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Baruch College Graduate Bulletin - Spring 2013

Welcome to Baruch College's online *Graduate Bulletin* for Spring 2013. 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.

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

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Degree Programs by School

Programs and Codes

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

MBA

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

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

MS

| | |
|---|--------|
| Accountancy (CPA Program) | 050200 |
| Business Computer Information Systems | 070100 |
| Financial Engineering (formerly Applied Mathematics for Finance) | 070300 |
| Industrial/Organizational Psychology | 200800 |

| | |
|-----------------------------------|--------|
| Marketing | 050900 |
| Quantitative Methods and Modeling | 050700 |
| Real Estate | 051100 |
| Statistics | 050300 |
| Taxation | 05021 |

MSEd

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

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

MA

| | |
|--------------------------|--------|
| Corporate Communication | 069900 |
| Mental Health Counseling | 210410 |

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

| | |
|----------------------|--------|
| Executive MBA | 050600 |
|----------------------|--------|

| | |
|----------------------|--------|
| Executive MPA | 210200 |
|----------------------|--------|

| | |
|--------------------------------|--------|
| Executive MS in Finance | 050400 |
|--------------------------------|--------|

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

| | |
|------------------------|--------|
| Executive MSILR | 051600 |
|------------------------|--------|

| | |
|---|-----------------|
| Post-Master's Professional Certificate Program | (no HEGIS code) |
|---|-----------------|

| | |
|---|--------|
| Professional Certificate in Taxation | 050210 |
|---|--------|

| | |
|---|------------------|
| PhD in Business, PhD Subprogram in Industrial/Organizational Psychology | (no HEGIS codes) |
| The PhD program in business and the subprogram in industrial/organizational psychology are based at Baruch College; the degrees are granted by The Graduate School and University Center, CUNY. | |

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

[Back to Home](#)

Zicklin School of Business Graduate Programs

Programs

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

MBA Programs

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

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

Table of Contents

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

MBA Degree Requirements

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

Core Courses

There are no waivers or core course substitutions granted for required and flexible core courses. Special requirements apply to accountancy majors.

Required Core (12 courses; 24 credits)

| Course | Title | Credits |
|--------------------------|---|---------|
| ACC 9110 | Financial Accounting* | 3 |
| <i>or</i> | | |
| ACC 9112 | Financial Accounting: Intensive** | 3 |
| BUS 9551 | Business Communication I | 0 |
| <i>and</i> | | |
| BUS 9552 | Business Communication II: Communicating Quantitative and Technical Information (Prerequisite: BUS 9551) | 0 |
| <i>or</i> | | |
| BUS 9553 | Business Communication II: Leadership Communication: Writing and Speaking with Authority (Prerequisite: BUS 9551) | 0 |
| <i>or</i> | | |
| BUS 9554 | Business Communication II: Enhanced Oral and Written Communication (Prerequisite: BUS 9551) | 0 |
| CIS 9001 | Information Systems for Managers I | 1.5 |

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

* Not open to accountancy majors.

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

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

Choose at least one of two below:

| | | |
|----------|---|---|
| LAW 9000 | Legal and Ethical Environment of Business | 3 |
| BUS 9XXX | Business and Society*** | 3 |

Choose additionally from:

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

*** Course under development.

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

Major (12 - 18 credits)

Students choose from a wide array of MBA majors, and may pursue a single or a double major, or they can tailor a program to their specific needs through a self-designed major. In order to satisfy the current requirements for New York State CPA certification, accountancy majors require additional courses as determined by the Stan Ross Department of Accountancy.

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

Students customize their program by selecting a minimum of three elective courses (9 credits) from among any 9000-level courses given by departments offering courses in the MBA program (or interdisciplinary courses). Students can use electives for a second major or to pursue course work in areas outside of their major, including study abroad, and can include one graduate-level course in either the School of Public Affairs or the Weissman School of Arts and Sciences, with permission of these schools. Eligible students may seek a graduate internship to satisfy elective credit. Special conditions apply to the 150-credit-hour accountancy program.

Programs

Accountancy/CPA (MBA)

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

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

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

New York State regulations for licensing as a CPA have changed. After August 1, 2009, all CPA exam applicants must have completed 150 credit hours of approved course work. Students who complete the 150-credit-hour program will receive a one-year reduction in the CPA experience requirement. In addition to 33 credit hours of accounting, the 150-credit-hour option requires at least 36 credit hours in general business electives.

MBA in accountancy students must meet with a program advisor to review requirements.

There is no four-course major in accountancy.

[View MBA degree requirements](#)

| Preliminary Courses | | |
|---|------------------------------|-----------|
| In addition to these requirements, the following preliminary course is required. Grades in 8000- level courses are not calculated in the grade point average. | | |
| MTH 8001 | Calculus for Applications I* | 3 credits |

* Students may substitute MTH 2207 Applied Calculus and Matrix Applications or MTH 2610 Calculus I for MTH 8001 on a space-available basis. These undergraduate courses are each 4 hours, 4 credits; graduate tuition applies.

Note: Accountancy students will replace the flexible core course

ACC 9125 Managerial Accounting (2 credits)

with

ACC 9811 Managerial Accounting Theory and Practice (4 credits)

Other Courses in CPA Program** (27 credits)

| | | |
|----------|---|-----------|
| ACC 9804 | Intermediate Financial Accounting | 4 credits |
| ACC 9805 | Advanced Financial Accounting | 4 credits |
| ACC 9807 | Contemporary Topics in Accounting | 4 credits |
| ACC 9816 | Accounting and Auditing Aspects of Computer-Based Information Systems | 4 credits |
| ACC 9821 | Auditing | 4 credits |
| TAX 9862 | Federal Income Taxation | 4 credits |
| TAX 9878 | Taxation of Business Entities | 3 credits |

Dual Major in Accountancy and Taxation

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

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

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

If 6 credits in law have been completed on the undergraduate level, this course may be waived.

Decision Sciences

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

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

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

[View MBA degree requirements](#)

Major Courses (12 credits)

| Required | | |
|---------------------------|--|-----------|
| OPR 9721 | Introduction to Quantitative Modeling | 3 credits |
| OPR 9750 | Basic Software Tools for Data Analysis (STA 9750) | 3 credits |
| Choose two courses from:* | | |
| OPR 9724 | Mathematical Programming | 3 credits |
| OPR 9730 | Simulation Modeling and Analysis | 3 credits |
| OPR 9773 | Special Topics in Operations Research | 3 credits |
| OPR 9783 | Stochastic Processes for Business Applications (STA 9783) | 3 credits |
| STA 9715 | Applied Probability | 3 credits |
| | | |

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

Economics

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

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

[View MBA degree requirements](#)

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

Finance

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

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

[View MBA degree requirements](#)

| Preliminary Courses | | |
|--|---|-----------|
| The following course is required for finance majors and is subject to waiver based on prior academic course work or waiver exam. Grades in 8000-level courses are not calculated in the grade point average. | | |
| MTH 8001 | Calculus for Applications I * | 3 credits |
| * Students may substitute MTH 2207 Applied Calculus and Matrix Applications or MTH 2610 Calculus I for MTH 8001 on a space-available basis. These undergraduate courses are each 4 hours, 4 credits; graduate tuition applies. | | |
| Major Courses (12 - 18 credits) | | |
| Required | | |
| FIN 9781 | Managerial Finance | 3 credits |
| FIN 9783 | Investment Analysis | 3 credits |
| Choose two of the following:* | | |
| FIN 9753 | Financial Institutions: Structure, Competition, and Public Policy | 3 credits |
| FIN 9759 | Mergers and Acquisitions | 3 credits |
| FIN 9774 | Entrepreneurial Finance | 3 credits |
| FIN 9775 | E-Finance | 3 credits |
| FIN 9776 | Real Estate Finance | 3 credits |
| FIN 9782 | Futures and Forward Markets | 3 credits |
| FIN 9784 | Management of Financial Institutions | 3 credits |
| FIN 9785 | Financial Markets and Intermediaries | 3 credits |
| FIN 9786 | International Financial Markets | 3 credits |
| FIN 9788 | International Corporate Finance | 3 credits |
| FIN 9789 | Equity Markets: Trading and Structure | 3 credits |
| FIN 9790 | Seminar in Finance | 3 credits |
| FIN 9792 | Advanced Managerial Finance | 3 credits |
| FIN 9793 | Advanced Investment Analysis | 3 credits |
| FIN 9795 | Debt Instruments and Markets | 3 credits |
| FIN 9797 | Options Markets | 3 credits |
| FIN 9981 | Selected Topics in Corporate Finance | 3 credits |
| FIN 9983 | Selected Topics in Investments | 3 credits |

General MBA Option

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

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

[View MBA degree requirements](#)

Required Courses (12 credits)

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

Health Care Administration

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

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

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

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

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

Industrial/Organizational Psychology

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

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

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

[View MBA degree requirements](#)

Major Courses (12 credits)

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

Information Systems (MBA)

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

Today's competitive business environment requires technologies that provide the strategic edge to build market share and that enable business operations to run at maximum efficiency. The information systems majors provide the technical and managerial skills that support these goals. Two degree programs are offered: the Master of Business Administration in information systems and the [Master of Science in Business Information Systems](#).

