able to utilize and apply their understanding of differences among global businesses and institutions in their financial practice and decision making.
Ethical Awareness	Students will be aware of ethical issues in finance, and be able to demonstrate their ability to identify ethical conflicts in financial matters and either resolve or avoid them.

## MS in Finance Curriculum

<b>Preliminary Courses</b>		
Based on their academic background, the admitted applicants may be required to take the preliminary courses from the following list. These courses are not part of the 30-credit MSF curriculum and the students who take them will incur additional cost.		
<a href="#">ECO 9730</a>	Firms in the Global Economy	1.5 credits
<a href="#">ECO 9740</a>	Fundamentals of Macroeconomics	1.5 credits
<a href="#">FIN 9762</a>	Introduction to Quantitative Tools for Finance	3 credits
<a href="#">FIN 9770</a>	Corporate Finance	3 credits
<b>Required Courses (10.5 credits)</b>		
The following courses are required for all MSF students. The students are advised to take the required courses as early in the program as they can because these required courses serve as prerequisites for many electives.		
<a href="#">BUS 9551</a>	Business Communication I*	1.5 credits
<a href="#">FIN 9771</a>	Corporate Financial Theory and Applications	
or		
<a href="#">FIN 9781</a>	Intermediate Corporate Finance*	3 credits
<a href="#">FIN 9772</a>	Quantitative Tools for Finance	

or		
<a href="#">ECO 9723</a>	Econometrics: Theory and Applications I*	3 credits
<a href="#">FIN 9773</a>	Investment Theory and Applications	
or		
<a href="#">FIN 9783</a>	Investment Analysis*	3 credits

\*Not open to students in the cohort format.

**Electives (19.5 credits)\*\*\***

To earn the MSF degree the students need to successfully complete a total of 19.5 credits of elective courses from the following list.

**Note:** Only a small subset of these courses is offered each semester and the actual course offerings vary from semester to semester.

<a href="#">ECO 9713</a>	Money, Banking, and Monetary Policy	3 credits
<a href="#">ECO 9724</a>	Econometrics - Theory and Applications II	3 credits
<a href="#">FIN 9740</a>	Technical Analysis	3 credits
<a href="#">FIN 9759</a>	Mergers and Acquisitions	3 credits
<a href="#">FIN 9774</a>	Entrepreneurial Finance	3 credits
<a href="#">FIN 9782</a>	Futures and Forward Markets	3 credits
<a href="#">FIN 9784</a>	Management of Financial Institutions	3 credits
<a href="#">FIN 9785</a>	Financial Markets and Intermediaries	3 credits
<a href="#">FIN 9786</a>	International Finance Markets	3 credits
<a href="#">FIN 9788</a>	International Corporate Finance	3 credits
<a href="#">FIN 9789</a>	Equity Markets: Trading and Structure	3 credits
<a href="#">FIN 9790</a>	Seminar in Finance	3 credits
<a href="#">FIN 9792</a>	Advanced Corporate Finance	3 credits
<a href="#">FIN 9793</a>	Advanced Investment Analysis	3 credits
<a href="#">FIN 9795</a>	Debt Instruments and Markets	3 credits
<a href="#">FIN 9797</a>	Options Markets	3 credits
<a href="#">FIN 9851</a>	Classical Foundations of Financial Risk Management	1.5 credits
<a href="#">FIN 9852</a>	Measurement and Management of Market Risk I	1.5 credits
<a href="#">FIN 9853</a>	Measurement and Management of Market Risk II	1.5 credits
<a href="#">FIN 9854</a>	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

*\*BUS 9551 is effective for all MS-Finance students admitted in spring 2016 or later. Students admitted prior to spring 2016 should consult their preliminary course evaluation and/or waiver exam results, since other requirements and conditions may apply.*

*\*\*\*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

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).

## MS in Financial Risk Management Program Learning Goals

Knowledge of Quantitative Methods, Institutional Structures, and Risk Management Tools	Students will master foundational concepts of statistics, financial securities, and institutions, and be able to apply them to the core tools of risk management, including market, credit, investment, and operational risks.
Knowledge of Risk Management Practices And Implementation	Students will develop the technical and analytical skills needed to formulate and implement effective risk management systems in large, complex financial institutions.
Communication	Students will develop written and oral communication skills that will enable them to explain and convince others of their recommendations for risk management strategies.
Leadership	Students will be able to design enterprise risk management strategies that take into account a comprehensive evaluation of the firm's overall risk exposures.
Global Awareness	Students will develop awareness of differences among businesses and institutions on a global basis, and analyze their implications for the hedging and risk management needs of multinational firms.
Ethical Awareness	Students will develop a deep understanding of ethical issues in all phases of risk management and be able to demonstrate their ability to anticipate and resolve ethical conflicts and choices.

## MS in Financial Risk Management Curriculum

Course	Title	Credits
<b>Preliminary Courses (0-9 Credits)</b>		
Students with appropriate academic background will be able to reduce the number of credits in preliminary requirements.		
<a href="#">ECO 9730</a>	Firms in the Global Economy	1.5 credits
<a href="#">ECO 9740</a>	Fundamentals of Macroeconomics	1.5 credits
<a href="#">FIN 9762</a>	Introduction to Quantitative Tools for Finance	3 credits
<a href="#">FIN 9770</a>	Corporate Finance	3 credits
<b>Required Courses (22.5 credits)</b>		
<a href="#">BUS 9551*</a>	Business Communication I	1.5
<a href="#">ECO 9723</a>	Econometrics - Theory and Applications I	3 credits
<a href="#">FIN 9783</a>	Investment Analysis	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
Elective Courses (7.5 Credits)		
FIN 9740	Technical Analysis	3 credits
FIN 9759	Mergers and Acquisitions	3 credits
FIN 9774	Entrepreneurial Finance	3 credits
FIN 9781	Intermediate Corporate 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 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 Corporate Finance	3 credits
FIN 9793	Advanced Investment Analysis	3 credits
FIN 9851	Classical Foundations of Financial Risk Management	1.5 credits
FIN 9858	Implications of Corporate Governance, Regulation, and Ethics for Risk Management	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 9880	International Financial Markets	1.5 credits
FIN 9884	Venture Capital	1.5 credits
FIN 9890	Special Topics in Investments	1.0 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	1.0 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
ECO 9713	Money, Banking, and Monetary Policy	3 credits
ECO 9724	Econometrics - Theory and Applications II	3 credits

\*Effective spring 2016.

# Information Systems

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 31.5 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 MSIS program may be eligible for an additional extension on their optional practical training (OPT).

## MS in Information Systems Program Learning Goals

Information Systems Strategy	Students will be able to analyze or develop an organization's information systems strategy and align it with that organization's overall business strategy.
Information Systems and the Organization	Students will be able to analyze or develop an organization's information systems strategy and align it with that organization's overall business strategy.
Information Technology Infrastructure	Students will be informed about the major components of current organizational Information Technology infrastructure.
Information Systems Development	Students will understand and apply general Information Systems development principles.
Teamwork and Leadership	Students will gain conceptual knowledge and analytical skills helpful to functioning effectively in teams and experience opportunities to understand and develop leadership competencies.

## MS in Information Systems Curriculum

<b>English Language Proficiency (No longer required for students entering Spring 2020 and on.)</b>		
Students who completed their undergraduate education in a non-English speaking country will be required to take non-credit bearing modules in Grammar Troubleshooting and American English Pronunciation offered by the Division of Continuing and Professional Studies. These modules may be waived based on a waiver exam. The modules are not required for students who completed a four-year degree in an English-speaking country.		
<b>Courses in Specialization (31.5 credits)</b>		
<b>Required (13.5 credits)</b>		
BUS 9551	Business Communication I	1.5 credits
CIS 9000	Information Technology Strategy	3 credits
CIS 9340	Principles of Database Management Systems	3 credits
CIS 9490	Systems Analysis and Design	3 credits
CIS 9590 (capstone)	Information Systems Development Project	3 credits
<b>Electives (18 credits)</b>		

**Choose 12-18 credits**

**Choose 12-18 credits from the list below for the MS-IS degree. If you plan to specialize in one of the concentrations, please ensure that you take the appropriate electives specific to those tracks.**

<a href="#">BUS 9801, 9802, 9803</a>	Graduate Internships I, II, and III (in IS)	3 credits
<a href="#">CIS 9230</a>	Globalization and Technology	3 credits
<a href="#">CIS 9240</a>	Sustainability and Information Technology	3 credits
<a href="#">CIS 9310</a>	Object-Oriented Programming I	3 credits
<a href="#">CIS 9350</a>	Networks and Telecommunications	3 credits
<a href="#">CIS 9355</a>	Cybersecurity	3 credits
<a href="#">CIS 9375</a>	Social Technology and Business	3 credits
<a href="#">CIS 9410</a>	Object-Oriented Programming II	3 credits
<a href="#">CIS 9440</a>	Data Warehousing and Analytics	3 credits
<a href="#">CIS 9444</a>	E-Business Principles and Technologies	3 credits
<a href="#">CIS 9445</a>	Digital Media Management	3 credits
<a href="#">CIS 9467</a>	Business Modeling with Spreadsheets	3 credits
<a href="#">CIS 9480</a>	Information Technology Project Management	3 credits
<a href="#">CIS 9551</a>	Blockchain Technologies and Applications	3 credits
<a href="#">CIS 9555</a>	Principles of FinTech	3 credits
<a href="#">CIS 9556</a>	Risk Management System and Information Security	3 credits
<a href="#">CIS 9557</a>	Business Intelligence	3 credits
<a href="#">CIS 9558</a>	Information Technology Audit	3 credits
<a href="#">CIS 9650</a>	Programming for Analytics	3 credits
<a href="#">CIS 9655</a>	Data Visualization	3 credits
<a href="#">CIS 9660</a>	Data Mining for Business Analytics	3 credits
<a href="#">CIS 9700</a>	Integrating Information Technology and Business Processes	3 credits
<a href="#">CIS 9791</a>	Special Topics in Information Systems Technologies	1.5 credits
<a href="#">CIS 9793</a>	Special Topics in Information Technologies	3 credits
<a href="#">CIS 9795</a>	Special Topics in Information Systems Strategy	1.5 credits
<a href="#">CIS 9797</a> (formerly CIS 9775)	Special Topics in Information Systems Strategy	3 credits

**As of Spring 2020, the CIS elective list will also include [CIS/STA 9665 Applied Natural Language Processing](#) and [CIS/STA 9760 Big Data Technologies](#).**

<b>Business Electives: Choose 0-6 credits from the list below:</b>		
ACC 9110	Financial Reporting	3 credits
ACC 9810	Current Topics in Financial Accounting (no longer effective for students entering Spring 2020)*	3 credits
ACC 9993	Special Topics in Accountancy	3 credits
FIN 9770	Corporate Finance	3 credits
MGT 9700	Managing Business Operations	3 credits
OPR 9721	Introduction to Quantitative Modeling	3 credits
STA 9708	Managerial Statistics	3 credits
<i>*As of Spring 2020, ACC 9810 is no longer included in the business elective list. Instead, ACC 9806 Financial Statement Analysis and Reporting and TAX 9861 Federal Income Taxation: Theory and Practice will be added to the business elective list.</i>		
<b>Concentration in Data Analytics (requirements through Fall 2019; requirements effective Spring 2020 listed below)</b>		
Students will take all required courses (13.5 credits) and will take at least 9 credits from the following list of electives. To complete the remaining 6 –9 elective credits, students will select from the CIS and Zicklin electives listed		
CIS 9310	Object-Oriented Programming	3 credits
or		
CIS 9650	Programming for Analytics	3 credits
CIS 9440	Data Warehousing and Analytics	3 credits
CIS 9655	Data Visualization	3 credits
CIS/ STA 9660	Data Mining for Business Analytics	3 credits
<b>Concentration in Cybersecurity and Information Assurance (requirements through Fall 2019; requirements effective Spring 2020 listed below)</b>		
Students will take all required courses (13.5 credits) and will take the three courses listed below. To complete the remaining 9 elective credits, students will select from the CIS and Zicklin electives listed above.		
CIS 9350	Networks and Telecommunications	3 credits
CIS 9355	Cybersecurity	3 credits
CIS 9558	IT Audit	3 credits

**Concentration Requirements Effective Spring 2020:**

**Concentration in Data Analytics (requirements for students entering Spring 2020 and on)**

Students will take all required courses and will take at least 9 credits from the following list of electives. To complete the remaining 6 – 9 elective credits, students will select from the information systems and business electives listed above.

