Cox School of Business

Graduate Programs

Southern Methodist University

2014–2015 Catalog

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BULLETIN OF SOUTHERN METHODIST UNIVERSITY

VOL. XCIX 2014–2015

Southern Methodist University publishes a complete bulletin every two years. The undergraduate catalog and the Cox, Dedman Law and Simmons graduate catalogs are updated annually. The Dedman College, Hart eCenter, Lyle, Meadows and Perkins graduate catalogs are updated biennially. The following catalogs constitute the General Bulletin of the University:

Undergraduate Catalog
Cox School of Business Graduate Catalog
Dedman College of Humanities and Sciences Graduate Catalog
Dedman School of Law Graduate Catalog
Hart eCenter Graduate Catalog
Lyle School of Engineering Graduate Catalog
Meadows School of the Arts Graduate Catalog
Perkins School of Theology Graduate Catalog
Simmons School of Education and Human Development Graduate Catalog

Every effort has been made to include in this catalog information that, at the time of preparation for printing, most accurately represents Southern Methodist University. The provisions of the publication are not, however, to be regarded as an irrevocable contract between the student and Southern Methodist University. The University reserves the right to change, at any time and without prior notice, any provision or requirement, including, but not limited to, policies, procedures, charges, financial aid programs, refund policies and academic programs.

Catalog addenda are published online at www.smu.edu/catalogs. An addendum includes graduation, degree and transfer requirements that do not appear in a specific print or online catalog but apply in that academic year.

Additional information can be obtained by writing to the Undergraduate Office of Admission or to the appropriate school (listed above) at the following address:

Southern Methodist University
Dallas TX 75275

Information concerning Cox School of Business admissions, financial aid and student records is available from the following:

Graduate Office
Cox School of Business
Southern Methodist University
PO Box 750333
Dallas TX 75275-0333
214-768-1214 (admissions)
214-768-2371 (financial aid)
214-768-2609 (student services/records)
Email: mbainfo@cox.smu.edu
www.cox.smu.edu

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2014

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COX GRADUATE PROGRAMS
2014–15 ACADEMIC CALENDAR

Fall Term 2014

August 22, Fri., Last day to withdraw from the term (drop all classes) with full refund

Module A – Fall 2014

August 19, Tues., Payment due date for full-time M.B.A. and P.M.B.A. fall 2014 entering class, and for M.S. programs

August 25, Mon., First day of module A

August 26, Tues., Makeup for August 30 (Sat.) for Dallas campus required courses P.M.B.A. and part-time M.S. programs

August 30, Sat., No classes held

September 1, Mon., University holiday – Labor Day (no classes held)

September 2, Tues., Last day to late enroll or to add/drop courses for both fall modules A and B without penalty

September 5, Fri., Makeup for September 1 (Mon.) for all Dallas campus courses (required and elective)

September 22, Mon., Payment due date for continuing P.M.B.A. students

October 3, Fri., Last day to drop module A courses with a grade of *W* (no refund)

October 11, Sat., Last day of class instruction for module A

October 13–18, Mon.–Sat., Exams for module A

Module B – Fall 2014

October 20, Mon., First day of module B

October 27, Mon., Last day to swap for fall module B courses

November 14, Fri., Makeup for November 26 (Wed.) Dallas day and evening elective courses

November 21, Fri., Makeup for November 27 (Thurs.) Dallas day and evening elective courses

November 24–25, Mon.–Tues., Makeup for November 26–27 (Wed.–Thurs.) full-time M.B.A. required courses

November (date TBA), Makeup for November 26–29 (Wed.–Sat.) required courses for P.M.B.A. and part-time M.S. programs

November 25, Tues., Last day to withdraw from the University for the term or drop module B courses with a grade of *W* (no refund)

November 26, Wed., No classes held

November 27, Thurs., University holiday – Thanksgiving (no classes held)

November 29, Sat., No classes held

December 6, Sat., Last day of class instruction

December 8–13, Mon.–Sat., Exams for module B

December 14–January 10, Winter break

December 20, Sat., Graduation ceremony for August and December graduates (tentatively a morning ceremony)

Spring Term 2015

January 8, Thurs., Payment due date for full-time M.B.A. and P.M.B.A. spring 2015 entering class, and for M.S. programs

January 9, Fri., Last day to withdraw from the term (drop all classes) with full refund

Module A – Spring 2015

January 12, Mon., First day of module A

January 17, Sat., Classes meet

January 19, Mon., University holiday – Birthday of Martin Luther King, Jr. (no classes held)

January 20, Tues., Last day to late enroll or to add/drop courses for both spring modules A and B without penalty

January 20, Tues., Payment due date for continuing P.M.B.A. students

January 23, Fri., Makeup for January 19 (Mon.) for all Dallas campus courses (required and elective)

February 20, Fri., Last day to drop module A courses with a grade of *W* (no refund)