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

[View MBA degree requirements](#)

Courses in Major (13.5 credits)

| "Flexible core" course required for Information Systems majors* | | |
|--|---|-------------|
| CIS 9002 | Information Systems for Managers II ? Managing and Harnessing Technology* | 1.5 credits |
| Information Technologies Courses (6 credits) | | |
| Choose two of the following: | | |
| CIS 9340 | Principles of Database Management Systems | 3 credits |
| CIS 9350 | Networks and Telecommunications | 3 credits |
| CIS 9444 | E-Business Principles and Technologies** | 3 credits |
| CIS 9467 | Business Modeling with Spreadsheets | 3 credits |
| CIS 9480 | Information Technology Project Management | 3 credits |
| CIS 9490 | Systems Analysis and Design | 3 credits |
| CIS 9556 | Risk Management Systems** | 3 credits |
| CIS 9590 | Information Systems Development Project | 3 credits |
| CIS 9771 | Special Topics in Information Technologies | 3 credits |
| Information Systems Strategy Courses (6 credits) | | |
| Choose two of the following: | | |
| CIS 9230 | Globalization and Technology | 3 credits |
| CIS 9240 | Sustainability and IT | 3 credits |
| CIS 9444 | E-Business Principles and Technologies** | 3 credits |
| CIS 9555 | Information Technology in Financial Markets | 3 credits |
| CIS 9556 | Risk Management Systems** | |
| CIS 9700 | Integrating Information Technology and Business Processes | 3 credits |
| CIS 9775 | Special Topics in Information Systems Strategy | 3 credits |

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

*CIS 9002 will apply towards the maximum 18 credits students can take in their MBA major. Note: the flexible core course requirement applies to the curriculum for students admitted in fall 2011 or later, or students admitted prior to fall 2011 who have elected to complete the MBA under the new curriculum.

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

International Business

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

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

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

[View MBA degree requirements](#)

| | | |
|---|--|-----------|
| Major Courses (12 credits) | | |
| Required* | | |
| Choose two of the following five courses | | |
| IBS 9760 | International Business Analysis | |
| or | | |
| ECO 9741 | International Economics I | 3 credits |
| FIN 9788 | International Corporate Finance | 3 credits |
| IBS 9769 | International Business Strategy | 3 credits |
| MKT 9766 | International Marketing Management | 3 credits |
| *Required courses completed at the undergraduate or graduate level with grades of B or better can be replaced by international courses from the list below. | | |
| Choose two courses from: | | |
| CIS 9230 | Globalization and Technology | 3 credits |
| FIN 9786 | International Financial Markets | 3 credits |
| FIN 9788 | International Corporate Finance | 3 credits |
| IBS 9756 | International Business Communication (COM 9656) | 3 credits |
| IBS 9761 | Emerging Markets and the International Business Environment | 3 credits |
| IBS 9762 | The Global Competitiveness of the U.S. Economy | 3 credits |
| IBS 9767 | Foreign Markets, Cultures and Regimes | 3 credits |
| IBS 9768 | Advanced Topics in International Business | 3 credits |

| | | |
|----------|--|-----------|
| IBS 9769 | International Business Strategy (MGT 9880) | 3 credits |
| LAW 9740 | International Trade and Investment Law | 3 credits |
| MGT 9490 | International Human Resource Management | 3 credits |
| MGT 9870 | International Comparative Management | 3 credits |
| MKT 9761 | International Commodity Trading | 3 credits |
| MKT 9763 | International Trade Operations | 3 credits |
| MKT 9764 | Internet Marketing and Global Business | 3 credits |
| MKT 9765 | Comparative Marketing Systems | 3 credits |
| MKT 9766 | International Marketing Management | 3 credits |
| MKT 9774 | International Logistics | 3 credits |
| | | |

Joint JD / MBA Program (external)

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

Management / Entrepreneurship (MBA)

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

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

[View MBA degree requirements](#)

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

| | | |
|--------------------------|---|-----------|
| FIN 9781 | Managerial Finance | 3 credits |
| FIN 9783 | Investment Analysis | 3 credits |
| LAW 9105 | Law and Entrepreneurship | 3 credits |
| LAW 9109 | Law and the Entertainment Business | 3 credits |
| LAW 9708 | Law and E-Business | 3 credits |
| LAW 9800 | Intensive Survey of Business Contracts and Law of Corporations | 4 credits |
| MGT 9400 | Human Resource Management | 3 credits |
| MGT 9961 | Analysis of Entrepreneurial Experiences (formerly MGT 9862) | 3 credits |
| MGT 9962 | Managing the Family Business (formerly MGT 9867) | 3 credits |
| MGT 9963 | Researching and Developing Entrepreneurial Ventures (formerly MGT 9865) | 3 credits |
| MGT 9964 | Managing the Entrepreneurial Enterprise (formerly MGT 9861) | 3 credits |
| MGT 9965 | Boards, Governance, and Leadership Within Entrepreneurial and Family Firms | 3 credits |
| MGT 9966 | Entrepreneurship and Social Business: From Strategy Development to Implementation (formerly MGT 9866) | 3 credits |
| MGT 9967 | Technology, Innovation and Design in High-Growth Ventures | 3 credits |
| MGT 9968 | Entrepreneurial Communications: Selling and Negotiating (formerly MGT 9868) | 3 credits |
| MGT 9969 | Social Entrepreneurship: Concepts and Cases | 3 credits |
| MGT 9970 | Entrepreneurship and Community Development | 3 credits |
| MGT 9971 | Gender Differences Among Entrepreneurial Leaders | 3 credits |

| | | |
|--------------------------------|--|-----------|
| MGT 9975 (RES 9980) | Real Estate Entrepreneurship (formerly MGT 9875) | 3 credits |
| MGT 9979 | Seminar in Entrepreneurship (formerly MGT 9864) | 3 credits |
| MKT 9701 | Advertising and Marketing Communications | 3 credits |
| MKT 9702 | Marketing Research | 3 credits |
| MKT 9716 | Consumer Behavior | 3 credits |
| MKT 9750 | Marketing Strategy | 3 credits |
| MKT 9764 | Internet Marketing and Global Business | 3 credits |
| PAF 9130 | Economic Analysis and Public Policy | 3 credits |
| PAF 9136 | Urban Economic Development | 3 credits |
| PAF 9141 | Community Development: History, Present, and Future | 3 credits |
| PAF 9143 | "Greening" and Growing Cities: Sustainability and Public Policy Options | 3 credits |
| PAF 9150 | Introduction to the Nonprofit Sector | 3 credits |
| PAF 9151 | The Administration of Not-for-Profit and Voluntary Organizations | 3 credits |
| PAF 9152 | Fund Raising and Grants Administration in Not-for-Profit and Voluntary Organizations | 3 credits |
| RES 9776 (FIN 9776) | Real Estate Finance | 3 credits |
| RES 9800 | Real Estate Valuation and Market Analysis | 3 credits |
| RES 9850 | Real Estate Capital Markets | 3 credits |
| | | |

Management / Operations Management

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

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

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

[View MBA degree requirements](#)

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

Management / Organizational Behavior-Human Resource Management

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

This management area focuses on

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

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

[View MBA degree requirements](#)

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

Management / Sustainable Business

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

The major in Sustainable Business has been developed to meet the needs of students who wish to add a sustainability skill set to their traditional discipline (accounting, finance, marketing, etc.). Sustainable Business is not intended to be chosen as the primary or sole MBA major, but rather as a second major. This major is conceptually anchored in business strategy, with the understanding that sustainable ventures require a strategic mindset with respect to the integration of environmental, social and governance issues. Whether one is managing a small business with the intent of offering a sustainable good or service, or one is managing a large transnational corporation seeking to implement sustainable practices throughout the firm, strategy is at the core of the approach to sustainable business. Sustainability requires systems thinking, or as some have put it, 'cradle-to-cradle' thinking, emphasizing the 'reduce/reuse/recycle' paradigm.