CIS 9660	Data Mining for Business Analytics	3 credits
CIS 9650	Programming for Analytics	3 credits
CIS 9440	Data Warehousing and Analytics	3 credits
CIS 9655	Data Visualization	3 credits
CIS/STA 9665	Applied Natural Language Processing	3 credits
CIS/STA 9760	Big Data Technologies	3 credits

**Concentration in Cybersecurity and Information Assurance (requirements for students entering Spring 2020 and on)**

Students will take all required courses and will take the two required courses for the concentration (6 credits) and one of the electives (3 credits) from the list below. To complete the remaining elective credits, students will select from the information systems and business electives listed above

Required Courses for the concentration

CIS 9350	Networks and Telecommunications	3 credits
CIS 9355	Cybersecurity	3 credits

Concentration Electives (take at least one course)

CIS 9558	IT Audit	3 credits
OR	OR	
CIS 9556	Risk Management and Information Security	

# Marketing

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.

## MS in Marketing Program Learning Goals

Ethics	Students will analyze ethical problems or situations and develop marketing responses that consider relevant ethical issues.
Communication Skills: Oral	Students will have the necessary oral communication skills to convey marketing ideas and information effectively and persuasively.
Communication Skills: Written	Students will have the necessary written communication skills to convey marketing ideas and information effectively and persuasively.
Consumer Behavior Theory	Students will understand and explain how consumer behavior influences key marketing decisions.
Marketing Strategy and Planning	Students will devise effective marketing strategies through the use of marketing techniques and tools.

## MS in Marketing Curriculum

<b>English Language Proficiency Requirements</b>		
Students who completed their undergraduate education in a non-English speaking country will be required to take non-credit bearing modules in Grammar Troubleshooting and American English Pronunciation offered by the Division of Continuing and Professional Studies. These modules may be waived based on a waiver exams. The modules are not required for students who completed a four-year degree in an English speaking country.		
<b>Courses in Specialization (30 credits)</b>		
<b>Required (12 credits)</b>		
<a href="#">BUS 9551</a>	Business Communication I	1.5 credits
<a href="#">MKT 9702*</a>	Marketing Research	3 credits
<a href="#">MKT 9703</a>	Marketing Management	3 credits
<a href="#">MKT 9716</a>	Consumer Behavior	3 credits
<a href="#">MKT 9759</a>	Project-Based Marketing Consulting	1.5 credits
<b>Electives (18 credits)</b>		
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:		
<a href="#">CIS 9340</a>	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 (cross-listed as OPR 9750)	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.

<b>Required Courses (15 credits)</b>		
BUS 9551	Business Communication I	1.5 credits
MKT 9702*	Marketing Research	3 credits
MKT 9703	Marketing Management	3 credits
MKT 9716	Consumer Behavior	3 credits
MKT 9759	Project-Based Marketing Consulting	1.5 credits
MKT 9780	Digital Marketing	3 credits
<b>Elective Courses (15 credits)</b>		
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 9785	Digital Marketing Strategy	3 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.

<b>Required Courses (15 credits)</b>		
BUS 9551	Business Communication I	1.5 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 9759	Project-Based Marketing Consulting	1.5 credits
<b>Elective Courses (15 credits)</b>		
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 9741	Marketing Analytics with Big Data	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)**

BUS 9551	Business Communication I	1.5 credits
IBS 9600	International Business Fundamentals	1.5 credits
MKT 9702*	Marketing Research	3 credits
MKT 9703	Marketing Management	3 credits
MKT 9716	Consumer Behavior	3 credits
MKT 9759	Project-Based Marketing Consulting	1.5 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
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<a href="#">IBS 9767</a>	Foreign Markets, Cultures, and Regimes	3 credits
<a href="#">IBS 9769</a>	Strategic Management of the Global Company	3 credits
<a href="#">IBS 9791</a>	Special Topics in International Business	1.5 credits
<a href="#">IBS 9793</a>	Special Topics in International Business	3 credits
<a href="#">MKT 9764</a>	Internet Marketing and Global Business	3 credits
<a href="#">MKT 9766</a>	International Marketing Management	3 credits
<a href="#">MKT 9774</a>	International Logistics	3 credits
Choose up to 6 credits from the following:		
<a href="#">CIS 9230</a>	Globalization and Technoloh	3 credits
<a href="#">COM 9656</a>	International Business Communications (IBS 9756)	
<a href="#">LAW 9740</a>	International Trade and Investment Law	3 credits
<a href="#">MGT 9870</a>	International Comparative Management	3 credits

\*MKT 9702 requires prior completion of STA 9708 (Managerial Statistics). This prerequisite can be waived for students who completed a 3-credit undergraduate statistics course with a minimum grade of B-. Students who are not waived from STA 9708 will take this course in addition to the 30-credit program.

A waiver of the STA 9708 prerequisite for STA courses usually requires satisfactory completion of 6 credits in undergraduate statistics. Please contact the MS Programs Office ([ZicklinMSPrograms@baruch.cuny.edu](mailto:ZicklinMSPrograms@baruch.cuny.edu)) prior to the registration of STA electives for prerequisite clearances. If required, STA 9708 does not apply towards the 30 credits required for your degree.



# Quantitative Methods and Modeling

Effective Spring 2018 - students entering in Fall 2017 may opt to follow this new curriculum. MS students following an earlier curriculum should contact their program advisor at [ZicklinMSPrograms@baruch.cuny.edu](mailto:ZicklinMSPrograms@baruch.cuny.edu) or review the appropriate bulletin for the year they entered.

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 24-month extension on their optional practical training (OPT).

## MS in Quantitative Methods and Modeling Program Learning Goals

Operations Research & Mathematical Modeling	Students will be able to effectively model, evaluate, and solve quantitative (business) problems using quantitative modeling methods (e.g. deterministic and probabilistic operations research techniques).
Statistics	Students will be able to correctly apply appropriate statistical methods when defining, solving, and analyzing problems.
Technology Competency	Students will be able to use current technological tools, including spreadsheets and specialized software, when solving problems.
Professional Communication	Students will be able to effectively communicate their problem solving methods and solutions to technical and non-technical audiences.

## MS in Quantitative Methods and Modeling Curriculum

<b>Preliminary Courses (7 credits)</b>		
Students with appropriate academic background will be able to reduce the number of credits in preliminary requirements.		
<a href="#">MTH 2610</a>	Calculus I*	4 credits
<a href="#">STA 9708</a>	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.		
<b>Courses in Specialization (31.5 credits)</b>		
<b>Required (16.5 credits)</b>		
<a href="#">BUS 9551</a>	Business Communication I**	1.5 credits
<a href="#">CIS 9340</a>	Principles of Database Management Systems	3 credits
<a href="#">OPR 9721</a>	Introduction to Quantitative Modeling	3 credits
<a href="#">OPR 9730</a>	Simulation Modeling and Analysis	3 credits
<a href="#">OPR 9750</a>	Basic Software Tools for Data Analysis (cross-listed with STA 9750)	3 credits

STA 9700	Applied Regression Analysis	3 credits
<b>Electives (15 credits)</b> Students can select any OPR, STA, CIS, or MTH course totaling 15 credits. With approval of the department advisor, students may select quantitatively-oriented courses in other areas. Students may select appropriate Graduate Internship courses BUS 9801 - BUS 9803.		

\*Effective for all MS-QMM students admitted in spring 2016 or later. Students admitted prior to spring 2016 should consult their preliminary course evaluation and/or waiver exam results, since other requirements and conditions may apply.

# Real Estate

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 31.5-credit curriculum consisting of 19.5 credits of required study and 12 credits of elective study. Students may 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.

## MS in Real Estate Program Learning Goals

Quantitative Literacy	Students will identify appropriate trade-offs involved in a given problem and use suitable quantitative methods and tools to analyze the situation and recommend appropriate solutions.
Teamwork and Leadership	Students will function effectively in teams and experience opportunities to understand and develop leadership competencies.
Ethical Awareness	Students will be able to identify ethical issues arising in a variety of functional areas of real estate decision making.

## MS in Real Estate Curriculum

<b>Preliminary Courses (6 credits)</b>		
Students with appropriate academic preparation will be able to reduce the number of credits in preliminary requirements.		
<a href="#">STA 9708</a>	Managerial Statistics	3 credits
<b>Courses in Specialization (31.5 credits)</b>		
<b>Required Courses (19.5 credits)</b>		
<a href="#">BUS 9551*</a>	Business Communication I	1.5 credits
<a href="#">RES 9776</a>	Real Estate Finance	3 credits
<a href="#">RES 9790</a>	Law of Real Estate Transactions and Land Use Regulations (cross-listed with LAW 9790)	3 credits
<a href="#">RES 9850</a>	Real Estate Capital Markets	3 credits
<a href="#">RES 9860</a>	Real Estate Development	3 credits
<a href="#">RES 9900</a>	Advanced Real Estate Investment Analysis	3 credits
<a href="#">RES 9910</a>	Analytical Skills for Real Estate Decision Making	3 credits
<b>Elective Courses (12 credits)</b>		

<i>Choose four courses from:</i>		
RES 9800	Real Estate Valuation and Market Analysis	3 credits
RES 9901	Special Topics in Real Estate	3 credits
RES 9920	Project Management and Construction	3 credits
RES 9930	Real Estate Taxation (cross-listed with TAX 9930)	3 credits
RES 9950	International Real Estate	3 credits
RES 9960	Real Estate and Urban Economics**	3 credits
RES 9980	Real Estate Entrepreneurship (cross-listed with MGT 9875)	3 credits
FIN 9770	Corporate Finance	3 credits
ECO 9774	Economics of Urban Areas**	3 credits

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

# Statistics

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 31.5 credit program consisting largely of statistics courses and some related business courses which can be completed either part-time or full-time. 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 24-month extension on their optional practical training (OPT).

## MS in Statistics Program Learning Goals

General Statistical Competence	Students will be able to apply appropriate probability models and statistical techniques when analyzing problems from business and the other fields.
Statistical Practice	Students will become familiar with the standard tools of statistical practice for multiple regression, along with the tools of a subset of specialized statistical areas such as multivariate analysis, applied sampling, time series analysis, experimental design, data mining, categorical analysis, and/or stochastic processes.
Technology Competency	Students will learn to use one or more of the benchmark statistical software platforms, such as SAS or R.

## MS in Statistics Curriculum

**Curriculum Effective Spring 2020. Students who entered in Fall 2019 should follow the curriculum listed in the Fall 2018-Spring 2019 bulletin. Students who have questions about their curriculum should contact their program advisor at [ZicklinMSPrograms@baruch.cuny.edu](mailto:ZicklinMSPrograms@baruch.cuny.edu).**

<b>Preliminary Courses (9 credits)</b>		
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.		
MTH 2610*	Calculus I	3 credits
MTH 3010*	Calculus II	3 credits
STA 9708	Managerial Statistics	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.		
<b>Courses in Specialization (31.5 credits)</b>		
<b>Required for the General and Data Science Track (13.5 credits)</b>		
BUS 9551	Business Communication I	1.5 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 (cross-listed with OPR 9750)	credits
<b>General Track: Choose 12-18 credits from the list below. If you plan to specialize in the Data Science concentration, please ensure you take the appropriate electives specific to that track.</b>		
CIS/STA 9665	Applied Natural Language Processing	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
CIS/STA 9760	Big Data Technologies	3 credits
STA 9783	Stochastic Processes for Business Applications (cross-listed with OPR 9783)	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	Special Topics in Statistical Analysis	3 credits
STA 9797	Advanced Data Analytics	3 credits
STA/OPR 9850	Advanced Statistical Computing	3 credits
STA 9890	Statistical Learning for Data Mining	3 credits
STA 9891	Machine Learning for Data Mining	3 credits
<b>Concentration in Data Science (16.5 credits): In addition to the 13.5 credits of required MS courses, students must take the following three required data science courses:</b>		
STA 9705	Multivariate Statistical Methods	3 credits
STA 9890	Statistical Learning for Data Mining	3 credits
STA 9891	Machine Learning for Data Mining	3 credits
<b>Data Science Electives: Choose one course from the following</b>		
CIS/STA 9760	Big Data Technologies	3 credits
STA 9797	Advanced Data Analysis	3 credits
CIS/STA 9665	Applied Natural Language Processing	3 credits

**Business Electives (6 credits):**

Choose 6 credits of 9000-level courses from the graduate offerings of the Zicklin School of Business, with the exception of STA 9708; courses applied towards a prior master's degree; or courses that do not allow credit to be given for both that course and another statistics course. Students may take additional statistics courses as their business electives.