February 28, Sat., Last day of instruction for module A

March 2–7, Mon.–Sat., Exams for module A

March 8–15, Sun.–Sun., Graduate Cox spring break

Module B – Spring 2015

March 16, Mon., First day of module B

March 23, Mon., Last day to swap for module B courses

April 3, Fri., University holiday – Good Friday (no classes held)

April 4, Sat., No classes held

April (date TBA), Makeup for April 4 (Sat.) for required courses P.M.B.A. and part-time M.S. programs

April 24, Fri., Last day to withdraw from the University for the term or drop module B courses with a grade of *W* (no refund)

May 2, Sat., Last day of instruction for module B

May 4–May 9, Mon.–Sat., Exams for module B

May 16, Sat., Commencement (Cox ceremony in midafternoon)

Summer Term 2015

May 8, Fri., Last day to withdraw from the term (drop all classes) with full refund

Module A – Summer 2015

May 11, Mon., First day of module A

May 18, Mon., Last day to late enroll or to add/drop courses for both summer modules A and B without penalty

May 23, Sat., No classes held

May 25, Mon., University holiday – Memorial Day (no classes held)

May (date TBA), Makeup for May 23 (Sat.) for Dallas campus required courses P.M.B.A. and part-time M.S. programs

May 29, Fri., Makeup for May 25 (Mon.) for Dallas campus courses

June 12, Fri., Last day to drop module A courses with a grade of *W* (no refund)

June 20, Sat., Last day of class instruction for module A

June 22–27, Mon.–Sat., Exams for module A

Module B – Summer 2015

June 29, Mon., First day of module B

July 4, Sat., No classes held

July 6, Mon., Last day to swap for summer module B courses

July (date TBA), Makeup for July 4 (Sat.) for Dallas campus required courses P.M.B.A. and part-time M.S. programs

July 31, Fri., Last day to withdraw from the University for the term or drop module B courses with a grade of *W* (no refund)

August 8, Sat., Last day of class instruction

August 10–15 Mon.–Sat., Exams for module B

August 21 (tentative), Fri., Degree conferral date for August graduates

August 16–23, Sun.–Sun., Summer break for P.M.B.A. and part-time M.S. students

Note: Absences due to observance of religious holy days are addressed by the State of Texas in 1985 legislation. Allowance is made for completion of an assignment or examination within a reasonable period of time after the absence for this reason. Notification of intended absence is the responsibility of the student and must be given in writing to the instructor of each class the student is to miss no later than the 15th day after the first day of the module. A listing of religious holidays for use in requesting excused absences is available at www.smu.edu/registrar/academic_calendar.asp or from the Office of the Chaplain. The last day for a medical withdrawal is the last day of class instruction of the term the student is requesting to withdraw from. The University does not grant retroactive medical withdrawals.

FULL-TIME MASTER OF BUSINESS ADMINISTRATION PROGRAM

Overview

The full-time M.B.A. program is an intensive two-year program with classes offered during the days and evenings. This program is designed for individuals who have been working and now want to focus exclusively on their graduate management education before re-entering the business world. During the first year, the emphasis of the program is on building team skills and creating a common body of knowledge. Students will leverage this knowledge to provide a solid foundation for elective courses taken during the second year.

Each 16-week term is divided into two eight-week modules, A and B, with four courses in each module earning two credit hours per course. Exceptions to the curriculum schedule must be approved in advance by the Graduate Student Services Office. Having courses offered in the module format allows students to take more courses with the goal of gaining depth of knowledge in specific areas. As a result, students can develop expertise in an academic concentration. To provide students with a greater variety of elective courses, elective classes are scheduled in the morning, afternoon and evening.

The Edwin L. Cox School of Business seeks candidates who show a strong potential for success in today's global business environment. Candidates who demonstrate analytical capabilities, leadership experience, interpersonal and communication skills, and personal commitment and motivation are invited to apply. The Admissions Committee seeks candidates who possess outstanding academic achievement and potential, leadership qualities, and management potential. To assess these characteristics, the committee will look to the following elements to help identify a candidate's potential to succeed in the program: test scores (GMAT management/business graduate school admission test required for all applicants; TOEFL or PTE English language proficiency test also required for international applicants), previous academic records, references who can speak to the candidate's professional performance and self-evaluation essays. Personal interviews are conducted at the request of the Admissions Committee after a complete application package has been received. Merit-based scholarships are available on a competitive basis. The applications for study in the M.B.A. program are accepted only for fall admission. Complete details and an application packet are available from www.coxmba.com or the Cox Admissions Office: mbainfo@cox.smu.edu; phone 214-768-1214 or 1-800-472-3622; fax 214-768-3956.

Curriculum

Full-time M.B.A. Class 2016: Entry Fall 2014, Graduate Spring 2016
Full-time M.B.A. Class 2015: Entry Fall 2013, Graduate Spring 2015

Total Credit Hours: 63

Year 1 – Fall Term	*Credit Hours*
Module A Courses	
ACCT 6201 Financial Accounting I	2
FINA 6201 Managerial Finance	2
MAST 6201 Managerial Statistics	2
MKTG 6201 Marketing Management	2
MNGT 6101 Managing Your Career	1
Module B Courses	
ACCT second required accounting course	2
BUSE 6202 Managerial Economics	2
ITOM 6202 Management Decision Analysis	2
MNGT 6103 Business Presentation Techniques	1
Term Total	**16**

Note: Students select the second accounting course based on their interest and anticipated concentration: either ACCT 6202 Financial Accounting II or ACCT 6205 Managerial Accounting I. Students should consult the Concentrations and Minors section for specific information on which second accounting course is required for each concentration.