[View MBA degree requirements](#)

| Major Courses (12 credits) | | |
|---------------------------------|---|-----------|
| Required | | |
| BUS 9700 | Sustainable Business: Perspectives, Theories and Practices | 3 credits |
| Choose two courses from: | | |
| CIS 9771 | Special Topics in Information Technologies (Topic: Green IT) | 3 credits |
| ECO 9711 | Environmental Economics and Sustainable Development | 3 credits |
| LAW 9120 | Sustainability: Law and Policy | 3 credits |
| MGT 9380 | Environmentally Sustainable Behavior in Organizations | 3 credits |
| MGT 9740 | Sustainability in Supply Chains and Operations | 3 credits |
| MGT 9969 | Social Entrepreneurship: Concepts and Cases | 3 credits |
| MKT 9752 | Sustainable Marketing | 3 credits |
| Choose one course from: | | |
| CIS 9771 | Special Topics in Information Technologies (Topic: Green IT) | 3 credits |
| COM 9625 | Corporate Culture and Sustainability | 3 credits |
| ECO 9711 | Environmental Economics and Sustainable Development | 3 credits |
| LAW 9120 | Sustainability: Law and Policy | 3 credits |
| MGT 9620 | Globalization and the Multinational Corporation | 3 credits |
| MGT 9380 | Environmentally Sustainable Behavior in Organizations | 3 credits |
| MGT 9740 | Sustainability in Supply Chains and Operations | 3 credits |
| MGT 9870 | International Comparative Management | 3 credits |
| MGT 9969 | Social Entrepreneurship: Concepts and Cases | 3 credits |
| MKT 9716 | Consumer Behavior | 3 credits |
| MKT 9752 | Sustainable Marketing | 3 credits |
| PAF 9143 | "Greening" and Growing Cities: Sustainability & Public Policy | 3 credits |

Marketing (MBA)

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

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

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

[View MBA degree requirements](#)

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

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

**MKT 9763, MKT 9766, and MKT 9774 have as a prerequisite IBS 9760 or ECO 9741.

Real Estate (MBA)

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

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

[View MBA degree requirements](#)

| Major Courses | | (12 credits) |
|----------------------------|--|--------------|
| Required | | |
| RES 9776 | Real Estate Finance (FIN 9776) | 3 credits |
| Choose three courses from: | | |
| RES 9790 | Law of Real Estate Transactions and Land Use Regulations (LAW 9790) | 3 credits |
| RES 9800 | Real Estate Valuation and Market Analysis | 3 credits |
| RES 9850 | Real Estate Capital Markets | 3 credits |
| RES 9860 | Real Estate Development | 3 credits |
| RES 9900 | Advanced Real Estate Investment Analysis | 3 credits |
| RES 9930 | Real Estate Taxation (TAX 9930) | 3 credits |
| RES 9940 | Real Estate Marketing | 3 credits |
| RES 9960 | Real Estate and Urban Economics* | 3 credits |
| RES 9980 | Real Estate Entrepreneurship (MGT 9975) | 3 credits |
| RES 9990 | Real Estate Research and Project | 3 credits |
| ECO 9774 | Economics of Urban Areas* | 3 credits |

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

Statistics (MBA)

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

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

[View MBA degree requirements](#)

| Major Courses (12 credits) | | |
|----------------------------|--|-----------|
| Required | | |
| STA 9000 | Regression and Forecasting Models for Business Applications | 3 credits |
| STA 9750 | Basic Software Tools for Data Analysis (OPR 9750) | 3 credits |
| Choose two courses from: | | |
| STA 9701 | Time Series: Forecasting and Statistical Modeling | 3 credits |
| STA 9705 | Multivariate Statistical Methods | 3 credits |
| STA 9710 | Statistical Methods in Sampling and Auditing | 3 credits |
| STA 9850 | Advanced Statistical Computing (OPR 9850) | 3 credits |

Taxation (MBA)

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

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

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

[View MBA degree requirements](#)

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

MS Programs (Zicklin)

Master of Science (MS)

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

Programs

Accountancy (MS)

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

The Master of Science in accountancy is designed for students with bachelor's degrees in business areas, *including accounting*. It meets the August 1, 2009, 150 credit hour requirements to sit for the NY State CPA exam. Students with non-business degrees are encouraged to consider the [MBA, accounting major](#), which also meets the CPA requirements.

The MS in accounting program equips students with the necessary tools to effectively interpret and use accounting and financial information. It meets the standards adopted by AACSB International - The Association to Advance Collegiate Schools of Business for special accreditation of accounting programs. Successful completion of the program makes students eligible to waive one year of NY State's standard two year CPA professional experience requirement.

| Degree Requirements | Number of Courses | Number of Credits |
|--|-------------------|-------------------|
| With No Waivers | 24 | 71 |
| With Maximum Waivers * | 10 | 30 |

* A minimum of 24 credits must be completed in accounting and taxation. A minimum of 30 credits overall must be completed to receive the degree.

Course Requirements

English language requirements: Entering Zicklin students who are from a non-English speaking country or whose native language is not English must take additional courses in business communication, grammar troubleshooting and American English Pronunciation. Students will take a test at no charge to determine if they are eligible to waive these courses.

| Preliminary Course | | Credits |
|---|---|---------|
| MTH 8001 | Calculus for Applications | 3 |
| <i>This course can be waived if a 3 credit calculus course has been completed with a grade of at least C-.</i> | | |
| CPA General Business Courses | | |
| These courses may be waived if students previously completed one equivalent undergraduate or graduate course at a domestic, regionally accredited college or university (or equivalent institution outside the United States) with a grade of B- or better, although: | | |
| LAW 9800 requires two business law courses with B-. | | |
| STA 9708 requires two statistics courses with B-. | | |
| Requirements | | |
| CIS 9001 | Information Systems for Managers I (formerly CIS 9000 [CIS 9001/9002 combined]) | 1.5 |
| CIS 9002 | Information Systems for Managers II | 1.5 |
| ECO 9730 | Fundamentals of Microeconomics (formerly ECO 9708) | 1.5 |

| | | |
|--|---|-----------|
| ECO 9740 | Fundamentals of Macroeconomics (formerly ECO 9709) | 1.5 |
| FIN 9770 | Financial Decision Making | 3 |
| LAW 9800 | Business Contracts & Law of Corporations | 4 |
| MGT 9300 | Management: A Behavioral Approach | 3 |
| MGT 9702 | Service Operations I (formerly MGT 9700 [MGT 9702/9704 combined]) | 1.5 |
| MGT 9704 | Service Operations II | 1.5 |
| MKT 9703 | Marketing Management | 3 |
| STA 9708 | Applied Statistical Analysis for Business Decisions | 3 |
| Three additional 3 credit advanced business (Zicklin) courses in areas other than accounting and taxation | | 9 |
| General Business Credits Subtotal (without waivers) | | 35 |
| A.) Accounting and Taxation: Required Courses | | |
| All of the courses listed below are required unless waived. Waivers are based on appropriate course work completed in an AACSB International accredited institution, with a minimum grade of B, within three years prior to enrollment in the MS program. (ACC 9805 may be waived based on course work completed within five years of enrollment.) | | |
| ACC 9112 | Financial Accounting: Intensive | 3 |
| ACC 9804 | Intermediate Financial Accounting | 4 |
| ACC 9811 | Managerial Accounting Theory and Practice | 4 |
| ACC 9805 | Advanced Financial Accounting | 4 |
| ACC 9821 | Auditing | 4 |
| TAX 9862 | Federal Income Taxation | 4 |
| ACC 9807 | Contemporary Topics in Accounting | 4 |
| ACC 9816 | Accounting and Auditing Aspects of Computer-Based Information Systems | 4 |
| TAX 9878 | Taxation of Business Entities | 3 |
| Required Accounting/Tax Credit Subtotal (without waivers) | | 34 |
| For Previous Accounting Majors | | |
| B.) Accounting and Taxation Electives | | |
| The MS in accounting requires that a minimum of 24 credits of accounting and tax courses be taken at Baruch. Depending on the number of credits waived in the "A" list courses above, additional courses must be taken from the "B" list below so that A + B = 24 credits. | | |
| ACC 9806 | Financial Statement Analysis and Recording | 3 |
| ACC 9815 | Advanced Managerial Accounting | 3 |

| | | |
|--|--|-----------|
| ACC 9901 | Special Topics in Accounting | 3 |
| LAW 9104 | Securities Law and Business Crime | 3 |
| STA 9710 | Statistical Methods in Sampling and Auditing | 3 |
| TAX 9866 | Corporate Taxation I | 3 |
| TAX 9868 | Partnership Taxation | 3 |
| | | |
| C.) General Electives (if needed) | | |
| If student waivers have brought total credits in the program below the required 30 credit minimum, students take additional courses in any business (Zicklin) area, including accounting and taxation, to achieve their required total 30. | | |
| Total MS Degree Credits (Without Waivers) | | 71 |

Total credits of undergraduate and graduate coursework must be 150

All student undergraduate and graduate transcripts are reviewed to make certain that these total undergraduate and graduate credit requirements will have been met at the completion of the MS in Accountancy program.