# Taxation

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.

Program credits can be counted both as part of the accounting/taxation courses and toward the overall 150 credits needed to meet the NY State CPA requirements; the MS in Taxation does not meet those requirements by itself, but may for graduates who were also undergraduate accounting majors.

## MS in Taxation Program Learning Goals

General Intellectual Competence	Students will develop a general intellectual competence in tax policy and the rule making process.
Specific Intellectual Competence	Students will develop an intellectual competence in more than one tax specialization area.
Information Literacy	Students will locate valid tax information and evaluate it for the purpose of solving a tax problem or making a tax planning decision.
Ethical Awareness	Students will be aware of the ethical issues pertinent to tax practice and understand their responsibilities as tax practitioners to uphold ethical principles in their dealings.

## MS in Taxation Curriculum

**CURRICULUM THROUGH FALL 2019. *Students should consult an academic advisor, as they may require substitutions to complete this version of the degree.***

<b>English Language Proficiency</b>		
Students who completed their undergraduate education in a non-English speaking country will be required to take non-credit bearing modules in Grammar Troubleshooting and American English Pronunciation offered by the Division of Continuing and Professional Studies. These modules may be waived based on a waiver exam. The modules are not required for students who completed a four-year degree in an English-speaking country.		
<b>Preliminary Course</b> (3 credits)		
Students with appropriate prior course work equivalent to ACC 9110 will be able to waive this preliminary requirement.(Note: Although ACC 9110 is not a prerequisite for any taxation courses, you should plan to take this course during the first half of your program.)		
<a href="#">ACC 9110</a>	Financial Reporting	3 credits
<b>Courses in Specialization</b> (31.5 credits)		
<b>Required (19.5 credits)</b>		
<a href="#">BUS 9551</a>	Business Communication I*	1.5 credits
<a href="#">TAX 9863</a>	Principles of Federal Income Taxation**	3 credits
<a href="#">TAX 9866</a>	Corporate Taxation I	3 credits
<a href="#">TAX 9867</a>	Corporate Taxation II	3 credits
<a href="#">TAX 9868</a>	Partnership Taxation	3 credits

TAX 9870	Estate, Trusts, and Planning	3 credits
TAX 9900	Tax Procedure and Professional Responsibility in Tax Practice	3 credits
<b>Choose 12 credit hours from:</b>		
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	Special Topics in Taxation***	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 for all MS-Taxation students admitted in spring 2016 or later. Students admitted prior to spring 2016 should consult their preliminary course evaluation and/or waiver exam results, since other requirements and conditions may apply.

\*\*Students admitted in a spring term will take TAX 9861 Federal Income Taxation: Theory and Practice in place of TAX 9863.

Principles of Federal Income Taxation: Theory and Practice (3 credits)

\*\*\*These courses are offered infrequently.

+ TAX 9869 and TAX 9889 are currently offered in the summer semester only. MS Taxation students should be prepared to take summer courses.

#### **TAXATION CURRICULUM EFFECTIVE FOR STUDENTS ENTERING SPRING 2020**

<b>English Language Proficiency</b>		
Students who completed their undergraduate education in a non-English speaking country will be required to take non-credit bearing modules in Grammar Troubleshooting and American English Pronunciation offered by the Division of Continuing and Professional Studies. These modules may be waived based on a waiver exam. The modules are not required for students who completed a four-year degree in an English-speaking country.		
<b>Courses in Specialization (31.5 - 34.5 credits)</b>		
<b>Required (16.5 - 19.5 credits)</b>		
BUS 9551	Business Communication I	1.5 credits
TAX 9863*	Principles of Federal Income Taxation	3 credits
TAX 9866	Corporate Taxation I	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
ACC 9110 (Waivable)	Financial Reporting	3 credits
<b>Electives</b>		
<b>Choose 15 credits from the list below:</b>		
TAX 9867	Corporate Taxation II	3 credits
TAX 9869	International Taxation	3 credits
TAX 9873	Deferred Compensation	3 credits
TAX 9876**	Special Topics in Taxation**	3 credits
TAX 9877	State and Local Taxes	3 credits
TAX 9889	Current Problems in Taxation	3 credits
TAX 9890	Financial Planning for Individuals	3 credits
TAX 9930	Real Estate Taxation (cross-listed with RES 9930)	3 credits
<p>*Students admitted in a spring term will take TAX 9861 Federal Income Taxation: Theory and Practice in place of TAX 9863.</p> <p>**Provided the topics are different, students may take TAX 9876 more than one time.</p> <p>MS Taxation students should expect to take Summer courses.</p>		

# 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 Degree Programs

## Programs

Baruch is currently in the process of revising our descriptions of graduate programs offered in executive format. These revisions will be completed before the start of the 2019 Fall Semester.

# Executive MBA (EMBA) Degree Requirements for Students Enrolling in the Fall 2019 Semester

The Executive MBA program is a cohort-based 48-credit program designed to meet the needs of experienced professionals who are ready to take their careers to the next level. The program builds on students' professional experiences by helping them master the fundamentals of business as well as develop functional knowledge in the core business disciplines of marketing, finance, accounting, information systems, and operations management. Building on that foundation, students take advanced and specialized courses in areas such as managerial strategy, international business, and leadership.

The Executive MBA program leads to a Master of Business Administration degree.

## Admission Requirements

- At least 5 years of professional/managerial experience. Generally, this experience should be post-undergraduate.
- An undergraduate degree from an accredited university or foreign equivalent.
- Appropriate quantitative skills acquired via academic training or professional experience. These skills may also be demonstrated through a satisfactory score on the GMAT, the GRE or our in-house admissions test.

## EMBA Curriculum

The program has a total of 48 credit hours.

Course	Title	Credits
<b>Required Foundational/Fundamental Skills (9 courses; 21 credits)</b>		
<a href="#">BUS 9558</a>	Strategic Business Communication	3
<a href="#">ECO 9730</a>	Firms in the Global Economy	1.5
<a href="#">IBS 9600</a>	Introduction to International Business	1.5
<a href="#">LAW 9201</a>	Overview of Business Law and Ethics	1.5
<a href="#">MGT 9200</a>	Business and Society Relationships	1.5
<a href="#">MGT 9301</a>	Managing People and Organizations	3
<a href="#">MGT 9600</a>	Strategy and Competitive Advantage	3
<a href="#">STA 9708</a>	Managerial Statistics	3
<a href="#">BUS 9601</a>	Business Consulting Practicum	3
	<b>Subtotal</b>	<b>21</b>
<b>Functional Skills (3 courses, 9 credits)</b>		
Courses will be selected by the Academic Director of the EMBA program in consultation with the EMBA program's Curriculum Committee.		
<a href="#">ACC 9110</a>	Financial Reporting	3
<a href="#">CIS 9000</a>	Information Technology Strategy	3
<a href="#">CIS 9557</a>	Business Analytics	3
<a href="#">FIN 9770</a>	Corporate Finance	3
<a href="#">MGT 9700</a>	Managing Business Operations	3
<a href="#">MGT 9973</a>	Managing Creativity, Ideation and Innovation in Start-ups and Corporations	3
<a href="#">MKT 9703</a>	Marketing Management	3

	<b>Subtotal</b>	<b>9</b>
<b>Culminating Experience (3 credits)</b>		
<a href="#">IBS 9793</a>	Special Topics in International Business: International Study Tour	3
	<b>Subtotal</b>	<b>3</b>
<b>Elective Courses (15 credits)</b>		
Elective courses will be selected by the Academic Director of the EMBA program in consultation with the EMBA program curriculum committee. These courses may include additional functional skills courses not included above among the 3 functional skills courses.		
	<b>Subtotal</b>	<b>15</b>
	<b>Total for Program</b>	<b>48</b>

*The program reserves the right to amend, modify and change the courses offered and/or the sequence of courses.*

### Degree Requirements

- Students must earn a total of 48 credits for the MBA degree, maintain a cumulative grade point average of at least 3.000, and satisfy all Baruch College, Zicklin School of Business and Executive Programs policies, rules, and regulations.
- A student whose GPA falls below 3.000 after taking 6 or more credits in the program will be on academic probation. He or she must comply with all Baruch College requirements of grade probation status to continue in the program. Please refer to the current **Baruch College Graduate Bulletin**, discussion of General Academic Regulations for information on these requirements.
- Students taking all of the courses offered in this cohort program will be registered for 9 or more credits each semester. Thus they are considered to be full-time students.

### EMBA Degree Competencies & Program Learning Goals

Communication	Students will demonstrate effective oral and written communication skills, as leadership and teamwork in business is dependent on developing shared meaning and commitment to action fostered through both effective and persuasive communication.
Technology and Information Literacy	Students will understand the role of information technology in organizational decision making and strategy.
Ethical Awareness	Students will be sensitive to ethical issues in business, understand the impact of their behavior, understand their responsibilities as business people to uphold ethical principles in their dealings, and understand the impact of their business practices on multiple stakeholders, including the environment.
Global Awareness	Students will be sensitive to differences in perspectives, institutions, and practices among business people from around the world as our global economy puts a premium on global business relationships.
Quantitative Analysis	Students will be able to use quantitative techniques to describe and analyze business phenomena and develop solutions to business problems.
Teamwork and Leadership	Students will gain conceptual knowledge and analytical skills helpful to functioning effectively in teams and will have opportunities to experience, understand, and develop their competencies as leaders.
Knowledge Integration	Students will have working knowledge of all functional areas in business and apply this knowledge in a holistic, analytical, and integrative manner to understand, analyze, and solve business problems.

### Contact Information

Office of 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

E-mail: [Execzicklin@baruch.cuny.edu](mailto:Execzicklin@baruch.cuny.edu)

# Executive MBA in Healthcare Administration (EMBA-HCA) Degree Requirements for Students Enrolling in the Fall 2019 Semester

The Executive MBA in Healthcare Administration (EMBA-HCA) prepares individuals for leadership positions in a wide variety of healthcare organizations. It achieves this by:

1. Developing executive students' analytical and decision-making skills
2. Helping them build a strong foundation in business
3. Providing them with a thorough, current knowledge of the healthcare industry

This is an accelerated part-time program designed to be completed in 30 months.

The Executive MBA in Healthcare Administration program leads to a Master of Business Administration degree.

## Admission Requirements

- At least 5 years of professional/managerial experience, preferably in the healthcare industry. Generally, this experience should be post-undergraduate.
- An undergraduate degree from an accredited university or foreign equivalent.
- Appropriate quantitative skills acquired via academic training or professional experience. These skills may also be demonstrated through a satisfactory score on the GMAT or GRE, or our in-house admissions test.

## EMBA-HCA Curriculum

The program has a total of 49.5 credit hours.

Course	Title	Credits
<b>Required Courses (24 credits)</b>		
<a href="#">STA 9708</a>	Managerial Statistics	3
<a href="#">BUS 9100</a>	Business and Society	3
<a href="#">LAW 9213</a>	Legal Aspects of Healthcare Administration	3
<a href="#">MGT 9600</a>	Strategy and Competitive Advantage	3
<a href="#">MGT 9301</a>	Managing People and Organizations	3
<a href="#">ECO 9766</a>	Healthcare Economics	3
<a href="#">IBS 9763</a>	Global Perspectives in Healthcare Assessment	1.5
<a href="#">MGT 9994</a>	Special Topics in Entrepreneurship: Healthcare Ventures	3
<a href="#">IBS 9791</a>	Special Topics in International Business: International Study Tour	1.5
<b>Functional Skills Courses (9 Credits from this list, to be selected by the program Academic Director)</b>		
<a href="#">ACC 9110</a>	Financial Accounting	3
<a href="#">FIN 9770</a>	Corporate Finance	3
<a href="#">MKT 9703</a>	Marketing Management	3
<a href="#">MGT 9700</a>	Managing Business Operations	3

CIS 9000	Information Technology Strategy	3
MGT 9330	Leadership and Managerial Effectiveness	3
<b>Elective Courses (16.5 credits, to be selected by the program Academic Director)</b>		
<b>Shown here are selected examples of some courses that have been included in the past.</b>		
BUS 9793	Special Topics in Sustainable Business: Emerging Issues in the Healthcare Industry	3
MGT 9722	Healthcare Informatics and Quality	3
ECO 9792	Special Topics in Economics: Population Health Assessment	1.5

The program reserves the right to amend, modify and change the courses offered and/or the sequence of courses.