Year 1 – Spring Term	*Credit Hours*
Module A Courses	
ITOM 6203 Operations Management	2
MNO 6201 Organizational Behavior	2
MNGT 6011 Managing Your Career, Part Two	0
Electives: two courses	4
Module B Courses	
MNGT 6210 Global Leadership Program	2
STRA 6201 Strategic Management	2
MNGT 6020 First Year Foundations	0
BUSE 6203 Macroeconomics	2
Electives: two courses	4
Term Total	**18**

Note: MNGT 6020 First Year Foundations is a requirement of the full-time M.B.A. program. The successful completion of this degree requirement earns a grade of *P* (Pass). Students participate in various required activities to enhance professional development. These sessions will take place most Fridays during the first year of the M.B.A. program.

Year 1 – Summer Term: Internships are required		*Credit Hours*
MNGT 6150 Graduate Corporate Internship Program		1
	Term Total	**1**

Year 2 – Fall Term		
Modules A and B Courses		
Electives: seven courses		14
	Term Total	**14**

Year 2 – Spring Term		
Modules A and B Courses		
Electives: seven courses		14
	Term Total	**14**

Credit Hours Summary for Full-time M.B.A. Program

27 credit hours of required courses
36 credit hours of elective courses

63 credit hours total for Cox M.B.A. degree

Note: For the 36 credit hours of elective courses, students complete one concentration. Each concentration requires 12–16 specific credit hours. (Additional information is in the Concentrations and Minors section.)

International Exchange Program

Understanding major political and economic trends outside the United States is critical to success in today's business environment. Through the International Exchange Program, the Cox School provides full-time M.B.A. students with the chance to study and experience these trends firsthand by attending an exchange partner program during the fall or spring term of the second year. J.D./M.B.A. students and M.A./M.B.A. students are permitted to participate in the International Exchange Program for full-time M.B.A. students, although these students may find it difficult to complete their degree and/or concentration requirements within the appropriate term. Joint-degree students are encouraged to contact the Graduate Student Services Office or the associate director of M.B.A. Global Programs to further discuss their situation.

To apply for the International Exchange Program, students must be in good academic standing with a minimum cumulative GPA of 3.200. In general, the courses taken on exchange earn a grade of Pass (or Fail) and count toward the degree but not toward the GPA calculation or concentration requirements. Exceptions to this policy are addressed on an individual basis. For assistance in reviewing academic plans, students should meet with the associate director for full-time programs early in the planning process.

Registration is held in April for the fall program and in October for the spring program. For students participating in the International Exchange Program, tuition is paid to SMU. Living expenses, course materials and other miscellaneous costs are

the students' responsibility while living abroad. In addition, financial aid will be handled as though the student is studying at Cox.

The M.B.A. Office of Global Operations reserves the right to decline anyone whose behavior at Cox indicates he or she might jeopardize Cox's exchange relationship and thus prevent future Cox M.B.A. students from going on exchange to a particular school.

Cox's International Exchange Program agreements allow one to two students per location; therefore, these spots must be assigned on a competitive basis. Information is available at www.cox.smu.edu/web/global-programs/mba-exchange-program.

FULL-TIME JURIS DOCTOR AND MASTER OF BUSINESS ADMINISTRATION PROGRAM

Overview

The combined full-time J.D./M.B.A. program is offered jointly by the SMU Dedman School of Law and the Cox School of Business. The program is designed for students interested in either a career in law with a strong business focus or for students interested in business careers with a strong legal focus. The combined degrees may be obtained in four academic years.

This degree plan must be pursued on a full-time basis. (Information about the part-time dual-degree program is in the Professional Master of Business Administration Program section of this catalog.) The Cox School of Business and the Dedman School of Law have different academic calendars; therefore, students must refer to both calendars when scheduling courses for both schools in the same term. Students enrolled in the joint-degree program must complete all requirements of both programs. Cox School of Business required core courses are taken in the second year of the dual-degree program and must be taken in the same order as listed below. The remaining 14 credit hours of elective courses are taken during the third and fourth years of the dual-degree program. To provide students with a broad variety of elective courses, the classes are scheduled in the morning, afternoon and evening.

Under the structure of the dual program for students entering the Business School in the fall of 2013, the Dedman School of Law will award 12 hours of academic credit toward the J.D. degree for satisfactory completion of the academic requirements of the M.B.A. program. Similarly, the Cox School of Business will award 12 hours of academic credit toward the M.B.A. degree for satisfactory completion of the academic requirements of the J.D. program.