Entrepreneurship (MS)

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

Entrepreneurship is a major aspect of our economy that offers many employment opportunities as well as income and wealth accumulation for diverse groups within our population. The MS in Entrepreneurship is designed to meet the needs of students who have varied or limited backgrounds in entrepreneurial ventures, are part of family businesses, or are interested in starting or growing their own businesses when they graduate. Students in the program are required to take a minimum of 30 credits. In contrast, the MBA in Entrepreneurship requires a broader spectrum of business courses. All MS students take the 5 required courses, as well as choose 5 electives in the management, human resources management, marketing, finance, law, computer information systems, and public administration areas.

| Courses in Specialization (30 credits) | | |
|---|---|-----------|
| Required (3 credits) | | |
| MGT 9960 | Entrepreneurial Strategy and Cases (formerly MGT 9860) | 3 credits |
| Choose four courses from: (12 credits) | | |
| MGT 9961 | Analysis of Entrepreneurial Experiences (formerly MGT 9862) | 3 credits |
| MGT 9962 | Managing the Family Business (formerly MGT 9867) | 3 credits |
| MGT 9963 | Researching and Developing Entrepreneurial Ventures (formerly MGT 9865) | 3 credits |
| MGT 9965 | Boards, Governance, and Leadership Within Entrepreneurial and Family Firms | 3 credits |
| MGT 9970 | Entrepreneurship and Community Development | 3 credits |
| MGT 9971 | Gender Differences Among Entrepreneurial Leaders | 3 credits |
| Choose five courses from (15 credits): | | |
| CIS 9230 | Globalization and Technology | 3 credits |
| CIS 9444 | E-Business Principles and Technologies | 3 credits |

| | | |
|--------------------------------|--|-----------|
| FIN 9774 | Venture Capital and Entrepreneurial Finance | 3 credits |
| FIN 9781 | Managerial Finance | 3 credits |
| FIN 9783 | Investment Analysis | 3 credits |
| LAW 9708 | Law and E-Business | 3 credits |
| MGT 9400 | Human Resource Management | 3 credits |
| MGT 9490 | International Human Resource Management | 3 credits |
| MGT 9961 | Analysis of Entrepreneurial Experiences (formerly MGT 9862) | 3 credits |
| MGT 9962 | Managing the Family Business (formerly MGT 9867) | 3 credits |
| MGT 9963 | Researching and Developing Entrepreneurial Ventures (formerly MGT 9865) | 3 credits |
| MGT 9964 | Managing the Entrepreneurial Enterprise (formerly MGT 9861) | 3 credits |
| MGT 9965 | Boards, Governance, and Leadership Within Entrepreneurial and Family Firms | 3 credits |
| MGT 9966 | Entrepreneurship and Social Business: From Strategy Development to Implementation (formerly MGT 9866) | 3 credits |
| MGT 9967 | Technology, Innovation and Design in High-Growth Ventures | 3 credits |
| MGT 9968 | Entrepreneurial Communications: Selling and Negotiating (formerly MGT 9868) | 3 credits |
| MGT 9969 | Social Entrepreneurship: Concepts and Cases | 3 credits |
| MGT 9970 | Entrepreneurship and Community Development | 3 credits |
| MGT 9971 | Gender Differences Among Entrepreneurial Leaders | 3 credits |
| MGT 9975 (RES 9980) | Real Estate Entrepreneurship (formerly MGT 9875) | 3 credits |

| | | |
|--------------------------------|---|-----------|
| MGT 9979 | Seminar in Entrepreneurship (formerly MGT 9864) | 3 credits |
| MKT 9701 | Advertising and Marketing Communications | 3 credits |
| MKT 9750 | Marketing Strategy | 3 credits |
| MKT 9764 | Internet Marketing and Global Business | 3 credits |
| PAF 9141 | Community Development: History, Present, and Future | 3 credits |
| PAF 9143 | "Greening" and Growing Cities: Sustainability and Public Policy Options | 3 credits |
| PAF 9150 | Introduction to the Nonprofit Sector | 3 credits |
| PAF 9151 | The Administration of Not-for-Profit and Voluntary Organizations | 3 credits |
| RES 9776 (FIN 9776) | Real Estate Finance | 3 credits |
| RES 9800 | Real Estate Valuation and Market Analysis | 3 credits |
| RES 9850 | Real Estate Capital Markets | 3 credits |

Information Systems (MS)

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

Today's competitive business environment requires technologies that provide companies with a strategic edge and enable businesses to run at maximum efficiency. The information systems majors provide students with the managerial and technological skills that support these goals. Two degree programs are offered: the Master of Science in information systems and the [Master of Business Administration in information systems](#).

The MS program is a concentration of 30 credits in major-related courses. It provides the concepts, strategies, and techniques necessary for this dynamic field. The program focuses on business areas driven by information technologies, including database management systems, e-business development, and analysis and design. The MS also provides study in other areas of interest, such as information technology in the financial markets and IT project management. The MS provides more in-depth treatment of information systems than the MBA. Also, the MS features an abbreviated business core curriculum of up to six credits (waivable in full or in part, for students with prior academic background).

| | | |
|---|---|-------------|
| Preliminary Courses (6 credits) | | |
| Students with appropriate background will be able to reduce the number of credits in preliminary requirements. English language courses offered by the Continuing and Professional Studies area are required for non-native English speakers; the courses may be waived based on a waiver exam. | | |
| ACC 9110 | Financial Accounting | 3 credits |
| FIN 9770 | Financial Decision Making | 3 credits |
| Courses in Specialization (30 credits) | | |
| Required (15 credits) | | |
| CIS 9001 | Information Systems for Managers I | 1.5 credits |
| CIS 9002 | Information Systems for Managers II | 1.5 credits |
| CIS 9230 | Globalization and Technology | 3 credits |
| CIS 9340 | Principles of Database Management Systems | 3 credits |
| CIS 9490 | Systems Analysis and Design | 3 credits |
| CIS 9590 | Information Systems Development Project | 3 credits |
| (Electives can be substituted for the above six courses given equivalent previous academic course background. Previously taken courses in CIS should be evaluated by the faculty advisor prior to registration.) | | |
| Electives (15 credits) <i>Choose five courses from:</i> | | |
| BUS 9801 | Graduate Internships I, II, and III (in IS) | 3 credits |
| - | | |
| BUS 9803 | | |
| CIS 9310 | Object-Oriented Programming I | 3 credits |
| CIS 9350 | Networks and Telecommunications | 3 credits |
| CIS 9410 | Object-Oriented Programming II | 3 credits |

| | | |
|--------------------------|---|-----------|
| CIS 9440 | Database Management Systems II | 3 credits |
| CIS 9444 | E-Business Principles and Technologies | 3 credits |
| CIS 9467 | Business Modeling with Spreadsheets | 3 credits |
| CIS 9480 | Information Technology Project Management | 3 credits |
| CIS 9550 | Emerging Trends in Information Technology | 3 credits |
| CIS 9555 | Information Technology in Financial Markets | 3 credits |
| CIS 9556 | Risk Management Systems | 3 credits |
| CIS 9700 | Integrating Information Technology and Business Processes | 3 credits |
| CIS 9771 | Special Topics in Information Technologies | 3 credits |
| CIS 9775 | Special Topics in Information Systems Strategy | 3 credits |
| OPR 9721 | Introduction to Quantitative Modeling | 3 credits |
| STA 9708 | Applied Statistical Analysis for Business Decisions | 3 credits |

Marketing (MS)

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

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

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

| Courses in Specialization (30 credits) | | |
|--|----------------------|-----------|
| Required (12 credits) | | |
| MKT 9702 | Marketing Research | 3 credits |
| MKT 9703 | Marketing Management | 3 credits |
| MKT 9716 | Consumer Behavior | 3 credits |
| MKT 9750 | Marketing Strategy | 3 credits |
| Electives (18 credits) | | |
| Choose any six 9000-level courses in the Department of Marketing and International Business. | | |

Quantitative Methods and Modeling

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

The MS in quantitative methods and modeling (QMM) is a 30-credit program. The QMM 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 five-course quantitative sequence tailored to a student's professional and/or educational objectives. Students also have the option of doing a graduate internship. The list of preliminary and specialization courses is given below.

| | | |
|---|--|-------------|
| Preliminary Courses (7.5 - 9 credits) | | |
| Students with an appropriate background will be able to reduce the number of credits in preliminary requirements. Grades in 8000-level courses are not calculated in the grade point average. English language modules offered by the Division of Continuing and Professional Studies are required for non-native English speakers, and may be waived based on a waiver exam. | | |
| *MTH 8001 | Calculus for Applications I* | 3 credits |
| ACC 9110 | Financial Accounting | 3 credits |
| or | | |
| ECO 9730 | Fundamentals of Microeconomics | 1.5 credits |
| STA 9708 | Applied Statistical Analysis for Business Decisions | 3 credits |
| Courses in Specialization (30 credits) | | |
| Required (16.5 credits) | | |
| CIS 9001 | Information Systems for Managers I | 1.5 credits |
| CIS 9340 | Principles of Database Management Systems | 3 credits |
| OPR 9721 | Introduction to Quantitative Modeling | 3 credits |
| OPR 9730 | Simulation Modeling and Analysis | 3 credits |
| STA 9000 | Regression and Forecasting Models for Business Applications | 3 credits |
| STA 9750 | Basic Software Tools for Data Analysis (OPR 9750) | 3 credits |
| Electives (13.5 credits) | | |
| Five courses to be selected with approval of the department advisor. It is recommended that the student select at least one course in each of the three areas: OPR, STA, and CIS. A maximum of three courses may be selected from any one area. Students may select | | |
| BUS 9801 - BUS 9803 | | |
| or an approved quantitatively oriented course offered outside the department. | | |

*Students may substitute MTH 2207 Applied Calculus and Matrix Applications on a space-available basis.