### Degree Requirements

Students must earn 49.5 credits for the MBA in Healthcare Administration degree, maintain a cumulative 3.000 grade point average, and satisfy all Baruch College, Zicklin School of Business and Executive Programs policies, rules, and regulations.

A student whose GPA falls below 3.000 after taking 6 or more credits in the program will be on academic probation. He or she must comply with all Baruch College requirements of grade probation status to continue in the program. Please refer to the current **Baruch College Graduate Bulletin**, discussion of General Academic Regulations for information on these requirements.

Because this is a cohort program, all students take the same courses together and in the same order. Any student who enters grade probation status may not be able to complete the EMBA-HCA program within the period of 30 months.

Students taking all of the courses offered in this cohort program will be registered for either 6 or 7.5 credits in the Fall semester. As such, they are considered to be part-time students.

### Executive MBA in Healthcare Administration Degree Competencies & Program Learning Goals

Teamwork and Leadership	Students will develop skills that permit them to function effectively in teams and be given opportunities to experience, understand, and develop their competencies as leaders.
Communication	Students will be effective oral and written communicators as leadership and teamwork in business is dependent on developing shared meaning and commitment to action fostered through communication.
Information and Technology Literacy	Students will develop effective information literacy skills and understand how information technology is used to support organizational decision-making.
Ethical Awareness	Students will be sensitive to ethical issues in business, understand the importance of behavior and their responsibilities as business people to uphold ethical principles in their dealings.
Quantitative Analysis	Students will effectively use quantitative techniques to describe and analyze business phenomena and help develop solutions to business problems.
Financial Knowledge	Students will effectively use economic, accounting and financial concepts to assess markets, to manage revenues and costs, and to oversee budgets in healthcare organizations.
Knowledge of the Healthcare Environment	Students will know the health insurance system in the US, its major payers and its myriad incentives so as best adapt business skills to the efficient provision of healthcare services to diverse populations and their multiple needs.
Knowledge Integration	Students will have the opportunity to develop specialized intellectual competence in at least one business discipline to support post degree employment aims.

### Contact Information

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

Applications for this program are not being accepted at the present time.

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
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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](mailto: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.

**Baruch is currently in the process of revising our descriptions of graduate programs offered in executive format. These revisions will be completed before the start of the 2019 Fall Semester.**

# Executive MS in Finance (EMSF) Program Degree Requirements for Students Enrolling in the Fall 2019 Semester

The Executive MS in Finance (EMSF) program provides an overview of the major areas of finance, providing executive students with the knowledge they need to leverage their careers in finance and business. In this course of study, we start with basics, build on them, and then proceed to more specialized courses to prepare students with the knowledge needed to manage future challenges in all major areas of finance.

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. The last set of courses introduces students to new challenges and frontiers in finance.

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.

The Executive MS in Finance program leads to a Master of Science degree.

## Admission Requirements

- At least 5 years of professional/managerial experience. Generally, this experience should be post-undergraduate.
- An undergraduate degree from an accredited university or foreign equivalent.
- Appropriate quantitative skills acquired via academic training or professional experience. These skills may also be demonstrated through a satisfactory score on the GMAT, the GRE or our in-house admissions test.

## EMSF Curriculum

The program has a total of 30 credits.

<b>Required Core Courses (12 Credits)</b>		
<b>Course #</b>	<b>Course Title</b>	<b>Credits</b>
<a href="#">FIN 9771</a>	Corporate Financial Theory and Applications	3
<a href="#">FIN 9772</a>	Quantitative Tools for Finance	3
<a href="#">FIN 9773</a>	Investment Theory and Applications	3
<a href="#">FIN 9895</a>	Special Topics in Corporate Finance: Financial Statement Analysis I	1.5
<a href="#">FIN 9895</a>	Special Topics in Corporate Finance: Financial Statement Analysis II	1.5
<b>Elective Courses (15 credits)</b>		
Elective courses will be selected from this list of the Department of Economics and Finance's course offerings by the program Academic Director and Curriculum Committee.		
<b>Course #</b>	<b>Course Title</b>	<b>Credits</b>
<a href="#">FIN 9759</a>	Mergers and Acquisitions	3
<a href="#">FIN 9774</a>	Entrepreneurial Finance	3

FIN 9776	Real Estate Finance	3
FIN 9782	Futures and Forward Markets	3
FIN 9784	Management of Financial Institutions	3
FIN 9785	Financial Markets and Intermediaries	3
FIN 9786	International Financial Markets	3
FIN 9788	International Corporate Finance	3
FIN 9789	Equity Markets: Trading and Structure	3
FIN 9790	Seminar in Finance	3
FIN 9792	Advanced Managerial Finance	3
FIN 9793	Advanced Investment Analysis	3
FIN 9795	Debt Instruments and Markets	3
FIN 9797	Options Markets	3
FIN 9858	Implications of Corporate Governance, Regulation, and Ethics for Risk Management	1.5
FIN 9880	International Financial Markets	1.5
FIN 9881	Debt Securities	1.5
FIN 9882	Futures and Forwards	1.5
FIN 9883	Options	1.5
FIN 9884	Venture Capital	1.5
FIN 9891	Special Topics in Investments	1.5
FIN 9893	Special Topics in Investments	3
FIN 9895	Special Topics in Corporate Finance	1.5
FIN 9897	Special Topics in Corporate Finance	3
FIN 9985	Risk Management in Financial Institutions	3
<b>Culminating Experience (Required, 3 credits)</b>		
FIN 9786	International Financial Markets	3
<i>or</i>		
FIN 9790	Seminar in Finance: International Study Tour	3

*The program reserves the right to amend, modify and change the courses offered and/or the sequence of courses.*

#### **Degree Requirements**

- Students must earn 30 credits for the MS degree, maintain a cumulative 3.000 grade point average, and satisfy all Baruch College, Zicklin School of Business and Executive Programs policies, rules, and regulations.
- A student whose GPA falls below 3.000 after taking 6 or more credits in the program will be on academic grade probation. He or she must comply with all Baruch College requirements of grade probation status to continue in the program. Please refer to the current **Baruch College Graduate Bulletin**, discussion of General Academic Regulations for information on these requirements.
- Because this is a cohort program, all students take the same courses together and in the same order. The first courses, FIN 9771, FIN 9772, FIN 9773, and Fin 9785 I and II are required core courses. Many of the later courses in the program have one of the core courses as prerequisites. Any student who enters grade probation status may thus not be able to complete the EMSF program within the period of ten to eleven months.
- Students taking all of the courses offered in this cohort program will be registered for 9 or more credits each semester. Thus they considered to be full-time students.

### Executive MS in Finance Degree Competencies & Program Learning Goals

Financial reasoning skills	Students will develop the skills needed to estimate the values of projects, companies, financial securities and derivatives; to evaluate the validity of these estimates; and to formulate and implement strategies based on them.
Communication	Students will be effective oral and written communicators of financial data and concepts, and will be able to convey complex financial valuations, securities, and decision-making tools to others in the organization in clear, convincing ways.
Leadership	Students will be able to originate and implement financial strategies that create value for their firms or investment portfolios.
Global Awareness	Students will be able to utilize and apply their understanding of differences among global businesses and institutions in their financial practice and decision making.
Ethical Awareness	Students will be aware of ethical issues in finance, and be able to demonstrate their ability to identify ethical conflicts in financial matters and either resolve or avoid them.

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# Executive MS in Human Resource Management (EMS-HRM) Degree Requirements for Students Enrolling in the Fall 2019 Semester

Reflecting changes in industry, we have developed the Executive MS in Human Resource Management program to meet the evolving needs of professional HR managers. This program builds on its predecessor program, the MSILR program, and incorporates several updated courses as well as new courses. The program will have enhanced offerings in business communication, as well as an international learning experience, which is becoming more important for executive-level HR leaders in multinational organizations. The course will include site-visits and meetings with HR leaders of international companies to discuss (and comparatively study) core elements of the staffing and people management process in mid- and large-size organizations that act globally. This course incorporates a capstone project that serves as a culminating experience for the students.

The Executive MS in Human Resource Management program leads to a Master of Science degree.

## Admission Requirements

- At least 5 years of professional/managerial experience. Generally, this experience should be post-undergraduate.
- An undergraduate degree from an accredited university or foreign equivalent.
- Appropriate quantitative skills acquired via academic training or professional experience. These skills may also be demonstrated through a satisfactory score on the GMAT, the GRE or our in-house admissions test.

## EMS-HRM Curriculum

The program includes a total of 30 credit hours.

Course	Description	Credits
<b>Required Core Courses (16.5 credits)</b>		
<a href="#">MGT 9400</a>	Human Resource Management	3
<a href="#">STA 9708</a>	Managerial Statistics	3
<a href="#">BUS 9551</a>	Business Communication	1.5
<a href="#">MGT 9301</a>	Managing People and Organizations	3
<a href="#">LAW 9770</a>	Labor and Employment Law	3
<a href="#">MGT 9460</a>	Labor Relations	3
<b>Elective Courses (10.5 credits)</b>		
Elective courses will be selected by the program Academic Director and Curriculum Committee from this list.		
<a href="#">MGT 9465</a>	Collective Bargaining	3
<a href="#">MGT 9392*</a>	Special Topics in Organizational Behavior and Human Resource Management	1.5
<a href="#">MGT 9470</a>	Learning, Development, and Coaching	3
<a href="#">MGT 9661</a>	Negotiation Strategy	1.5
<a href="#">MGT 9394*</a>	Special Topics in Organizational Behavior and Human Resource Management	3
<b>Culminating Experience (Required, 3 credits)</b>		

MGT 9490	International Human Resource Management	3
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\*Students may take special topics courses more than once as long as the topic is different.

*The program reserves the right to amend, modify and change the courses offered and/or the sequence of courses.*

### Degree Requirements

- Students must earn 30 credits for the MS degree, maintain a cumulative 3.000 grade point average, and satisfy all Baruch College, Zicklin School of Business and Executive Programs policies, rules, and regulations.
- A student whose GPA falls below 3.000 after taking 6 or more credits in the program will be on academic grade probation. He or she must comply with all Baruch College requirements of grade probation status to continue in the program. Please refer to the current **Baruch College Graduate Bulletin**, discussion of General Academic Regulations for information on these requirements.
- Because this is a cohort program, all students take the same courses together and in the same order. Many of the later courses in the program have one of the earlier core courses as prerequisites. Any student who enters grade probation status may thus not be able to complete the EMS-HRM program within the period of about 30 months.
- Students taking all of the courses offered in this cohort program will be registered for 6 credits in the Fall semester, they are considered to be part-time students.

### Executive Master of Science in Human Resource Management Degree Competencies & Program Learning Goals

Human Resource Management	Students will develop advanced knowledge and expertise in Human Resource functions, including strategic workforce planning, talent acquisition, learning and development, employee engagement & retention, employee relations, and total rewards.
Teamwork and Leadership	Students will gain conceptual knowledge and analytical skills helpful to functioning effectively in teams and will have opportunities to experience, understand, and develop their competencies as leaders.
Oral Communication	Students will be effective oral communicators, as functioning as a human resources leader is dependent on developing shared meaning and commitment to action fostered through communication.
Written Communication	Students will be effective written communicators, as functioning as a human resources leader is dependent on developing shared meaning and commitment to action fostered through communication.
Global Awareness	Students will be sensitive to differences in perspectives, institutions, and practices among business people from around the world as our global economy puts a premium on global business relationships, especially with regard to people-management.
Ethical Awareness and Sustainability	Students will be sensitive to ethical issues in leading an HR function, understand the impact of their behavior, understand their responsibilities as HR practitioners to uphold ethical principles in their dealings, and understand the impact of HRM practices on multiple stakeholders, including people and the environment.