The tuition rate of the Dedman School of Law shall apply to the courses taken at the Cox School of Business.

Candidates will need to complete the regular admissions processes for both the law program and the M.B.A. program, including submission of all applicable test scores and supporting documents. For an application and additional information from the Dedman School of Law, students should see the Admissions section at www.law.smu.edu. For Cox School of Business admissions information, students should visit www.coxmba.com. To be admitted to the joint program, applicants are encouraged to apply to both programs before entering the Dedman School of Law but no later than during their first year of law school. Applications for study in the J.D./M.B.A. program are accepted for fall admission only.

J.D. admission questions should be addressed to the Dedman School of Law: phone 214-768-2550; fax 214-768-2549; lawadmit@smu.edu.

M.B.A. admission questions should be addressed to the Cox full-time M.B.A. program: mbainfo@cox.smu.edu; telephone 214-768-1214 or 1-800-472-3622; fax 214-768-3956.

Curriculum

Full-time J.D./M.B.A. Class 2016: Entry Fall 2014 in Cox, Graduate Spring 2017
Full-time J.D./M.B.A. Class 2015: Entry Fall 2013 in Cox, Graduate Spring 2016
Full-time J.D./M.B.A. Class 2014: Entry Fall 2012 in Cox, Graduate Spring 2015

Total Credit Hours: 123
(48 Business + 75 Law)

Year 1 – Fall and Spring Terms at Dedman Law		*Credit Hours*
Dedman Law courses		30
	Year Total	**30**

Year 2 – Fall Term at Cox Business		
Module A Courses		
ACCT 6201 Financial Accounting I		2
FINA 6201 Managerial Finance		2
MAST 6201 Managerial Statistics		2
MKTG 6201 Marketing Management		2
MNGT 6101 Managing Your Career		1
Module B Courses		
ACCT second required accounting course		2
BUSE 6202 Managerial Economics		2
ITOM 6202 Management Decision Analysis		2
MNGT 6103 Business Presentation Techniques		1
	Term Total	**16**

Note: Students select the second accounting course based on their interest and anticipated concentration: either ACCT 6202 Financial Accounting II or ACCT 6205 Managerial Accounting I. Students should consult the Concentrations and Minors section for specific information on which second accounting course is required for each concentration.

Year 2 – Spring Term at Cox Business		*Credit Hours*
Module A Courses		
ITOM 6203 Operations Management		2
MNO 6201 Organizational Behavior		2
MNGT 6011 Managing Your Career, Part Two		0
Electives – two courses		4
Module B Courses		
MNGT 6210 Global Leadership Program		2
STRA 6201 Strategic Management		2
MNGT 6020 First Year Foundations		0
BUSE 6203 Macroeconomics		2
Electives: one course		2
	Term Total	**16**

Note: MNGT 6020 First Year Foundations is a requirement of the full-time J.D./M.B.A. program. The successful completion of this degree requirement earns a grade of *P* (Pass). Students participate in various required activities to enhance professional development. These sessions will take place most Fridays during the first year of the M.B.A. program.

Year 3 – Fall and Spring Terms at Cox Business and Dedman Law		*Credit Hours*
Cox Business electives: four courses	**Cox Year Total**	**8**
Dedman Law courses	**Dedman Year Total**	**23**
	Year Total	**31**

Year 4 – Fall and Spring Terms at Cox Business and Dedman Law		
Cox Business electives: four courses	**Cox Year Total**	**8**
Dedman Law courses	**Dedman Year Total**	**22**
	Year Total	**30**

Cox Credit Hours Summary for Full-time J.D./M.B.A. Program

26 credit hours of required Cox courses
22 credit hours of elective Cox courses

48 credit hours total for Cox toward J.D./M.B.A. degree

Note: For the 22 credit hours of elective courses, students complete one concentration. Each concentration requires 12–16 specific credit hours. (Additional information is in the Concentrations and Minors section.)

Credit Hours Summary by School

Dedman Law	*Cox Business*	*Year*
30	0	1
0	32	2
23	8	3
22	8	4
75	**48**	**Total**

MASTER OF ARTS AND MASTER OF BUSINESS ADMINISTRATION PROGRAM

Overview

The SMU Meadows School of the Arts, in conjunction with the Cox School of Business, offers to a limited number of highly qualified candidates America's only concurrent dual-degree graduate program in business and arts management. Through the Division of Arts Management and Arts Entrepreneurship, the M.A./M.B.A. program combines development of contemporary general-management skills with in-depth study of today's professional arts world. This program is offered on a full-time basis only.

The program is five successive terms, including summer. The curricula include instruction from distinguished arts and business professors, continuing seminars with nationally recognized arts administrators, and study abroad and internship components. During the first year, students take arts management seminars and the core required business curriculum, the basis on which to build for the variety of elective courses scheduled during mornings, afternoons and evenings of the second year. During the summer between the first and second year, students intern full time with a professional arts organization. In the first term of the second year, students study abroad at Bocconi University in Milan, Italy.