Real Estate (MS)

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

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

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

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

| Preliminary Courses (6 credits) | | |
|--|--|-----------|
| Students with appropriate academic preparation will be able to reduce the number of credits in preliminary requirements. | | |
| ACC 9110 | Financial Accounting | 3 credits |
| STA 9708 | Applied Statistical Analysis for Business Decisions | 3 credits |
| Courses in Specialization (30 credits) | | |
| Required | | |
| RES 9776 | Real Estate Finance (FIN 9776) | 3 credits |
| RES 9790 | Law of Real Estate Transactions and Land Use Regulations (LAW 9790) | 3 credits |
| RES 9850 | Real Estate Capital Markets | 3 credits |
| RES 9860 | Real Estate Development | 3 credits |
| RES 9900 | Advanced Real Estate Investment Analysis | 3 credits |
| RES 9990 | Real Estate Research and Project | 3 credits |
| <i>Choose four courses from:</i> | | |
| RES 9800 | Real Estate Valuation and Market Analysis | 3 credits |
| RES 9910 | Analytical Skills for Real Estate Decision Making | 3 credits |
| RES 9920 | Project Management and Construction | 3 credits |

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

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

Statistics (MS)

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

The statistics specialization is designed to train students in the design and application of quantitative models to decision making in business, finance, pharmaceutical and other industries, and government. An MS program and an MBA program are offered through the Department of Statistics and Computer Information Systems. Both provide students with the concepts and skills that form the fundamental base of knowledge essential to statistics professionals in today's sophisticated business environment. The MS program is designed to provide a concentrated, in-depth study of the field for those who wish to be technical specialists in statistics. The program consists of 30 credits of mostly statistics, and some related courses. This distinguishes it from the Statistics [MBA program](#), which requires general business courses and a larger number of credits for graduation. The MS is offered as a full-time and as a part-time program.

| | | |
|---|--|-----------|
| Preliminary Courses (9 credits) | | |
| Students with appropriate background will be able to reduce the number of credits in preliminary requirements. Grades in 8000-level courses are not calculated in the grade point average. Non-credit-bearing English language modules offered by the Division of Continuing and Professional Studies are required for non-native English speakers, and may be waived based on a waiver exam. | | |
| MTH 8001 | Calculus for Applications I | 3 credits |
| STA 9707 | Mathematical Tools for Business | 3 credits |
| STA 9708 | Applied Statistical Analysis for Business Decisions | 3 credits |
| Courses in Specialization (30 credits) | | |
| Required (12 credits) | | |
| STA 9700 | Applied Regression Analysis | 3 credits |
| STA 9715 | Applied Probability | 3 credits |
| STA 9719 | Foundations of Statistical Inference | 3 credits |
| STA 9750 | Software Tools for Data Analysis (OPR 9750) | 3 credits |
| Choose four courses from (12 credits) | | |
| STA 9701 | Time Series: Forecasting and Statistical Modeling | 3 credits |
| STA 9705 | Multivariate Statistical Methods | 3 credits |
| STA 9706 | Analysis of Categorical and Ordinal Data | 3 credits |
| STA 9710 | Statistical Methods in Sampling and Auditing | 3 credits |
| STA 9712 | Advanced Linear Models | 3 credits |
| STA 9713 | Financial Statistics | 3 credits |
| STA 9714 | Experimental Design for Business | 3 credits |
| STA 9772 | Special Topics in Statistical Analysis | 3 credits |

| | | |
|---|--|-----------|
| STA 9783 | Stochastic Processes for Business Applications (OPR 9783) | 3 credits |
| STA 9850 | Advanced Statistical Computing (OPR 9850) | 3 credits |
| | | |
| <p>Business Electives (6 credits)</p> <p>Choose two 9000-level courses from the graduate offerings of the Zicklin School of Business, subject to the written approval of the Statistics graduate advisor.</p> | | |

Taxation (MS)

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

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

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

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

| | | |
|--|---|-----------|
| Preliminary Course (3 credits) | | |
| Students with appropriate prior course work equivalent to ACC 9110 will be able to waive this preliminary requirement. | | |
| ACC 9110 | Financial Accounting | 3 credits |
| Courses in Specialization (30 credits) Required | | |
| TAX 9863 | Principles of Federal Income Taxation | 3 credits |
| TAX 9866 | Corporate Taxation I | 3 credits |
| TAX 9867 | Corporate Taxation II | 3 credits |
| TAX 9868 | Partnership Taxation | 3 credits |
| TAX 9870 | Estate, Trusts, and Planning | 3 credits |
| TAX 9900 | Tax Procedure and Professional Responsibility in Tax Practice | 3 credits |
| Choose 12 credit hours from: | | |
| TAX 9869 | International Taxation | 3 credits |
| TAX 9871 | Real Estate Taxation | 2 credits |
| TAX 9873 | Deferred Compensation | 3 credits |
| TAX 9874 | Consolidated Tax Returns | 3 credits |
| TAX 9875 | S Corporations | 2 credits |
| TAX 9876 | Estate Planning | 2 credits |
| TAX 9877 | State and Local Taxes | 2 credits |
| TAX 9889 | Current Problems in Taxation | 3 credits |
| ACC 9872 | Personal Financial Planning | 3 credits |

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 Graduate Academic Services.

Curriculum

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

Courses

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

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

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

Admission

Applicants to the PCT program must possess a four-year bachelors degree from an accredited institution (or the equivalent degree from a non-U.S. institution). Students whose native language is not English or who do not have a U.S. undergraduate or graduate degree must take a TOEFL test, and they must obtain a score that would make them admissible into any Zicklin graduate program. Related fulltime work experience, while not required, is preferable.

Applicants must also possess any one of the following:

- A GMAT score that would be acceptable for admission to Zicklins MS in taxation or MBA in taxation program

- An acceptable undergraduate grade point average
- A masters or doctoral degree in an area of taxation, accounting, business, law, or other related area

Weakness in the above areas may be offset by one or more of the following:

- A CPA license or proof of passing at least three parts of the CPA exam
- A Certified Financial Planner license or proof of passing at least two parts of the CFP exam

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

*This program is not currently accepting applications.

** At this time, these courses may be taken by PCT students only with special permission of a program advisor.

Executive Programs (Zicklin)

Programs

Executive MBA Program

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

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

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

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

The full-time program is designed for cohort groups of working executives. Classes are held once a week (primarily on Saturday with some Fridays) over six trimesters, each of thirteen weeks, during a period of two academic years. Students complete 20 courses (or 57 credits) over the six trimesters and an international study tour. Provisions are made for refresher workshops and tutorials preparatory to the start of the program.

The Executive MBA is offered in a modular format that focuses on different types of decisions and the context in which these decisions are made. The modules examine business organizations at different stages of their growth and development. The themes of these modules are:

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

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

| Curriculum First Year (Course sequence is subject to change without prior notice) | |
|---|---|
| ACC 9110 | Financial Accounting |
| ACC 9115 | Managerial Accounting |
| CIS 9000 | Information Systems for Managers |
| ECO 9708 | Microeconomics for Managers |
| ECO 9709 | Macroeconomics |
| STA 9708 | Applied Statistical Analysis for Business Decisions |
| MGT 9300 | Management: A Behavioral Approach |

| | |
|---|---|
| MGT 9700 | Introduction to Operations Management |
| MKT 9703 | Marketing Management |
| FIN 9770 | Financial Decision Making |
| MGT 9320 | Organization Design and Behavior |
| Second Year (Course sequence and advanced courses are subject to change without prior notice) | |
| BUS 9100 | The Societal and Governmental Environment of Business |
| BUS 9600 | Current Topics in Business |
| FIN 9786 | International Financial Markets |
| ACC 9806 | Financial Statement Analysis and Reporting |
| MKT 9750 | Marketing Strategy |
| FIN 9781 | Managerial Finance |
| MGT 9610 | Dynamics of Competition, Industry Structure, and Corporate Strategy |
| MGT 9860 | Entrepreneurial Strategy and Cases |
| BUS 9200 | Business Policy |

Admission

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

The Baruch MBA in Health Care Administration

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

The health care industry is experiencing far-reaching changes. With the rapid development of managed care, providers are merging to form large, integrated delivery systems. The systems that thrive will be led by managers prepared to operate under new sets of rules. Providers will be responsible for the health of the population they serve and for controlling the cost of services. Management of these organizations will require special skills on the part of the health care professionals.