### Contact Information

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# Executive MS in Industrial and Labor Relations (MSILR)

Applications for this program are not being accepted at the present time.

The Executive Master of Science in Industrial and Labor Relations (MSILR) program is designed for professionals who seek to advance their careers in the fields of human resource management and labor relations. As 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 Executive MSILR Program is the cohort experience: courses are offered in a predetermined sequence, and students may 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.

This program is no longer enrolling new students. Candidates interested in the area of human resource management are referred to the Executive MS in Human Resource Management, a program solidly built on the MSILR program, but with a shift in focus to the needs of HR executives.

## MSILR Curriculum

The program has a total of 36 credit hours.

First Year		Credits
<a href="#">MGT 9300</a>	Management: A Behavioral Approach	3
or		
<a href="#">MGT 9301</a>	Managing People and Organizations	3
<a href="#">MGT 9400</a>	Human Resource Management	3
<a href="#">MGT 9460</a>	Labor Relations	3
<a href="#">STA 9708</a>	Managerial Statistics	3
Second Year		
<a href="#">LAW 9770</a>	Labor and Employment Law	3
<a href="#">MGT 9420</a>	Management of Compensation	3
<a href="#">MGT 9465</a>	Collective Bargaining	3
<a href="#">MGT 9470</a>	Employee Development and Training	3
Third Year		
<a href="#">MGT 9302</a>	Developing Managerial Skills	3
<a href="#">MGT 9390</a>	Seminar in Human Resource Management and Labor Relations	3
<a href="#">MGT 9495</a>	Capstone Research Seminar	3
<a href="#">MGT 9494</a>	Seminar in Labor Relations: The State of the Unions	3

## Degree Requirements

- Students must earn 36 credits for the MS degree, maintain a cumulative 3.000 grade point average, and satisfy all Baruch College, Zicklin School of Business and Executive Programs policies, rules, and regulations.
- A student whose GPA falls below 3.000 after taking 6 or more credits in the program will be on academic probation. He or she must comply with all Baruch College requirements of grade probation status to continue in the program. Please refer to the current **Baruch College Graduate Bulletin**, discussion of General Academic Regulations for information on these requirements.

- As this is a cohort program, all students take the same courses together and in the same order. Any student who enters grade probation status may not be able to complete the program within the period of 3 years.
- Students taking all of the courses offered in this cohort program will be registered for 6 credits each semester. Thus they considered to be part-time students.

**Contact Information**

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# Executive MS in Information Systems (EMS-IS) for Students Enrolling in the Fall 2019 Semester

In all organizations, regardless of their industry or size, technology is critical to creating maximum efficiency, fostering innovation, and providing a strategic edge. This technological imperative, combined with the exponential growth of data availability and sophistication of quantitative analytical tools, means that all managers, no matter their role, need to have technical and analytical skills to succeed.

The Executive MS in Information Systems with a concentration in Data Analytics is designed to appeal to all managers, regardless of their background or prior technical expertise. It provides comprehensive coverage of both the technical knowledge and strategic know-how that are required for today's executives who need to be able to speak to both the managerial and the technical teams in their organizations. At the same time, it offers a deep focus on the tools and methods of data analytics. Executives who complete this degree will be able to run *ad hoc* data analytics projects on their own and to initiate and evaluate full-scale data-driven projects while working in tandem with a team of data scientists and analysts. Courses on topics such as data warehousing, python programming for data analytics, data mining, and data visualization provide hands-on experience using the latest software tools and statistical analysis methods.

The Executive MS in Information Systems program leads to a Master of Science degree.

## Admission Requirements

- At least 5 years of professional/managerial experience. Generally, this experience should be post-undergraduate.
- An undergraduate degree from an accredited university or foreign equivalent.
- Appropriate quantitative skills acquired via academic training or professional experience. These skills may also be demonstrated through a satisfactory score on the GMAT, the GRE or our in-house admissions test.

## EMS-IS Curriculum

The program has a total of 31.5 credit hours.

Required Core Courses (13.5 Credits)		
Course #	Course Title	Credits
<a href="#">BUS 9551</a>	Business Communication I	1.5
<a href="#">CIS 9000</a>	Information Technology Strategy	3
<a href="#">CIS 9340</a>	Principles of Database Management Systems	3
<a href="#">CIS 9490</a>	Systems Analysis and Design	3
<a href="#">CIS 9797</a>	Special Topics in Information Systems Strategy: International Study Tour	3
Required Courses for the Data Analytics Concentration (15 credits)		
The required courses for the Data Analytics Concentration may be modified by the Paul H. Chook Department of Information Systems and Statistics and the program Academic Director and Curriculum Committee.		
Course #	Course Title	Credits
<a href="#">STA 9708</a>	Managerial Statistics	3
<a href="#">CIS 9650</a>	Programming for Analytics	3
<a href="#">CIS 9440</a>	Data Warehousing and Analytics	3
<a href="#">CIS 9655</a>	Data Visualization	3
<a href="#">CIS / STA 9660</a>	Data Mining for Business Analytics	3

**Culminating Experience (Required, 3 credits)**

CIS 9590

Information Systems Development Project

3

The program reserves the right to amend, modify and change the courses offered and/or the sequence of courses.

**Degree Requirements**

- Students must earn 31.5 credits for the MS in IS degree, maintain a cumulative 3.000 grade point average, and satisfy all Baruch College, Zicklin School of Business and Executive Programs policies, rules, and regulations.
- A student whose GPA falls below 3.000 after taking 6 or more credits in the program will be on academic grade probation. He or she must comply with all Baruch College requirements of grade probation status to continue in the program. Please refer to the current **Baruch College Graduate Bulletin**, discussion of General Academic Regulations for information on these requirements.
- Because this is a cohort program, all students take the same courses together and in the same order. Many of the later courses in the program have one of the core courses as prerequisites. Any student who enters grade probation status may thus not be able to complete the program within the period of ten to eleven months.
- Students taking all of the courses offered in this cohort program will be registered for 9 or more credits each semester. Thus, they will be considered to be full-time students.

**MS in Information Systems Degree Competencies & Program Learning Goals**

Information Systems Strategy	Students will be able to analyze or develop an organization's information systems strategy and align it with that organization's overall business strategy.
Information Systems and the Organization	Students will be able to analyze or develop an organization's information systems strategy and align it with that organization's overall business strategy.
Information Technology Infrastructure	Students will be informed about the major components of current organizational Information Technology infrastructure.
Information Systems Development	Students will understand and apply general Information Systems development principles.
Teamwork and Leadership	Students will gain conceptual knowledge and analytical skills helpful to functioning effectively in teams and experience opportunities to understand and develop leadership competencies.

**\*Baruch is currently in the process of revising our descriptions of graduate programs offered in executive format. These revisions will be completed before the start of the 2019 Fall Semester.**

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# Executive MS in Marketing (EMSM)

Applications for this program are not being accepted at the present time.

The Executive Master of Science in Marketing (EMSM) helps you advance to the next level within the marketing function, in fields like marketing management, analytics, digital marketing, and marketing research. The program combines theoretical and practical approaches to inform and connect the most talented and forward-thinking marketing executives of the future. Students take core courses providing a solid basis of consumer decision making and marketing insights as well as business communication skills and a marketing consulting practicum. These are followed by elective courses which emphasize more specialized topics in marketing. Students can expect to see a wide variety of teaching approaches including assignments, case studies, lectures, class discussions and group projects.

The Executive MS in Marketing is a cohort program which can be completed in one calendar year with the modular course format, which combines online with in-class learning.

The delivery and format of the EMSM program may be modified in special circumstances. This may be done, for example, when delivered in international locations or as part of a specialized program designed for a specific organization.

## Admission Requirements

- At least 5 years of professional/managerial experience. Generally, this experience should be post-undergraduate.
- An undergraduate degree from an accredited university or foreign equivalent.
- Appropriate quantitative skills acquired via academic training or professional experience. These skills may also be demonstrated through a satisfactory score on the GMAT, the GRE or our in-house admissions test.

## EMSM Curriculum

The program includes a total of 30 credit hours.

Required Core Courses (10.5 credits)		Credits
BUS 9551	Business Communication I	1.5
MKT 9702	Marketing Research	3
MKT 9703	Marketing Management	3
MKT 9716	Consumer Behavior	3
<b>Electives (18 credits)</b>		
To be selected from the Department of Marketing and International Business's course offerings by the EMSM Academic Director and Curriculum Committee from this list.		
BUS 9600	Current Topics in Business	3
MKT 9701	Advertising and Marketing Communication	3
MKT 9728	Media Planning in a Digital World	3
MKT 9737	Marketing Analytics	3
MKT 9738	Web Analytics and Intelligence	3
MKT 9740	Data-Driven Marketing Strategy	3
MKT 9741	Marketing Analytics with Big Data	3
MKT 9764	Internet Marketing and Global Business	3
MKT 9766	International Marketing Management	3

MKT 9780	Digital Marketing	3
MKT 9785	Digital Marketing Strategy	3
IBS 9793	Special Topics in International Business	3
MKT 9793	Special Topics in Marketing	3
MKT 9795	Special Topics in Digital Marketing	3
MKT 9997	Special Topics in Marketing Analytics	3
<b>Culminating Experience (Required, 1.5 credits)</b>		
MKT 9759	Marketing Consulting Practicum	1.5

*The program reserves the right to amend, modify and change the courses offered and/or the sequence of courses.*

#### **Degree Requirements**

- Students must earn 30 credits for the MS degree, maintain a cumulative 3.000 grade point average (GPA), and satisfy all Baruch College, Zicklin School of Business and Executive Programs policies, rules, and regulations.
- A student whose GPA falls below 3.000 after taking 6 or more credits in the program will be on academic probation. He or she must comply with all Baruch College requirements of academic probation status to continue in the program. Please refer to the current **Baruch College Graduate Bulletin**, discussion of General Academic Regulations for information on these requirements.
- Because this is a cohort program, all students take the same courses together and in the same order. Any student who enters academic probation status may not be able to complete the EMSM program within the period of ten months.
- MKT 9702 Marketing Research requires prior completion of STA 9708 Managerial Statistics. This prerequisite can be waived for students who completed one 3-credit undergraduate statistics course with a minimum grade of B-. Students who are not waived from STA 9708 will take this course or equivalent in addition to the 30 credits in the degree.
- Students taking all of the courses offered in this cohort program will be registered for 9 or more credits each semester. Thus they considered to be full-time students.

**\*Baruch is currently in the process of revising our descriptions of graduate programs offered in executive format. These revisions will be completed before the start of the 2019 Fall Semester.**

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# Executive MS in Taxation

**Applications for this program are not being accepted at the present time.**

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.