Seminars and practica (part-time internships) in the arts tailored to the individual student's background, experience and career goals round out the education. The division office also assists graduates in their career objectives through guidance and assistance with their placement.

The Admissions Committee seeks candidates who demonstrate outstanding academic achievement and potential, leadership qualities, and management potential. To assess these characteristics, the committee will look to the following elements to help identify a candidate's potential to succeed in the program: test scores (GMAT management/business graduate school admission test required for all applicants; TOEFL or PTE English language proficiency test also required for international applicants), previous academic records, references who can speak to the candidate's professional performance and self-evaluation essays. (If a candidate has not earned a baccalaureate degree in an arts field, a degree in another field combined with significant academic, professional or personal experience in the arts is acceptable.) Personal interviews are conducted at the request of the Admissions Committee after a complete application has been received. Merit-based scholarships are available on a limited basis.

The applications for study in the M.A./M.B.A. program are accepted only for fall admission. Students must be accepted by both the Meadows arts management program and the Cox School of Business; however, candidates submit only the Cox M.B.A. online application and select M.A./M.B.A. as the degree choice. Students who matriculate into the M.A./M.B.A. dual program are required to complete concurrently both the M.A. and the M.B.A. requirements in order to graduate. Students cannot drop either part of the dual degree program.

Students must maintain a 3.000 GPA in each school, the Cox School of Business and the Meadows School of Arts, in order to remain in good standing. Students dropping below a 3.000 GPA in either school will be placed on probation with that school. To earn the dual degrees, students must achieve a minimum GPA of 3.000 (without rounding) in each school.

For more information from the Meadows School of the Arts, students should visit www.smu.edu/Meadows/AreasOfStudy/ArtsManagement or email arad@smu.edu. Additional information is also available from the Cox School of Business: website www.coxmba.com; email mbainfo@cox.smu.edu.

Curriculum

M.A./M.B.A. Class 2016: Entry Fall 2014, Graduate Spring 2016
M.A./M.B.A. Class 2015: Entry Fall 2013, Graduate Spring 2015

Total Credit Hours: 75
(48 Business + 27 Arts Administration)

Year 1 – Fall Term	*Credit Hours*
Module A Courses	
AMAE 6223 Fundraising in the Arts	2
ACCT 6201 Financial Accounting I	2
FINA 6201 Managerial Finance	2
MAST 6201 Managerial Statistics	2
MKTG 6201 Marketing Management	2
MNGT 6101 Managing Your Career	1
Module B Courses	
AMAE 6224 Advanced Fundraising Strategy	2
ACCT second required accounting course	2
BUSE 6202 Managerial Economics	2
ITOM 6202 Management Decision Analysis	2
MNGT 6103 Business Presentation Techniques	1
Term Total	**20**

Note: Students select the second accounting course based on their interest and anticipated concentration: either ACCT 6202 Financial Accounting II or ACCT 6205 Managerial Accounting I. Students should consult the Concentrations and Minors section for specific information on which second accounting course is required for each concentration.

Year 1 – Spring Term	*Credit Hours*
AMAE 6051 Practica (10 hours per week)	0
Module A Courses	
AMAE 6205 Nonprofit Financial Management	2
ITOM 6203 Operations Management	2
MNO 6201 Organizational Behavior	2
MKTG 6233 Nonprofit Marketing Strategy	2
MNGT 6011 Managing Your Career, Part Two	0
Module B Courses	
AMAE 6222 Audience Development and Marketing in the Arts	2
MNGT 6210 Global Leadership Program	2
STRA 6201 Strategic Management	2
MNGT 6020 First Year Foundations	0
BUSE 6203 Macroeconomics	2
Modules A and B Courses	
Business electives: one course	2
Term Total	**18**

Note: MNGT 6020 First Year Foundations is a requirement of the M.A./M.B.A. program. The successful completion of this degree requirement earns a grade of *P* (Pass). Students participate in various required activities to enhance professional development. These sessions will take place most Fridays during the first year of the M.B.A. program.

Year 1 – Summer Term	*Credit Hours*
AMAE 6304 Arts Administration Internship	3
Term Total	**3**

Year 2 – Fall Term	
International Study – Courses at Bocconi University in Milan, Italy	
Arts management electives: four courses	12
Business electives: two courses	4
Term Total	**16**

Year 2 – Spring Term	
AMAE 6054 Practica (10 hours per week)	0
Module A Course	
AMAE 6215 Independent Study: In-Depth Industry Exploration *or* elective option of **AMAE 6221** or **6225**	2
Module B Course	
AMAE 6202 Strategic Planning in the Arts	2
Modules A and B Courses	
Business electives: seven courses	14
Term Total	**18**

Note: AMAE 6221 will not be offered spring 2014.

Cox Credit Hours Summary for M.A./M.B.A. Program

28 credit hours of required Cox courses
20 credit hours of elective Cox courses

48 credit hours total for Cox toward M.A./M.B.A. degree

Note: For the 20 credit hours of elective courses, students complete one concentration. Each concentration requires 12–16 specific credit hours. (Additional information is in the Concentrations and Minors section.)