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

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

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

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

| Curriculum | |
|---|---|
| (Course sequence is subject to change without prior notice) | |
| First Year | |
| ACC 9110 | Financial Accounting |
| BUS 9100 | The Societal and Governmental Environment of Business |
| BUS 9301 | Leadership Assessment and Development |
| CIS 9000 | Information Systems for Managers |
| MGT 9300 | Management: A Behavioral Approach |
| MGT 9400 | Human Resource Management |
| STA 9708 | Applied Statistical Analysis for Business Decisions |
| Second Year | |
| ACC 9313 | Managerial Accounting and Applications to Health Care |
| BUS 9303 | Three Faces of Negotiating: Behavior, Law, and Labor |
| ECO 9708 | Microeconomics for Managers |
| ECO 9709 | Macroeconomics |
| ECO 9766 | Health Care Economics |
| FIN 9770 | Financial Decision Making |
| MKT 9703 | Marketing Management |
| STA 9000 | Regression and Forecasting Models for Business Applications |
| Third Year | |

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

Admission

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

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

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

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

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

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

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

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

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

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

Admission

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

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

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

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

Executive MS in Business Computer Information Systems

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

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

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

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

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

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

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

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

Admission

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

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

Executive MS in Finance

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

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

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

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

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

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

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

Curriculum

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

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

| Core Courses (Required) | |
|--|---|
| FIN 9771 | Corporate Financial Theory and Applications |
| FIN 9772 | Quantitative Tools for Finance |
| FIN 9773 | Investment Theory and Applications |
| FIN 9798 | Analysis of Industrial Securities |
| | or |
| ECO 9705 | Managerial Economics |
| Elective Courses Six advanced courses will be selected by the Department of Economics and Finance from the following list: | |
| FIN 9759 | Mergers and Acquisitions |
| FIN 9782 | Futures and Forward Markets |
| FIN 9786 | International Financial Markets |
| FIN 9788 | International Corporate Finance |

| | |
|--------------------------|---|
| FIN 9790 | Seminar in Finance |
| FIN 9792 | Advanced Managerial Finance |
| FIN 9793 | Advanced Investment Analysis |
| FIN 9797 | Options Markets |
| FIN 9799 | Analysis of Municipal and State Securities |
| FIN 9983 | Selected Topics in Investments |
| CIS 9555 | Information Technology in Financial Markets |
| ECO 9714 | Public Finance I |
| ECO 9715 | Public Finance II |
| INS 9720 | Risk Management and Control |

Admission

Applicants should address inquiries to:
Director, Executive Program, Zicklin School of Business
Baruch College/CUNY
One Bernard Baruch Way, Box B-13-282
New York, NY 10010-5585
or call (646) 312-3100, fax (646) 312-3101
or e-mail exprog.bus@baruch.cuny.edu

Executive MS in Industrial and Labor Relations (MSILR)

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

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

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

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

Admission

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

Executive MS in Taxation

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

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

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

*This program is not currently accepting applications.

Doctoral Program in Business

- Program Goals
- Program Structure
- Areas of Specialization
 - ACCOUNTANCY
 - FINANCE
 - INFORMATION SYSTEMS
 - MANAGEMENT PLANNING*
 - MARKETING
 - ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCES
- Course Requirements
 - Required Foundation Courses
 - Specialization Core Course Requirements
 - Accountancy Specialization
 - Finance Specialization
 - Required Core Courses
 - Electives
 - Information Systems Specialization
 - Prerequisite Courses*
 - Required Courses (10 of the following, upon advisor's approval)
 - Management Planning Specialization**
 - Required Courses
 - Marketing Specialization
 - Organizational Behavior and Human Resources Specialization
- Grades and Examinations
 - DISSERTATION
- Admission Qualifications
- En Route MBA
- Financial Assistance

Program Goals

The Doctoral Program in Business is designed to educate researchers and teachers who will contribute to the development of new management concepts and new solutions to the complex problems facing industrial and public organizations. Graduates of the program are employed as college or university faculty members in business disciplines. For all updated program requirements, please refer to the website www.eb.gc.cuny.edu/business.

Program Structure

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

Areas of Specialization

ACCOUNTANCY

- 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.

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.

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.

MANAGEMENT PLANNING*

*This specialization is currently not accepting new students.

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

MARKETING

- [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.

ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCES

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

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

Course Requirements

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

Required Foundation Courses

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

Specialization Core Course Requirements

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

Accountancy Specialization

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

Finance Specialization

Required Core Courses

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

Electives

FIN U756 Management of Financial Intermediaries
FIN U770 International Financial Markets and Institutions
FIN U811 Advanced Topics in Corporate Finance Theory
FIN U831 Advanced Topics in Capital Markets and Portfolio Theory
FIN U832 Seminar in Capital Markets and Portfolio Theory
FIN U857 Seminar in Financial Institutions
FIN U890 Options Markets
FIN U891 Futures Markets
ECO U821 Applied Econometrics

Information Systems Specialization

Prerequisite Courses*

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

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

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

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

*Management Planning Specialization***

**This specialization is currently not accepting new students.

Required Courses

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

Marketing Specialization

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

Organizational Behavior and Human Resources Specialization

BUS U872A Seminar in Organization Theory I
BUS U874A Seminar in Organizational Behavior I
BUS U874B Seminar in Organizational Behavior II
BUS U885 Research Methods I
BUS U886 Research Methods II
MGT U753 Management of Human Resources
MGT U780 Seminar in Human Resource Management and Labor Relations
MGT U870A Seminar in Policy and Strategy I
MGT U880 Special Topics in Business

Grades and Examinations

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

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

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

DISSERTATION

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

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

Admission Qualifications

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

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

En Route MBA

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

Financial Assistance

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

Weissman School Graduate Programs

Programs

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

MA in 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 industry.

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

| | | |
|---|--|---|
| Courses in Specialization (36 credits) | | |
| Core Courses - 5 seminars (15 credits) | | |
| COM 9510 | Legal and Ethical Issues in Corporate Communication | 3 |
| COM 9620 | Corporate Communication | 3 |
| COM 9635 | Research Methods (Quantitative) in Corporate Communication | 3 |
| COM 9640 | Qualitative Research Methods in Corporate Communication | 3 |
| | <i>and</i> | |
| Choose one of the following courses: | | |
| COM 9139 | Communication Strategy | 3 |
| COM 9505 | Media Analysis for Corporate Communication | 3 |
| COM 9656 | International Business Communication | 3 |
| Exit Requirement (3 credits) | | |
| COM 9991 | MA Thesis in Corporate Communication | 3 |
| | <i>or</i> | |
| COM 9992 | MA Capstone Project in Corporate Communication | 3 |
| Corporate Communication Elective Courses - 6 seminars (18 credits) | | |
| Select six courses from the following: | | |
| COM 9108 | Communication and Information Technology | 3 |
| COM 9139 | Communication Strategy | 3 |
| COM 9505 | Media Analysis for Corporate Communication | 3 |
| COM 9515 | Graphic Design for Media Professionals | 3 |
| COM 9625 | Corporate Culture and Sustainability | 3 |
| COM 9626 | Counseling the Corporation | 3 |
| COM 9630 | Corporate Media Relations | 3 |
| COM 9650 | Multinational Corporate Communication and Culture | 3 |
| COM 9651 | Theories of Persuasion | 3 |

| | | |
|----------|--|---|
| COM 9652 | Crisis Communication | 3 |
| COM 9653 | Investor Relations | 3 |
| COM 9654 | Employee Communication | 3 |
| COM 9655 | Corporate Advertising, Image, and Identity | 3 |
| COM 9656 | International Business Communication | 3 |
| COM 9657 | Video Production for Corporate Communication | 3 |
| COM 9658 | Reputation Management | 3 |
| COM 9660 | Selected Topics in Corporate Communication | 3 |
| COM 9800 | Internship in Corporate Communication | 3 |
| COM 9900 | Independent Study | 3 |

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 counseling.

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

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

| Courses in Specialization (60 credits) | | |
|---|---|---|
| PSY 9811 | Foundations of Mental Health Counseling | 3 |
| PSY 9812 | Clinical Health Psychology | 3 |
| PSY 9813 | Clinical Instructions | 3 |
| PSY 9814 | Ethical and Legal Issues for Mental Health Counselors | 3 |
| PSY 9815 | Psychosocial and Cultural Foundations of Counseling | 3 |
| PSY 9816 | Addiction and Dependency | 3 |
| PSY 9817 | Counseling and Group Process | 3 |
| PSY 9818 | Practicum/Experiential | 3 |
| PSY 9819 | Psychopathology | 3 |
| PSY 9820 | Life Span Development | 3 |
| PSY 9821 | Cognitive and Behavioral Approaches in Health Psychology | 3 |
| PSY 9823 | Career Counseling | 3 |
| PSY 9824 | Assessment | 3 |
| PSY 9825 | Coping with Grief and Trauma | 3 |
| PSY 9826 | Assessment and Treatment of Obesity and Eating Disorders | 3 |
| PSY 9830 | Mental Health Counseling Internship I | 6 |
| PSY 9831 | Mental Health Counseling Internship II | 6 |
| PSY 9922 | Research and Program Evaluation in Mental Health Counseling | 3 |

MS in Financial Engineering

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

The Baruch College Financial Engineering MS Program is a professional Master's Program that 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 seven 3-credit required courses. The remaining 15 credits are to be completed from elective courses. Students entering the program with exceptional mathematical or financial skills may be permitted to replace one or more of the required courses with additional electives.