***\*Baruch is currently in the process of revising our descriptions of graduate programs offered in executive format. These revisions will be completed before the start of the 2019 Fall Semester.***

# Doctoral Programs

# Doctoral Program in Business

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

Finish Research Paper (First Examination)	
<b>Year Three</b>	
<b>Fall Semester</b>	
ACC 70000	Seminar in Empirical Accounting
Comprehensive Examination (Second Examination)	
<b>Spring Semester</b>	
Dissertation	
<b>Summer Semester</b>	
Dissertation	
<b>Year Four</b>	
<b>Fall Semester</b>	
Dissertation	
<b>Spring Semester</b>	
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	
<b>Fall Semester</b>	
ECO 82000	Econometric Theory
ECON 70100	Microeconomic Theory I
ECON 82100	Econometrics I
ECON 83000	Financial Markets/Instruments
<b>Spring Semester</b>	
ECON 70200	Microeconomic Theory II
ECON 82200	Econometrics II
FIN 77000	Internat Fin Mrkts/Institutns
FIN 81100	Corporate Finance Theory
<b>Summer Semester</b>	
Begin Research Paper	
Year Two	
<b>Fall Semester</b>	
FIN 81000	Corporate Finance Theory
FIN 89000	Options Markets
Elective	
<b>Spring Semester</b>	
ECON 82300	Applied Microeconometrics
FIN 83200	Sem Cap Mrkts/Portfolio Theory
FIN 85700	Sem in Financial Institutions
<b>Summer Semester</b>	

Comprehensive Examination	
<b>Year Three</b>	
<b>Fall Semester</b>	
Elective	
Elective	
<b>Spring Semester</b>	
Elective	
Elective	
<b>Year Four</b>	
<b>Fall Semester</b>	
Dissertation proposal	
<b>Spring Semester</b>	
Dissertation	
<b>Year Five</b>	
<b>Fall Semester</b>	
Job Market	
<b>Spring Semester</b>	
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	
<b>Fall Semester</b>	
BUS 88500	Research Methods I
CIS 86000	Information Systems Research Seminar
STA 70000	Statistics I
STA 70050	Statistics II
<b>Spring Semester</b>	
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	
<b>Fall Semester</b>	
First Examination	
STA 70500	Structural Equation Modeling
CIS 84000	Special Topics in IS: Information Economics
CIS 84000	Special Topics in IS: Behavioral Research
Elective	
<b>Spring Semester</b>	
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
<b>Spring Semester</b>	
STAT 70500	Multivariate Analysis
MKT 70100	Research Methods
MKT 88000	Culture and Individual Differences
MKT 88800	Values, Ethics and Consumption Behavior
<b>Year Two</b>	
<b>Fall Semester</b>	
First Examination	
MKT 88000	Current Marketing Problems
MKT 88800	Marketing Models
Elective	
Elective	
<b>Spring Semester</b>	
MKT 88000	Consumer Behavior
MKT 88800	Consumer Behavior and Behavioral Decision Making
MKT 70100	Research Workshop
Elective	
<b>Year Three</b>	
<b>Fall Semester</b>	
Second Examination	
<b>Spring Semester</b>	
Dissertation	
<b>Year Four</b>	
<b>Fall Semester</b>	
Dissertation	
<b>Spring Semester</b>	

Dissertation	
<b>Year Five</b>	
<b>Fall Semester</b>	
Dissertation	
<b>Spring Semester</b>	
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.

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

STAT 70000	Statistics I
STAT 70050	Statistics II
<b>Spring Semester</b>	
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
<b>Year Two</b>	
<b>Fall Semester</b>	
MGT 88000	Practical Development Sem
PSYC	Organizational Psychology
PSYC 76000	Research Methods II
	Teaching Seminar
<b>Spring Semester</b>	
MGT 88000	Special Topics in Entrepreneurship: Community Economic Development
MGT 88000	Special Topics in Strategy: Cross-cultural Management
Elective	
Elective	
<b>Summer Semester</b>	
Begin Research Paper	
<b>Year Three</b>	
<b>Fall Semester</b>	
Second Comprehensive Examination	
<b>Spring Semester</b>	
Dissertation Proposal Defense	
<b>Summer Semester</b>	
Dissertation	
<b>Year Four</b>	
<b>Fall Semester</b>	

Dissertation	
<b>Spring Semester</b>	
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.

# The Doctor of Professional Studies (DPS) in Business, Fall 2019

The world of business has become increasingly complex and the amount of information available has mushroomed, posing new challenges in every traditional business discipline. The complexity of these challenges requires research tools that are significantly more advanced than those usually taught in MBA and business-oriented MS programs. This program has been designed by the doctoral faculty of the Zicklin School of Business to meet the needs of executives to gain research knowledge and skills essential for rigorous analysis of these modern-day problems and challenges. All of the courses in the program have been specially created for this innovative, distinctive approach to post-master's education in business.

The Doctor of Professional Studies in Business Program leads to the Doctor of Professional Studies (DPS) degree.

The three-year program is offered in the format of three residencies each semester for the first two years, and for the third year to be devoted to dissertation research. This format is tailored to the needs of working executives with full-time positions and responsibilities.

The Doctor of Professional Studies in Business program requires 60 graduate-level credits, the passing of Examinations 1 and 2, and a publicly-defended dissertation. The student will transfer 18 credits from an accredited Master's program or by taking graduate-level courses at a recognized, accredited university. An assessment of all transfer credits will be conducted and approved by the executive director and the admissions committee. The student will take 42 credits in the program. As shown below, the remaining courses (42 credits) in the DPS program are carefully structured to guide students through the program.

		<b>Cre dits</b>
<b>Prerequisite Courses</b>	A total of 18 credits of prerequisites from a prior graduate degree (or courses even if a degree was not awarded) will be applied towards the Doctor of Professional Studies in Business program. Any student with a deficiency will be able to make up the deficiency with approved courses.	18
<b>Summer Orientation</b>		
<b>Year 1, Fall Semester</b>		
<b>Course</b>	<b>Description</b>	
<a href="#">DCT 90101</a>	Research Design and Methodology	3
<a href="#">DCT 90102</a>	Econometric Methods for Business Research I	3
<a href="#">DCT 90103</a>	Foundations of Leadership Theory and Competency	3
<b>Year 1, Winter</b>		
Optional course choices (with permission):		
<a href="#">DCT 90151 - D CT 90156</a>	Internship (each course is 1 credit)	1
<a href="#">DCT 90230</a>	Independent Study  A student may take this twice for a maximum of 6 credits	3
<b>Year 1, Spring Semester</b>		
<a href="#">DCT 90111</a>	Qualitative Methods in Business Research	3
<a href="#">DCT 90112</a>	Econometric Methods for Business Research II	3
<a href="#">DCT 90113</a>	Competition Analysis and Regulation	3

**End of Year 1: Qualifying Examination I**

A student who fails this examination will be allowed to retake it within a year. Failure on the second attempt of this examination will result in dismissal from the program.

**Year 1, Summer**

DCT 90120	Position Paper Research	1
Optional course choices (with permission)		
DCT 90151 - D CT 90156	Internship (each course is 1 credit)	1
DCT 90230	Independent Study A student may take this twice for a maximum of 6 credits	3

**Year 2, Fall and Spring Semesters**

The Academic Director will select six seminars from among the courses listed below. Each semester will have 3 courses, 9 credits, for a total of 18 credits. Please note that not all courses will be offered each semester.

DCT 90201	Understanding the Consumer Journey	3
DCT 90202	International Corporate Finance and Governance	3
DCT 90203	Ideation, Technology, and Entrepreneurship	3
DCT 90204	Management of Innovation	3
DCT 90205	Human Capital and the Triple Bottom Line	3
DCT 90206	Understanding the Employee and the Customer as Users of Technology	3
DCT 90207	Information-based Strategies	3
DCT 90208	Technology-driven Organizational Change	3
DCT 90209	Marketing Communications Strategy	3
DCT 90225	Special Topics	3

**Year 2, Winter**

Optional course choices (with permission)

DCT 90151 - D CT 90156	Internship (each course is 1 credit)	1
DCT 90230	Independent Study A student may take this twice for a maximum of 6 credits	3

**Year 2, Summer**

DCT 90220	Position Paper Defense (Examination 2) A student who fails this examination will be allowed to retake it within a year. A failure on the second attempt of this examination will result in dismissal from the program.	1
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Optional course choices (with permission)		
DCT 90151 - D CT 90156	Internship (each course is 1 credit)	1
DCT 90230	Independent Study	1-6
<b>Total credits for Years 1 and 2</b>		<b>56</b>
<b>Year 3, Fall Semester</b>		
DCT 90301	Dissertation Research - Proposal defense	1
DCT 90302	Dissertation Research - Proposal defense	1
Note: DCT 90301 and DCT 90302 are taken concurrently.		
<b>Year 3, Spring Semester</b>		
DCT 90311	Dissertation Research - Final Dissertation Defense	1
DCT 90312	Dissertation Research - Final Dissertation Defense	1
Note: DCT 90311 and DCT 90312 are taken concurrently.		
<b>Total credits including dissertation and transfer credits</b>		<b>60</b>

Note: The Doctor of Professional Studies program reserves the right to make changes in course sequencing and all students to make course substitutions, with permission of the DPS Ad Hoc Steering Committee or its designated sub-committee.

The total cost of the program covers the cost of these 42 credits.

Six of these 42 credits may be taken at an AACSB-accredited university that has a formal institutional agreement with Baruch College to coordinate academic courses with the equivalent at Baruch College.

Students needing to enroll in any graduate courses not included in the 42 credits outlined above are responsible for their own tuition at the prevailing tuition rates at CUNY or the institution of their choice. If any of those courses are intended to meet the prerequisite list of courses with 18 credits, students should seek prior approval from the Executive Director to ensure transfer of credits will be conferred.

International students must review financial requirements for visa applications. No financial assistance is available to international students at The City University of New York. Before receiving a visa for entrance into the United States on a student status, International students must certify that they will have sufficient support for the entire period of their stay in the United States while pursuing a full-time program of study. Instructions for applying for a Certificate of Eligibility (COE) to study in the United States may be accessed at Baruch's International Student Service Center.

#### Admission Requirements

An applicant must have earned a bachelor's degree from an accredited institution whose requirements for the degree are substantially equivalent to those of The City University of New York (CUNY). In addition, the applicant must submit evidence that he or she shows promise of the ability to carry out research, and be interviewed and approved by the program's admissions committee. University transcripts, at least two letters of reference, and two essays are required.

International students who are graduates of international colleges and universities and who meet the standards of admission equivalent to those described above may be considered for admission to the doctoral program.

#### Evaluation of Transfer Credits for the 18 Credits of Prerequisites

A total of 18 credits of prerequisites from a prior graduate degree (or courses even if a degree wasn't awarded) will be applied toward the DPS program, provided that credits from prior graduate studies were completed in a regionally accredited college or university in the U.S. or in an institution outside the U.S. accredited by a recognized accrediting entity, and reflect academic coverage in the candidate's designated area of research interest. Please note that accreditation does not guarantee transfer credit.

The courses are subject to evaluation by an ad hoc academic review committee established by the Academic Director of the Doctor of Professional Studies in Business program. Given the varied background of the students, the members of the ad hoc committee will vary in academic background. All graduate level courses will be examined and students may be asked to submit course syllabi. A minimum grade of B is required for courses to be considered for transfer credit. Grades in transfer credit courses are not calculated in the GPA. Any student with a deficiency will be able to make up the deficiency with approved courses. Thus, a candidate who does not have an MBA or related MS degree can be admitted to the program, and will be advised by the admissions committee of specific courses needed to graduate. This applies to a candidate who has significant business experience but no prior graduate business courses.

Evaluations will take place during the admissions process. Students who do not qualify for all 18 transfer credits will be admitted conditionally, with the understanding that they make up any missing credits in consultation with the Academic Director. Students may not seek reassessment of transfer credit once they have accepted a place in the program.

### **Application Deadlines**

Application deadlines for Fall Semester admissions vary from year to year. Please visit our website for current program deadlines.

### **Financial Assistance**

At this time, financial assistance through Federal student loans is available to DPS students.

### **Program Load**

Students in the DPS program are expected to enroll in 9 credits in each of the first four semesters. A program of two DPS courses (6 credits) is considered the minimum graduate course load.

Students registered for 9 credits or more in a semester are deemed to be full-time students.

### **EPermit**

EPermits are not allowed.

### **Leaves of Absence**

To request a leave of absence from the DPS program, a student must apply in writing to the Executive Director of the DPS program prior to the semester or academic year during which the leave is requested. A leave of absence is not counted toward the time limit for completion of degree requirements.

Any international student with F-1 visa or J-1 visa status should consult Baruch's International Student Service Center before applying for a leave. During the period of the leave, no changes in academic status, including such matters as the scheduling and taking of qualifying exams and advancement to candidacy, may be made.

Students who interrupt their graduate studies for one or more semesters must file for re-entry and receive approval for the re-entry of the Executive Director of the DPS program.

### **Resignation or Withdrawal**

Students who enroll for courses and find it impossible to continue with one or more of the courses must notify the Executive Programs Office of the intent to withdraw and receive formal approval from the Executive Director of the DPS program. Failure to properly withdraw from a course will result in a grade of F for the course.

Students who drop all courses during the refund period must file a re-entry application. Re-entry is subject to the approval of the Executive Director of the DPS program. International students must also obtain approval from Baruch's International Student Service Center.

## Extension of Time Limit for Degree

All requirements for the degree must be completed no later than four years after matriculation. Periods of official leaves of absence are excluded from the time limits set for completion of degrees.

Currently-enrolled students who find that they will not be able to complete the degree requirements within the four-year specified time limit and who wish an extension, must apply to the Executive Director of the DPS program for an extension. The request must include the reason for the extension and the length of time required. The request will be adjudicated by the Executive Director of the DPS program. All courses are subject to review after four years. Courses needing to be retaken require additional fees at the time of re-entry. Students will be required to register in the DPS program for the semester and pay the semester program fee.