Credit Hours Summary by School

Meadows Arts	*Cox Business*	*Year*
11	30	1
16	18	2
27	**48**	**Total**

Arts Management and Arts Entrepreneurship Courses

Professor Zannie Giraud Voss, **Division Chair**
Assistant Professors: Susan Benton Bruning, Kathleen Gallagher

The following courses for the M.A./M.B.A. program are taught in the Meadows School of the Arts: AMAE 6051, 6053, 6054, 6201, 6202, 6205, 6215, 6221, 6222, 6223, 6224, 6225, 6304, 6321, 6325, 6331, 6332, 6333, 6334. AMAE course descriptions are available through My SMU and in the Meadows School of the Arts graduate programs catalog. The business courses are listed in this catalog under the section Departments and Courses.

PROFESSIONAL MASTER OF BUSINESS ADMINISTRATION PROGRAM

Overview

The P.M.B.A. program is designed for those individuals who want to enhance their current career progression without leaving the workforce. The program is six consecutive terms during 24 months, with evening and Saturday morning classes. During the first three terms, required core courses help develop a strong foundation in fundamental business principles. To build on this foundation, students may choose electives to gain expertise in a specific area or choose a more broad-based selection of electives. Each 16-week term is divided into two eight-week modules, A and B, with each module course earning two credit hours. The summer term follows a modified schedule of two seven-week modules.

Students must remain with their entering class and cohort section for all required core courses, which are usually offered Thursday evenings and Saturday mornings. The elective courses meet once a week, Monday through Thursday evenings, with limited offerings Saturday mornings. Students must take the required core courses as scheduled each term because of the prerequisite sequencing. **One elective course during the P.M.B.A. program is required to be an international business course.**

The Cox School of Business seeks candidates who show a strong potential for success in today's global business environment. Candidates who demonstrate analytical capabilities, leadership experience, interpersonal and communication skills, and personal commitment and motivation are invited to apply. The Admissions Committee seeks candidates who possess outstanding academic achievement and potential, leadership qualities, and management potential. To assess these characteristics, the committee will look to the following elements to help identify a candidate's potential to succeed in the program: GMAT or GRE graduate school admission/entry test scores, previous academic records, references who can speak to the candidate's professional performance, and self-evaluation essays. For complete details and an application packet, students should visit www.coxpmba.com or contact the Cox Admissions Office: telephone 214-768-1214 or 1-800-472-3622; fax 214-768-3956; mbainfo@cox.smu.edu.

Curriculum

Fall Entry

P.M.B.A. Class 75: Entry August 2014, Graduate August 2016

Total Credit Hours: 48

Term 1		*Credit Hours*
Module A Courses		
ACCT 6201 Financial Accounting I		2
BUSE 6202 Managerial Economics		2
Module B Courses		
MAST 6201 Managerial Statistics		2
MNO 6201 Organizational Behavior		2
	Term Total	**8**

Term 2		*Credit Hours*
Module A Courses		
ACCT second required course		2
ITOM 6202 Management Decision Analysis		2
MNGT 6003 Business Presentation Techniques		0
Module B Courses		
FINA 6201 Managerial Finance		2
MKTG 6201 Marketing Management		2
MNGT 6001 Managing Your Career		0
	Term Total	**8**

Notes

- Students select the second accounting course based on their interest and anticipated concentration: either ACCT 6202 Financial Accounting II or ACCT 6205 Managerial Accounting I. Students should consult the Concentrations and Minors section for specific information on which second accounting course is required for each concentration.
- MNGT 6003 Business Presentation Techniques, a zero-credit course, is a requirement of the P.M.B.A. program. Students earn a grade of Pass or Fail. All P.M.B.A. students MUST complete this course.
- MNGT 6001 Managing Your Career, a zero-credit course, is a requirement to use the extended services of the Career Management Center. Students earn a grade of Pass or Fail.

Term 3		*Credit Hours*
Module A Courses		
ITOM 6203 Operations Management		2
STRA 6201 Strategic Management		2
Module B Courses		
BUSE 6203 Macroeconomics		2
Elective: one course		2
	Term Total	**8**
Term 4		
Modules A and B Courses		
Electives: four courses		8
	Term Total	**8**
Term 5		
Modules A and B Courses		
Electives: four courses		8
	Term Total	**8**
Term 6		
Modules A and B Courses		
Electives: four courses		8
	Term Total	**8**

Spring Entry

P.M.B.A. Class 76: Entry January 2015, Graduate December 2016

Total Credit Hours: 48

Term 1		*Credit Hours*
Module A Courses		
ACCT 6201 Financial Accounting I		2
BUSE 6202 Managerial Economics		2
Module B Courses		
MAST 6201 Managerial Statistics		2
MNO 6201 Organizational Behavior		2
	Term Total	**8**

Term 2		
Module A Courses		
ACCT second required course		2
ITOM 6202 Management Decision Analysis		2
Module B Courses		
FINA 6201 Managerial Finance		2
MKTG 6201 Marketing Management		2
MNGT 6001 Managing Your Career		0
	Term Total	**8**

Notes

- Students select the second accounting course based on their interest and anticipated concentration: either ACCT 6202 Financial Accounting II or ACCT 6205 Managerial Accounting I. Students should consult the Concentrations and Minors section for specific information on which second accounting course is required for each concentration.
- MNGT 6001 Managing Your Career, a zero-credit course, is a requirement to use the extended services of the Career Management Center. Students earn a grade of Pass or Fail.