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

| Courses in Specialization (36 credits) | | |
|---|--|-----|
| Required Courses (21 credits) | | |
| MTH 9814 | A Quantitative Introduction to Pricing Financial Instruments | 3 |
| MTH 9815 | Software Engineering in Finance | 3 |
| MTH 9821 | Numerical Methods for Finance I | 3 |
| MTH 9831 | Probability and Stochastic Processes for Finance I | 3 |
| MTH 9852 | Numerical Methods for Finance II | 3 |
| MTH 9862 | Probability and Stochastic Processes for Finance II | 3 |
| MTH 9903 | Capstone Project and Presentation | 3 |
| Elective Courses (15 credits) | | |
| Choose courses from the following list: | | |
| MTH 9841 | Statistics for Finance | 3 |
| MTH 9842 | Linear and Quadratic Optimization Techniques | 1.5 |
| MTH 9845 | Market and Credit Risk Management | 3 |
| MTH 9848 | Elements of Structured Finance | 3 |
| MTH 9849 | Deal Theory and Structured Analysis | 3 |
| MTH 9865 | Commodities and Futures Trading | 1.5 |
| MTH 9867 | Time Series Analysis and Algorithmic Trading | 3 |
| MTH 9868 | Advanced Risk and Portfolio Management | 3 |
| MTH 9871 | Advanced Computational Methods in Finance | 3 |
| MTH 9873 | Interest Rate Models and Interest Rate Derivatives | 3 |
| MTH 9875 | The Volatility Surface | 3 |
| MTH 9879 | Market Microstructure Models | 3 |
| MTH 9881 | Current Topics in Mathematical Finance | 3 |
| MTH 9882 | Fixed Income Risk Management | 1.5 |
| MTH 9883 | Structured Security Valuation in the Primary Market | 1.5 |

| | | |
|-----------|---|-----|
| MTH 9884 | Machine Learning | 1.5 |
| MTH 9891 | Introduction to Applied Financial Econometrics | 1.5 |
| MTH 9893 | Time Series Analysis | 1.5 |
| MTH 9894 | Algorithmic Trading | 1.5 |
| MTH 9896 | Behavioral Finance | 1.5 |
| ECO 82100 | (Term I) Econometrics I | 3 |
| ECO 82100 | (Term II) Financial Econometrics | 3 |
| FIN 9770 | Financial Markets and Institutions | 3 |
| FIN 9782 | Futures and Forward Markets | 3 |
| FIN 9783 | Investment Analysis | 3 |
| FIN 9786 | International Financial Markets | 3 |
| FIN 9790 | Seminar in Finance | 3 |
| FIN 9793 | Advanced Investment Analysis | 3 |
| FIN 9797 | Options Markets | 3 |
| STA 9700 | Applied Regression Analysis | 3 |
| STA 9701 | Time Series: Forecasting and Statistical Modeling | 3 |

MS in Industrial/Organizational Psychology

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

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

| Courses in Specialization (36 credits) | | |
|--|---|---|
| Required Courses (21 credits) | | |
| PSY 9703 | Design of Psychological Research | 3 |
| PSY 9789 | Seminar in Industrial/Organizational Psychology | 3 |
| PSY 9796 | Problems in Industrial Psychology I: Personnel Psychology | 3 |
| PSY 9797 | Problems in Industrial Psychology II: Organizational Psychology | 3 |
| PSY 99301 | Research Methodology (Thesis I) | 3 |
| or | | |
| PSY 99001 | Research Methodology in Design of Psychological Research (Seminar I) | 3 |
| PSY 99302 | Thesis (Thesis II) | 3 |
| or | | |
| PSY 99002 | Research Seminar in Evaluation of Psychological Research (Seminar II) | 3 |
| STA 9708 | Applied Statistical Analysis for Business Decisions | 3 |
| Elective Courses (15 credits) | | |
| Students choose five electives in consultation with a graduate supervisor. The following are examples of the type of elective courses offered: | | |
| PSY 9740 | Personality | 3 |
| PSY 9746 | Social Psychology | 3 |
| PSY 9751 | Leadership and Group Processes | 3 |
| PSY 9753 | Attitude and Attitude Change | 3 |
| PSY 9760 | Psychometric Methods | 3 |
| PSY 9772 | Clinical Interviewing | 3 |
| PSY 9786 | Seminar in Contemporary Psychological Topics* | 3 |
| PSY 9791 | Introduction to Environmental Psychology | 3 |
| PSY 9795 | Clinical Techniques in Industrial Psychology | 3 |
| PSY 9799 | Human Engineering | 3 |
| PSY 9800 | Internship in Industrial/Organizational Psychology | 3 |
| * Students may take PSY 9786 more than once if the topic is different. | | |

School of Public Affairs Graduate Programs

Programs

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

Master of Public Administration Program

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

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

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

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

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

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

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

| 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 four specific specializations

- [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 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 Not-For- Profits and Voluntary Organizations | 3 credits |
| PAF 9153 | Budgeting and Finance for Nonprofits | 3 credits |

Elective Courses in Nonprofit Administration (6 credits)

select two courses from the following

| | | |
|--------------------------|---|-----------|
| PAF 9010 | Ethics and Public Decision Making | 3 credits |
| PAF 9108 | Communication and Information Technologies | 3 credits |
| PAF 9109 | Government Contracting | 3 credits |
| PAF 9123 | Program Evaluation | 3 credits |
| PAF 9136 | Urban Economic Development | 3 credits |
| PAF 9139 | Communication Strategy | 3 credits |
| PAF 9141 | Community Development | 3 credits |
| PAF 9142 | Housing Policy | 3 credits |
| PAF 9143 | Greening and Growing Cities | 3 credits |
| PAF 9150 | Introduction to the Nonprofit Sector | 3 credits |
| PAF 9152 | Fund Raising and Grants Administration in Not-for-Profits and Voluntary Organizations | 3 credits |
| PAF 9156 | Emergency Preparedness, Response and Recovery | 3 credits |
| PAF 9157 | Introduction to Philanthropy | 3 credits |
| PAF 9158 | Religion, Nonprofits, Politics, and Policy | 3 credits |
| PAF 9160 | Public and Nonprofit Management II | 3 credits |
| PAF 9171 | Human Services Administration | 3 credits |
| PAF 9181 | Comparative Public Administration | 3 credits |
| PAF 9183 | International Nonprofit Organizations | 3 credits |

| | | |
|----------|---|-----------|
| PAF 9299 | Selected Topics in Nonprofit Management | 3 credits |
| PAF 9710 | Health and Health Care | 3 credits |
| MGT 9969 | Social Entrepreneurship: Concepts and Cases | 3 credits |

Free Electives

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

Specialization in Public Management

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

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

Mandatory Courses in Public Management (6 credits)

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

Elective Courses in Public Management (6 credits)

select two courses from the following

| | | |
|----------|--|-----------|
| PAF 9010 | Ethics and Public Decision Making | 3 credits |
| PAF 9108 | Communication and Information Technologies | 3 credits |
| PAF 9109 | Government Contracting | 3 credits |
| PAF 9112 | Administrative Law and Regulation | 3 credits |
| PAF 9116 | Intergovernmental Relations | 3 credits |
| PAF 9118 | Labor Relations in the Public Sector | 3 credits |
| PAF 9123 | Program Evaluation | 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 9171 | Human Services Administration | 3 credits |
| PAF 9173 | Program Auditing and Performance Measurement | 3 credits |
| PAF 9181 | Comparative Public Administration | 3 credits |

Free Electives

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

Specialization in Health Care Policy

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

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

Mandatory Courses in Health Care Policy (3 credits)

| | | |
|--------------------------|---|-----------|
| PAF 9710 | Health Care Delivery in the United States * | 3 credits |
|--------------------------|---|-----------|

Elective Courses in Health Care Policy (9 credits)

select three courses from the following:

| | | |
|--------------------------|--|-----------|
| PAF 9180 | Political Analysis | 3 credits |
| PAF 9715 | Health Care Policy | 3 credits |
| PAF 9720 | Population-Based Health Planning | 3 credits |
| PAF 9725 | Health Program, Policy, and Performance Evaluation | 3 credits |
| or | or | |
| PAF 9123 | Program Evaluation | |
| PAF 9730 | Comparative Health Systems | 3 credits |
| PAF 9735 | Health Politics and Policymaking | 3 credits |
| PAF 9766 | Health Care Costs and Financing | 3 credits |
| PAF 9799 | Selected Topics in Health Policy | 3 credits |

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

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

Free Electives

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

Specialization in Policy Analysis and Evaluation

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

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

Mandatory Courses in Policy Analysis and Evaluation (6 credits)

| | | |
|--------------------------|--------------------|-----------|
| PAF 9123 | Program Evaluation | 3 credits |
|--------------------------|--------------------|-----------|

| | | |
|--|--|-----------|
| PAF 9133 | Economics of the Public Sector and Public Finance | 3 credits |
| <i>Elective Courses in Policy Analysis and Evaluation</i> (6 credits) | | |
| select two courses from the following | | |
| PAF 9102 | Selected Topics in Advanced Analytical Methods | 3 credits |
| PAF 9137 | Telecommunications Policy | 3 credits |
| PAF 9145 | Social Welfare Policy | 3 credits |
| PAF 9161 | Business and Public Policy | 3 credits |
| PAF 9173 | Program Auditing and Performance Measurement | 3 credits |
| PAF 9175 | Human Resources Policy | 3 credits |
| PAF 9180 | Policy Analysis | 3 credits |
| PAF 9318 | Issues in Educational Policy | 3 credits |
| PAF 9610 | Environmental Policy | 3 credits |
| PAF 9699 | Selected Topics in Public 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 | Internship in Public Affairs (required of students without prior professional experience) | 3 credits |
| Capstone (3 credits) | | |
| PAF 9190 | Capstone Seminar (Prerequisite: Completion of the MPA core plus 15 additional credit hours or permission from the Office of Graduate Admissions and Student Services) | 3 credits |