## Requirements for Graduation

### Computation of Grade Point Average (GPA) and Cumulative Index

All credits with the following grades are counted in the total credits used to compute a student's grade point average/cumulative index: "A" (or -), "B" (+ or -), "C" (+ or -), and "F."

Credits for any other grades are not counted toward a student's GPA.

To compute your grade point average, complete the following steps:

1. Determine the total number of G.P.A. credits by adding up all the credits with letter grades "A" through "F."
2. For each course with a letter grade that counts toward your average, multiply the number of credits by the appropriate quality point value, as indicated below:

Grade	Quality Point Value
A	4.00
A-	3.70
B+	3.30
B	3.00
B-	2.70
C+	2.30
C	2.00
C -	1.70
F	0.00

Credits with a grade of "Pass" do not figure into the computation of the GPA but do count toward the degree. Advanced standing transfer credits also count toward the degree but do not figure into the index.

Pass = The grade of P can be used in the thesis or research courses when a thesis has not been completed but progress has been made.

Fail = Failing Grade. 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. Request may be submitted to the Registrar's Office.

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

W = Withdrew without academic penalty. This is a student-initiated grade, which may be requested before the second residence of the term.

WA = Administrative withdrawal. This grade, which does not affect a student's GPA, is assigned administratively.

### **INC Grades**

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

A grade INC received in the fall semester must be resolved by the beginning of the following spring semester. A grade of INC received in the spring semester must be resolved by the beginning of the following fall semester.

Students with any incomplete grades will not be registered for additional courses, nor may they register for, audit, or attend ("sit in") any classes of the course in the following semester.

To resolve INC grades issued for missing coursework, the student should meet with the instructor and arrange to complete the requirements for a letter grade before the end of the following semester.

Any unresolved INC grades will be converted to FIN and calculated as an F in the computation of the cumulative GPA after the end of the following semester.

### **Probation**

A student's record will be evaluated at the end of each semester, and matriculation may be terminated for unsatisfactory academic performance. Students are considered to be on academic probation if their GPA falls below the acceptable level of 3.000 and/or failure to meet any other program requirements.

A written appeal to the Committee on Academic Appeals outlining how the student can raise the GPA to 3.000 must be presented. If approved by this committee, the student will be allowed to register for that semester.

### **Satisfactory Academic Progress**

A student must make satisfactory progress toward the degree in order to maintain his or her status as a matriculated student. In the DPS program, a student is deemed not to be making satisfactory progress if any one (or more) of these conditions are met. He or she has:

- a Grade Point Average (GPA) below 3.000
- completed 45 credits without having passed Examination 1
- completed four semesters without having passed Examination 2
- received two "Fail" grades in succession
- exceeded the time limit for the degree.

A student who fails Examination 1 will be allowed to retake the examination within a year. A failure on the second attempt of this examination will result in dismissal from the program.

A student who fails the Examination 2 will be allowed to retake the examination within a year. A failure on the second attempt of this examination will result in dismissal from the program.

A student's records will be evaluated at the end of each semester, and matriculation may be terminated for unsatisfactory academic performance. This is considered lower than a GPA of 3.000 and/or failure to meet any other program requirements.

### **Human Subjects Research Approval**

The CUNY Human Research Protection Program (HRPP) is responsible for the protection of the rights and welfare of human subjects in research projects conducted at CUNY or by CUNY faculty, staff, students, and Research Foundation (RF) staff. The program provides oversight, administrative support, and educational training to ensure that CUNY research complies with federal and state regulations, university policy, and the highest ethical standards. The CUNY HRPP comprises five University Integrated Institutional Review Boards (IRBs) and 19 on-site HRPP offices.

For further guidance, please visit Baruch College web site for research on human subjects.

All students, regardless of the dissertation topic, must consult with the Executive Director of the DPS program regarding requirements concerning the protection of human subjects prior to beginning his or her dissertation research.

After the dissertation topic and methodology are approved by the dissertation committee but before the start of any research procedures, a student must submit the Dissertation Proposal Human Subjects Research Clearance Form to the Baruch College HRPP coordinator. The dissertation proposal and methodology, and, if applicable, documentation of IRB review and approval, must also be included.

### **Advancement to Doctoral Candidacy**

Before a student may be certified as a candidate for a doctoral degree, he or she must have completed 56 credits of coursework with an overall grade point average of at least 3.000; must have passed Examinations 1 and 2; and must be registered for the current semester.

A student who has graduated from a relevant accredited Master's Program is potentially able to transfer 18 credits, subject to the approval of the Executive Director. The remaining 36 credits are to be taken in the first four semesters, 2 credits in Summer 1 and 2. This accounts for the total of 56 credits (18 transfer credits + 36 course credits + 2 summer research credits).

After advancement to doctoral candidacy, students are expected to maintain their matriculation by enrolling in the appropriate dissertation supervision course (except for approved leaves of absence) until completion of all remaining requirements for the degree.

All students, regardless of the dissertation topic, must consult with the Executive Director of the DPS program regarding requirements concerning the protection of human subjects prior to beginning his or her dissertation research.

Dissertation defenses will not be scheduled until after a student has been advanced to candidacy.

### **The Dissertation and Defense**

Students are required to deposit dissertations with the Executive Director of the DPS program electronically in PDF format.

At least two members of the dissertation defense committee must be members of the Zicklin DPS faculty or approved by the Executive Director of the DPS program. The dissertation chair must be a full-time Zicklin faculty member. Three weeks prior to the scheduled dissertation defense the student must notify the Executive Director of the DPS program of the decision to defend the dissertation. The student must provide: (1) Title of dissertation; (2) Date, time, and place of the defense; and (3) Names of committee members, their affiliation, and addresses to which invitations are to be sent.

### **Written Application for the Doctoral 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 should be filed with the Zicklin Executive Programs office. That office should be consulted for applicable deadlines.

Prior to graduation, student records will be checked by the Bursar, the Registrar, the Director of the Baruch's International Student Service Center (if applicable), and the Baruch's Newman Library. Proof of graduation will be withheld until all account holds are cleared.

After graduation, students are not allowed to take additional courses at Baruch College or any other unit in The City University of New York without being accepted into another program.

### **Time Limits for the Doctoral Degree**

All requirements for the degree must be completed no later than four years after matriculation. Periods of official leaves of absence are excluded from the time limits set for completion of degrees. Extension of a time limit must be approved by the Executive Director of the DPS Program.

### **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 receive their degree. After a satisfactory review of the student's record, the student will be charged maintenance of matriculation and re-entry application fees if needed.

#### **Auditor Status**

No classes in the DPS program are available for audit.

#### **Non-matriculated Enrollment**

There is no provision for non-matriculated students.

#### **Cross-listed Courses**

There are no cross-listed classes.

#### **Scholarships**

At this time, there are no CUNY-approved scholarships.

#### **Student Appeals**

The DPS Committee on Academic Standing will hear all appeal cases.

#### **Tuition and Fees: EDB, Cohort 2, Total \$125,000.**

Semesters 1 through 4: \$25,000 each.

Semesters 5 and 6: \$12,500 each.

Fees include tuition for 42 credits, all texts, computer, software, breakfast, lunch and breaks, and travel to a conference to present the student's research.

#### **Withdrawals and Leaves of Absence**

Each student registration, once classes have begun and regardless of whether or not the student has paid tuition at the point of registration, constitutes a financial obligation to the State of New York that cannot be rescinded. Any leave of absence or withdrawal from an academic program or individual courses must be requested by the student in writing.

Any students who are administratively withdrawn from classes and receive grades of "WA" or "WN" are liable for full tuition. Withdrawal requests submitted after classes have begun but before the deadline for program changes will entitle the student to a partial adjustment in tuition, according to The City University of New York's established refund policies

#### **Refunds for Withdrawal and Leaves of Absence**

Before the official starting day of classes for the semester	100% (less non-refundable deposit)
Before 8:00 pm, Friday evening of the first residency	75%
Before 8:00 pm, Sunday evening of the first residency	50%
Within 5 business days of the end of the first residency	25%

After 5 business days following first residency	none
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\*Residency dates for each cohort are available on request.

Please Note: *Tuition and fees are subject to change without prior notice by The City University of New York Board of Trustees.*

### **Academic Honesty**

Please see Baruch College policies.

### **Student Appeal Policies and Procedures**

There may at times be problems affecting a student's academic success, progress toward the degree, or relationships within the program. As such situations arise, students are advised to first address the issues with the individual faculty, the Executive Director of the DPS, and/or the Executive Committee of the DPS.

The Baruch Ombudsman Officer is also available for confidential consultation.

### **Grading Policies**

The DPS program is responsible for determining the requirements and standards of performance for courses and for all examinations. The instructor is obliged to ensure that the course syllabus is consistent with the goals of the program. The expected level of performance in a given course reflects the level of difficulty relevant to the educational objective of the program. In addition, the instructor has an obligation to students to make clear the basis of evaluation (e.g., reading assignments, papers, contributions to seminar discussions, experimental work) at the start of each course so that students are not surprised by unexpected or untimely demands. Grades on examinations or for work in a course are the sole responsibility of the instructor.

### **Disputes Concerning Academic Termination**

A student may be terminated from the DPS program by a formal action of the Executive Committee of the DPS program or by established formal policy of the program.

### **Matriculation and Class Status**

Students officially matriculated in Baruch's Doctoral of Professional Studies in Business program are allowed to register for courses. Once admitted to the doctoral program (this includes the period between acceptance by and registration at Baruch), students may not take undergraduate courses in order to waive preliminary requirements. Concurrent acceptance to and enrollment in a second undergraduate degree program and/or a graduate-level program is not permitted.

### **Academic Advisement**

The Office of Executive Programs of the Zicklin School of Business provides administrative and curricular services to students enrolled in the Doctor of Professional Studies (DPS) program.

### **Doctor of Professional Studies in Business Program Degree Competencies & Learning Goals**

Research Skills	Students must effectively use quantitative and qualitative research methodologies to structure their research question in a form that leads to a meaningful form of analysis.
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Communications	Students must be able to effectively convey their ideas in writing and speech to practitioners as well as the academic community. They must also be able to teach and deliver their ideas in ways that bring value to their firms.
Intellectual Competence in Business	Students must be familiar with the relevant literature in business, as well as current and emerging challenges facing their firm and industry. They must be able to initiate and complete research projects using well-tested and reasoned research methodologies.
Ethical Awareness	Students should be aware of ethical considerations in their research and professional work.

**Contact Information**

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: [edbzicklin@baruch.cuny.edu](mailto:edbzicklin@baruch.cuny.edu)

# Zicklin MBA and MS Programs - General Admissions Requirements

Students applying to Zicklin MBA and MS programs should expect a holistic review of their application. The admissions process includes an online application, submission of GMAT or GRE scores, transcripts, letters of recommendation, essays, resume, and the application fee. We are looking for ambitious people who have a strong academic profile, meaningful work experience, leadership and teamwork skills, motivation and maturity, and professional aspirations.

*For the admissions requirements for Executive and Doctoral Programs, please see those sections of the Graduate Bulletin.*

## Additional Requirements

### Full-Time MBA

- Bachelor's Degree in any major
- Two years' work experience (post-Bachelor's)
- Interview for applicants who meet the minimum requirements

### Evening MBA

- Bachelor's Degree in any major
- Two years' work experience (post-Bachelor's)

### JD/MBA (Programs with Brooklyn Law School and New York Law School)

- Bachelor's Degree in business
- Two years' work experience (post-Bachelor's) in a business related function
- You must submit separate applications to [Zicklin's Business School](#) and the law school, and satisfy each school's admissions requirements (including GMAT/GRE and LSAT scores).
- You may apply to Zicklin and law school at the same time.
- **Please note: If admitted, we recommend you enroll in one school and defer admission to the other school, while you pursue your studies in one program for the first year.**
- Admission to Baruch may be deferred for up to three semesters, provided students have been registered in Brooklyn Law School or New York Law School during that time period. (Admissions records are kept for 18 months.)
- Alternatively, you may apply to one school during your first year enrollment in the other school. Students who seek to enter the joint program at some later point in their MBA or JD program require approval of the program coordinators in each school.
- All students regardless of where they are registered should meet with the MBA and JD program coordinators to discuss the requirements for each program.