Term 3		*Credit Hours*
Module A Courses		
ITOM 6203 Operations Management		2
STRA 6201 Strategic Management		2
MNGT 6003 Business Presentation Techniques		0
Module B Courses		
BUSE 6203 Macroeconomics		2
Elective: one course		2
	Term Total	**8**

Note: MNGT 6003 Business Presentation Techniques, a zero-credit course, is a requirement of the P.M.B.A. program. Students earn a grade of Pass or Fail. All P.M.B.A. students MUST complete this course.

Term 4	*Credit Hours*
Modules A and B Courses	
Electives: four courses	8
Term Total	**8**

Term 5	
Modules A and B Courses	
Electives: four courses	8
Term Total	**8**

Term 6	
Modules A and B Courses	
Electives: four courses	8
Term Total	**8**

Credit Hours Summary for P.M.B.A. Program

22 credit hours of required courses
26 credit hours of elective courses

48 credit hours total for Cox M.B.A. degree

Note: For the 26 credit hours of elective courses, students complete one concentration. Each concentration requires 12–16 specific credit hours. (Additional information is in the Concentrations and Minors section.) One elective must be an international business course.

International Programs

Understanding major political and economic trends outside the United States is critical to success in today's business environment. Through the Office of Global Operations, Cox provides P.M.B.A. students with the chance to study and experience these trends firsthand by attending a course and earning two credit hours over a 10-day program.

Students may participate in international programs after completing all required core courses. To apply for the international programs, students must be in good academic standing with a 3.200 or higher cumulative GPA. Participants are selected on a first-come, first-served basis, with graduation date and cumulative GPA holding precedence. Courses taken by participation in an international program will count toward the degree and fulfill the P.M.B.A. international requirement but will not count toward the GPA calculation or concentration requirements. For assistance in reviewing academic plans, students should meet with the associate director for the P.M.B.A. program early in the planning process.

Students enrolled in an international P.M.B.A. course taught at a partner school cannot be concurrently enrolled in a course at Cox.

For students participating in an international program, tuition is paid to SMU, while registration fees are paid to the partner school. In addition, travel plans and other miscellaneous costs are the students' responsibility. Financial aid will be handled as though the student is studying at Cox.

The M.B.A. Global Operations Office reserves the right to decline anyone whose behavior at Cox indicates that he or she might jeopardize Cox's exchange relationship and thus prevent future Cox P.M.B.A. students from going on exchange to a particular school.

Cox's P.M.B.A. international agreements limit the number of participants; therefore, spaces are limited. Students should visit the website for more information (www.cox.smu.edu/web/global-programs/professional-mba).

PART-TIME JURIS DOCTOR AND PROFESSIONAL MASTER OF BUSINESS ADMINISTRATION PROGRAM

Overview

The combined part-time J.D./P.M.B.A. program is offered jointly by the SMU Dedman School of Law and the Cox School of Business. The program is designed for students interested in either a career in law with a strong business focus or for students interested in business careers with a strong legal focus. The combined degrees may be obtained in five years, including summer enrollment. This degree plan is for the student attending school on a part-time basis. (Information about the full-time dual-degree program is in the Full-time Master of Business Administration Program section of this catalog.) The Cox School of Business and the Dedman School of Law have different academic calendars; therefore, students must refer to both calendars when scheduling courses for both schools in the same term. Students enrolled in the joint-degree program must complete all requirements of both programs.

Under the structure of the dual program for students entering the Business School in the fall of 2013, the Dedman School of Law will award 12 hours of academic credit toward the J.D. degree for satisfactory completion of the academic requirements of the M.B.A. program. The Cox School of Business does not reduce the P.M.B.A. academic requirements, and students must successfully complete 48 credit hours of business school courses to earn the M.B.A. degree. For curriculum information, students should see the Professional Master of Business Administration section in this catalog. **Note:** The tuition rate of the Dedman School of Law shall apply to the courses taken at the Cox School of Business.

Candidates will need to complete the regular admissions processes for both the J.D. program and the P.M.B.A. program, including submission of all applicable test scores and supporting documents. For an application and additional information from the Dedman School of Law, students should see the Admissions section at www.law.smu.edu. For Cox School of Business admissions information, students should visit www.coxpmba.com. To be admitted to the joint program, applicants are encouraged to apply to both programs before entering the Dedman School of Law or during their first or second year of law school. J.D. admission questions should be addressed to the Dedman School of Law: telephone 214-768-2550; fax 214-768-2549; lawadmit@smu.edu. P.M.B.A. admission questions should be addressed to the Cox P.M.B.A. program: phone 214-768-1214 or 1-800-472-3622; fax 214-768-3956; mbainfo@cox.smu.edu.