Executive MPA

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

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

| Executive MPA | | |
|---|---|-----------|
| <i>Fall (September-January) 12 credits</i> | | |
| PAF 9100 | Introduction to Public Affairs | 3 credits |
| PAF 9103 | Communication in Public Settings | 3 credits |
| PAF 9170 | Research and Analysis I | 3 credits |
| PAF 9172 | Research and Analysis II | 3 credits |
| <i>Spring (February-June) 9 credits</i> | | |
| PAF 9120 | Public and Nonprofit Management I | 3 credits |
| PAF 9139 | Communication Strategy | 3 credits |
| PAF 9140 | Budgeting and Financial Analysis I | 3 credits |
| <i>Fall (September-January) 12 credits</i> | | |
| PAF 9130 | Economic Analysis and Public Policy | 3 credits |
| PAF 9151 | Administration of the Nonprofit Sector and Voluntary Agencies | 3 credits |
| PAF 9160 | Public and Nonprofit Management II | 3 credits |
| PAF 9180 | Policy Analysis | 3 credits |
| <i>Spring (February-June) 9 credits</i> | | |
| PAF 9123 | Program Evaluation | 3 credits |
| PAF 9163 | Leadership and Strategy in Public Affairs | 3 credits |
| PAF 9190 | Capstone Seminar | 3 credits |

National Urban Fellows- MPA

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

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

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

Dual-Degree Program in Nursing Administration and Public Administration

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

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

The specific objectives are to:

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

MSEd Programs (SPA)

MSEd in Higher Education Administration

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

The Master of Science in Education (MSEd) program in higher education administration offers a curriculum that emphasizes higher education management, student services, personnel management, information systems, and institutional leadership. This program is designed to prepare the student for administrative leadership and supervisory positions in postsecondary institutions, including community colleges, senior colleges, and universities.

Students in the MSEd program are required to complete 30 - 33 credits. Students who do not have a minimum of one years experience in an administrative position in higher education are required to complete a 3-credit internship.

| Required | | (21 - 24 credits) |
|--|--|-------------------|
| PAF 9302 | Organizational Behavior in Colleges and Universities | 3 credits |
| PAF 9308 | Administrative Services in Colleges and Universities | 3 credits |
| PAF 9317 | Seminar on Research for the Educational Administrator | 3 credits |
| PAF 9322 | Internship in Higher Education* | 3 credits |
| PAF 9330 | The Organization and Administration of U.S. Higher Education | 3 credits |
| PAF 9331 | The History of U.S. Higher Education | 3 credits |
| PAF 9336 | Student Services in Higher Education | 3 credits |
| PAF 9339 | The Financing of Higher Education | 3 credits |
| <p>Electives (9 credits) The student must choose three elective courses in consultation with a graduate advisor. One of these 3-credit courses must be chosen from outside the program offerings, either from the MPA program or from another relevant masters program.</p> <p>*The internship is required of candidates who have less than one years 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.</p> | | |

MSEd in Educational Leadership

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

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

| Courses | | |
|--------------------------|---|-----------|
| PAF 9301 | School Leadership in the Community | 3 credits |
| PAF 9306 | Human Capital Management for the Educational Leader | 3 credits |
| PAF 9309 | Instructional Leadership in Educational Organizations | 3 credits |
| PAF 9310 | School Leadership and Organizational Management | 3 credits |
| PAF 9311 | School-Community Relations (prerequisite: PAF 9301 and PAF 9302) | 3 credits |
| PAF 9312 | Legal and Policy Issues for the Educational Leader | 3 credits |
| PAF 9313 | Practicum in Supervision (<i>prerequisite</i> : PAF 9310 and 9311) | 3 credits |
| PAF 9314 | Instructional Leadership (<i>prerequisite</i> : PAF 9310) | 3 credits |
| PAF 9315 | Seminar on Problems of Administration of the Urban School (<i>prerequisite</i> : 15 credits) | 3 credits |
| PAF 9318 | Issues in Educational Policy | 3 credits |
| PAF 9319 | School Finance and Budgeting | 3 credits |
| PAF 9320 | Internship and Seminar I | 3 credits |
| PAF 9321 | Internship and Seminar II | 3 credits |
| PAF 9340 | Introduction to Special Education Administration | 3 credits |
| PAF 9341 | Advanced Topics in Special Education Administration and Supervision (<i>prerequisite</i> : PAF 9344) | 3 credits |
| PAF 9342 | Political Policy Analysis in Education | 3 credits |
| PAF 9399 | Selected Topics in Educational Administration | 3 credits |

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

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

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

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

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

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

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

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

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

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

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

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

Special Program Options

[Study Abroad Programs](#)

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

General Academic Regulations

Matriculation And Class Status

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

Academic Advisement

ZICKLIN SCHOOL OF BUSINESS

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

WEISSMAN SCHOOL OF ARTS AND SCIENCES

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

SCHOOL OF PUBLIC AFFAIRS

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

Registration

Measles, Mumps, Rubella Immunization

ID Cards

Program Load

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

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

Program Changes

HOW TO CHANGE DEGREE OBJECTIVE OR SPECIALIZATION

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

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

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

HOW TO REVISE A PROGRAM

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

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

Program changes should be made prior to registering for courses.

Qualifying Examinations/Waivers

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

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

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

Transfer of Credit for Graduate Work and Permit Status

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

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

Leave of Absence

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

Re-Entry to The College

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

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

Resignation or Withdrawal

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

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

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

Extension of Time Limit For Degree

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

Graduation Requirements

WRITTEN APPLICATION FOR THE DEGREE

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

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

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

MAINTENANCE OF MATRICULATION

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

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

Second-Degree Application

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

Grading System*

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

Grades for graduate courses are indicated as follows:

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

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

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

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

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

PASS/NO CREDIT OPTION (P/NC)

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

- To exercise the P/NC option, the student must register for the course in the usual manner and apply at the Registrar's Office no later than the third week of the semester (see Baruch College Academic Calendar in the Schedule of Classes).
- The grade of P or NC is not computed in the grade point average.

- If a grade of NC is received in a core or required course, the student must repeat the course. The course may be repeated only once and for a P/NC grade only.
- If a grade of NC is received in an elective course, the student may either repeat the course or select another course; in both cases, a conventional grade will be assigned.
- The P/NC option is applied by the Registrar's Office; the instructor is not informed of the student's decision.
- The P/NC option applies as follows to students in the School of Public Affairs: MPA students may use the P/NC option for one elective course only. The option does not apply to the Capstone Seminar Course (PAF 9190). MSEd in educational leadership, MSEd in higher education administration, and SBL students are allowed to use the P/NC option for any one course in their degree program.
- The P/NC option applies as follows to students in the Weissman School of Arts and Sciences: MS in industrial and organizational psychology students may use the P/NC option for any course in addition to thesis courses. Thesis courses are graded only on a P/NC basis. MA students may elect to use the P/NC option for electives or required courses within the degree program.
- The P/NC option applies as follows to students in the Zicklin School of Business: MBA students are not permitted to use the P/NC option for core or major courses, but they may use the option for one elective course outside the major. Students who use the P/NC option and then change their major or pursue a second major cannot apply a course previously graded P/NC toward their new major or petition to withdraw the option. Students cannot apply a P/NC-graded course in accountancy or taxation toward CPA requirements. MS students may not use the P/NC option.

COMPUTING THE GRADE POINT AVERAGE (GPA)

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

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

**Includes unresolved INC grades*

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

AUDITOR STATUS

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

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

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

INC GRADES

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

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

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

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

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

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

CROSS-LISTED COURSES

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

Scholarship Requirements

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

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

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

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

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

PROBATION

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

| Credits Earned | Minimum GPA |
|----------------|-------------|
| 6 and above | 3.0 |

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

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

EXECUTIVE MBA

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

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

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

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

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

| Credits Earned | Minimum GPA |
|----------------|-------------|
| 9 and above | 3.0 |

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

Graduate Committees on Academic Standing

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

Fees, Expenses, and Financial Aid

Tuition and Fees

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

Graduate Financial Aid

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

Units Offering Graduate-Level Programs

Stan Ross Department of Accountancy

Department of Communication Studies

Bert W. Wasserman Department of Economics and Finance

Department of Law

Department of Management

Allen G. Aaronson Department of Marketing and International Business

Department of Mathematics

Department of Psychology

School of Public Affairs

William Newman Department of Real Estate

Department of Statistics and Computer Information Systems

The Campus, Student Services, and Student Life

The Campus

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- [Computing Facilities](#)
- [Specialized Centers and Institutes](#)
- [Bookstore](#)
- [Student Activities Center](#)
- [Campus Safety and Security Policies for All Students](#)

Student Services

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

Career Advisement Services

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

Student Leadership and Co-Curricular Life

- [Office of Student Life](#)
- [Graduate Student Assembly](#)
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College Organization

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- [The Mildred and George Weissman School of Arts and Sciences](#)
- [School of Public Affairs](#)
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