### MS Programs

- Bachelor's Degree in any major
- Work experience not required
- Baruch Paths to MS programs - streamlined admissions process for Baruch senior undergraduate students and recent alumni

## Office of Graduate Admissions

Newman Library/Information and Technology Building  
151 East 25th Street (*between Lexington and 3rd Avenues*)  
Zicklin Graduate Admissions Office  
Eighth Floor, Room 820

**Phone:** (646) 312-1300

**Fax:** (646) 312-1301

**E-mail:** [ZicklinGradAdmissions@baruch.cuny.edu](mailto:ZicklinGradAdmissions@baruch.cuny.edu)

**Website:** <https://zicklin.baruch.cuny.edu/academic-programs/graduate/admissions/>

The One-Year MBA is currently not accepting applications.

- Bachelor's Degree in business
- Two years' work experience (post-Bachelor's) in a business related function
- Interview for applicants who meet the minimum requirements

# 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.

For advisement:

Full-Time MBA: [FullTimeMBA@baruch.cuny.edu](mailto:FullTimeMBA@baruch.cuny.edu); 646-312-3130

Evening MBA General: [ZicklinPTMBA@baruch.cuny.edu](mailto:ZicklinPTMBA@baruch.cuny.edu); 646-312-3132

Evening MBA Accountancy and MS Accountancy: [ZicklinGradACC@baruch.cuny.edu](mailto:ZicklinGradACC@baruch.cuny.edu); 646-312-3140

MS Programs: [ZicklinMSPrograms@baruch.cuny.edu](mailto:ZicklinMSPrograms@baruch.cuny.edu); 646-312-3140

### WEISSMAN SCHOOL OF ARTS AND SCIENCES

Advisement for students in the Arts Administration, 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.

### MARXE SCHOOL OF PUBLIC AND INTERNATIONAL AFFAIRS

The Office of Student Affairs and Graduate Admissions provides administrative and curricular services to graduate students enrolled in programs in the Marxe School of Public and International Affairs. Students entering programs in the Marxe School of Public and International 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, Marxe School of Public and International 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 Arts Administration; 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. Students in Zicklin's full-time cohort MBA program and executive program will adhere to the cohort structure of these 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.

### Hours and Credits

As a recognized higher education provider in the State of New York, Baruch College is bound by the New York Department of Education's rules and regulations regarding assignment of credit hours. Statements in this Bulletin regarding a certain number of class hours or credits refer to the number of weekly class hours (or their equivalent). Thus a listing that reads "3 hours, 3 credits" means that the course will meet for one 150-minute class hour each week for 14 weeks, exclusive of the final examination, or for some other scheduling pattern that equates to 2,100 minutes (1 meeting x 150 minutes x 14 weeks) during the term. Every weekly hour of lecture or recitation meeting for 14 weeks is equal to one semester hour of credit. The same is true for the following: a) two weekly hours of laboratory work, b) two weekly hours of supervised fieldwork, c) three hours of unsupervised honors work, or d) three hours of unsupervised fieldwork. Exceptions to this general rule may apply to certain programs or courses.

## **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. The Weissman Masters in Mental Health Counseling Program does not accept transfer credits. Zicklin MBA students following the 57-credit MBA should review prior bulletins for the transfer credit policy. Zicklin Evening MBA students following the 48-credit MBA may not transfer more than 9 credits of course work towards functional skills and elective courses (none towards foundational). MBA in accountancy students may transfer up to 14 credits, with no more than two courses (6–8 credits) applied toward the major (none towards foundational). Zicklin Full-Time MBA students may transfer up to 9 credits of electives only (none towards foundational or functional). Zicklin 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.

- For Zicklin MBA and MS students, 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.
- Only graduate-level courses completed in NASPAA accredited institutions will be considered for transfer credit toward an MPA degree.
- A grade of B or better is required in courses for which transfer credit is sought. (However, grades earned at other institutions are not included in computing the scholastic average at Baruch College.)
- Graduate courses completed as part of one graduate degree may not be used for credit toward another graduate degree.
- In general, course credit is transferable only if a course is equivalent to one given at Baruch College.

- Once a student is admitted to Baruch College, permission to take a course at another institution must be obtained prior to registration at that institution. Students should allow sufficient time to have their request reviewed.
- Baruch College students who wish to take course(s) at another City University of New York institution must apply using the e-Permit system in CUNYfirst. They will be informed of the progress of their permit request throughout the approval process via email. If a request is rejected, they will be notified of the reason for the rejection. Tuition for approved CUNY permit courses is paid to the home college. Grades for courses taken on permit at another CUNY college are posted on the home transcript and are counted in the computation of their GPA.
- Baruch College students who wish to take a course at a non-CUNY institution must submit an [Outgoing Non-CUNY Permit application](#) through the Office of the Registrar.
- 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

### APPLICATION FOR THE DEGREE

A graduate student must file an [Application for Graduation](#) for their degree prior to their last 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.

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.

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.

## 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, MSED, MIA 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.

### **Special COVID-19 Flexible Grading Policy for the Spring 2020 Semester**

As part of The City University of New York's response to the COVID-19 pandemic, during the Spring 2020 semester, all students shall have the option to convert any or all of the (A-F) letter grades they earn in their classes, to Credit/No Credit (CR/NC) grading.

1. During the Spring 2020 semester, all students shall have the option to convert any or all of the (A-F) letter grades, including plus or minus variations, they earn in their classes, to Credit/No Credit grading.
2. Students shall be able to make this decision up to 20 business days after the University's final grade submission deadline. Once selected, the Credit/No Credit option cannot be reversed.
3. If a student chooses to exercise this option, a passing letter grade (A, B, C, or D including +/-) will convert to 'CR' with credit for the class being awarded, while a failing grade (F) will convert to 'NC', with no credit awarded. Credit/No Credit grades will not impact the student's GPA.
4. Courses taken for a letter grade will continue to be included in the semester and general GPA, while courses taken for a Credit/Non-credit grade will be excluded, just as is the case with such courses taken at a student's home institution.
5. If a student exercises the option of Credit/No Credit, the Credit (CR) grade will not negatively impact the student's satisfactory progress toward degree completion.
6. Students with Credit/No Credit grades will be able to transfer those courses across colleges within CUNY, per current CUNY policy.
7. The Special COVID-19 Flexible Grading Policy shall apply to coursework completed on Permit and will not affect Board of Trustees Policy 1.14 – Policy on Coursework Completed on Permit.
8. Students placed on academic probation by their institution at the start of the Spring 2020 semester shall not be penalized with academic dismissal based upon their grades earned this semester.
9. The Special COVID-19 Flexible Grading Policy shall not affect the University standards of student retention and progress in accordance with Board of Trustees Policy 1.26.
10. Before choosing this grading option for one or more of their classes, students shall consult with their academic and financial aid advisors regarding potential impact to their financial aid, licensure requirements, and graduate school admissions.
11. The Special COVID-19 Flexible Grading Policy shall supersede and override all undergraduate and graduate program-level grading policies currently in effect at CUNY colleges and schools, including those related to required and elective courses within the major, minor, general education (Pathways), pre-requisite courses, honors courses, courses taken on permit and maximum number of credits that a student can earn with Credit/No Credit grades.
12. The grade glossary, attached to each transcript, will be updated to include a notation denoting that all Spring 2020 grades, including CR or NC, were earned during a major disruption to instruction as a result of the COVID-19 pandemic.
13. The Special COVID-19 Flexible Grading Policy shall apply to all CUNY colleges and schools, except the School of Law and the School of Medicine, which may develop their own Pass/Fail policies, subject to approval of the Board of Trustees, to conform to norms in legal and medical education.
14. The Special COVID-19 Flexible Grading Policy, which shall be effective April 1, 2020, applies to the Spring 2020 semester only and that the Chancellor, may, in his discretion, to meet public health emergency policies and practices, extend this policy to future semesters, if necessary and report such extension to the Board of Trustees immediately.
15. The Special COVID-19 Flexible Grading Policy shall be codified in the Manual of General Policy as Policy 1.4. and cannot be overwritten by any individual units of the University, including presidents, provosts, or college councils.
16. The policy will remain in effect for the Spring 2020 semester and will be reviewed by the Chancellor and extended as necessary to meet public health emergency policies and practices.

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. Request may be submitted to the Registrar's Office.

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

W	Withdrew without penalty within a specified period (see the Baruch College Academic Calendar).
WA	Administrative withdrawal (no academic penalty). Given to new students who fail to comply with New York Public Health Law 2165 within the announced grace period.
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 Marx School of Public and International Affairs: MPA, MIA, and MSED in higher education administration students may use the P/NC option for one elective course only. The option does not apply to the Capstone Seminar Courses (PAF 9190 and PAF 9390). MSED in Educational Leadership 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, major, foundational, or functional skills courses, but they may use the option for one elective course. Students following the 57-credit MBA 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 to a graded course in accountancy or taxation used 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	X	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 at the Registrar's Office before 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 this grade may not register for or attend ("sit in") 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 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 dismissed whether or not 12 credits have been completed. INC grades are not permitted.

Students in the MBA, MIA, MPA, MS, and MEd programs are expected to adhere to the general policies governing academic probation. The following exceptions apply to students in the Executive programs in MBA, MPA, and MS:

## EXECUTIVE MBA PROGRAM

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 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 PROGRAMS

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 dismissed if, after a maximum of 12 credits on probation, their academic performance remains below the acceptable level.

## Graduate Committees on Academic Standing

- [Marxe School of Public and International 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: Zicklin graduate students should use the Zicklin online application system to submit an appeal: <https://zicklin.baruch.cuny.edu/current/zicklin-graduate-programs/gcas/>

## **Veteran's Benefits Information**

In accordance with Title 38 US Code 3679 subsection (e), this school adopts the following additional provisions for any students using U.S. Department of Veterans Affairs (VA) Post 9/11 G.I. Bill® (Ch. 33) or Vocational Rehabilitation and Employment (Ch. 31) benefits, while payment to the institution is pending from the VA. This school will not:

- Prevent nor delay the student's enrollment;
- Assess a late penalty fee to the student;
- Require the student to secure alternative or additional funding;
- Deny the student access to any resources available to other students who have satisfied their tuition and fee bills to the institution, including but not limited to access to classes, libraries, or other institutional facilities.

However, to qualify for this provision, such students may be required to:

- Produce the Certificate of Eligibility by the first day of class;
- Provide written request to be certified;
- Provide additional information needed to properly certify the enrollment as described in other institutional policies.

# 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**

**Marxe School of Public and International Affairs**

**William Newman Department of Real Estate**

**Paul H. Chook Department of Information Systems and Statistics**

# 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](#)
- [Student Disability Services](#)
- [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 Marxe School of Public and International Affairs](#)
- [Starr Career Development Center](#)

## Student Leadership and Co-Curricular Life

- [Office of Student Life](#)
- [Graduate Student Assembly](#)
- [Student Clubs and Organizations](#)
- [Athletics](#)
- [Honor Societies](#)

## Student Rules and Regulations

## Alumni Privileges and Services

# General Information

## The College

- [Its Mission](#)
- [Its History](#)
- [Programs and Degrees Offered](#)
- [Accreditation](#)

## College Organization

- [Zicklin School of Business](#)
- [The Mildred and George Weissman School of Arts and Sciences](#)
- [Austin W. Marxe School of Public and International Affairs](#)
- [Division of Continuing and Professional Studies](#)

# Appendices

[Student Rights and Responsibilities](#)

[Campus Safety and Security Policies](#)

[Emergency Closing Announcements](#)

[Statement of Nondiscrimination](#)

# Directories

## The Administration

- [Administration of The City University of New York](#)
- [Administration of Baruch College](#)

## [Campus Map](#)

## [Office/Faculty Directory](#)

# Changes Since Publication

MAY 4, 2020: [Special COVID-19 Flexible Grading Policy for the Spring 2020 Semester](#)

# Baruch College Graduate Bulletin - Fall 2019 / Spring 2020 DRAFT Home



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- Set permissions** - Click *Space Tools* in the left sidebar to update permissions and give others access

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[Changes Since Publication](#) updated May 04, 2020 [view change](#)



[Edward Adams](#)

[General Academic Regulations](#) updated May 04, 2020 [view change](#)




[Della Saju](#)

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