Curriculum

Part-time J.D./P.M.B.A.: Entry Fall 2014 in Cox

Total Credit Hours: 123
(48 Business + 75 Law)

Credit Hours Summary by School

Dedman Law	*Cox Business*	*Year*
26	0	1
25	0	2
0	24	3
12	12	4
12	12	5
75	**48**	**Total**

EXECUTIVE MASTER OF BUSINESS ADMINISTRATION PROGRAM

Overview

The E.M.B.A. program is designed for business professionals with a minimum of eight years of work experience and is designed to allow successful practicing managers to enrich and enhance their organizational effectiveness through theoretical founding in core business functions. Developed especially for upwardly mobile managers, the E.M.B.A. program capitalizes on existing career and life experience. The program adds career value by exposing students to cross-functional business knowledge, improved professional networks and heightened confidence that comes with a life-changing experience.

E.M.B.A. classes are scheduled all day Friday and Saturday every other week, 8–11:45 a.m. and 1:15–5 p.m. on Fridays, and 8–11:45 a.m. and 12:45–4:30 p.m. on Saturdays. The E.M.B.A. program takes 21 months to complete. Students must participate in one required international trip in the fourth term. Participants go through the program as an integrated group, benefiting from close working relationships and enriched by the diversity of backgrounds and experiences.

Admission procedures to the E.M.B.A. program differ from those of the full-time M.B.A. and P.M.B.A. programs. For a brochure that outlines application procedures, potential candidates should call the E.M.B.A. Admissions Office at 214-768-3154 or visit www.coxemba.com.

Curriculum

E.M.B.A. Class 2016: Entry Fall 2014, Graduate Spring 2016
E.M.B.A. Class 2015: Entry Fall 2013, Graduate Spring 2015

Total Credit Hours: 48

Term 1 – Fall		*Credit Hours*
BA 6322 Financial Accounting		3.0
BA 6325 Organizational Behavior		3.0
BA 6326 Statistics		3.0
	Term Total	**9.0**

Term 2 – Spring		
BA 6050 Decision Modeling		1.5
BA 6079 Microeconomics		1.5
BA 6303 Managerial Accounting		3.0
BA 6324 Fundamentals of Marketing		3.0
	Term Total	**9.0**

Term 3 – Summer		*Credit Hours*
BA 6015 Executive Leadership		1.5
BA 6030 Operations Management		1.5
BA 6039 Macroeconomics		1.5
BA 6077 Legal Environment of Business		1.5
BA 6323 Business Finance		3.0
	Term Total	**9.0**
Term 4 – Fall		
BA 6005 Strategic Management of Human Capital		1.5
BA 6073 Negotiations		1.5
BA 6310 Global Business Environments		3.0
BA 6352 Marketing Strategy		3.0
BA 6375 Case Studies in Financial Management		3.0
	Term Total	**12.0**
Term 5 – Spring		
BA 6074 Mergers and Acquisitions		1.5
BA 6336 Entrepreneurship		3.0
BA 6331 Business Policy		3.0
Elective: one course		1.5
	Term Total	**9.0**

Credit Hours Summary for E.M.B.A. Program

46.5 credit hours of required courses
1.5 credit hours for elective course

48 credit hours total for Cox M.B.A. degree

Business Administration Courses (BA)

The E.M.B.A. curriculum has been designed to integrate both management theory and practical skills application in a series of synchronized courses during the 21-month period. The first-year coursework is focused on the acquisition of knowledge, skills and usable expertise in a number of business disciplines. The second-year coursework covers the broader, policy-level aspects of finance, organizational behavior and marketing. Elective courses vary from year to year. The assistant dean of the E.M.B.A. program develops a list of electives from which the students select.

The following required courses are approved by the Cox School of Business faculty for the E.M.B.A. program. The courses are taken in the specified order listed in the curriculum above.

BA 6005 (1.5). STRATEGIC MANAGEMENT OF HUMAN CAPITAL. The techniques, policies, processes, strategies, and practices used by companies and managers to effectively and efficiently utilize human resources. Students learn how the various "core" areas of human resource management are aligned to accomplish business objectives, and they examine how the business strategy, legal environment, and design of work affect human resource management. Additionally, because HRM is becoming less of a functional responsibility and more of manager's responsibility, the theories and techniques taught in the course are applicable for many positions in a wide variety of organizations. The goal is that by the end of the course, students will have a greater appreciation for the importance of human capital for achieving an organization's goals.

BA 6015 (1.5). EXECUTIVE LEADERSHIP. A study of leadership that promotes an academic and practical understanding of the subject. Discusses the similarities and differences between effective management and leadership. Students explore and work on improving basic interpersonal skills related to leadership effectiveness. Investigates thoroughly leadership effectiveness from at least three angles: personal leadership, interpersonal leadership, and organizational leadership. Provides detailed feedback into how others view the student's leadership skills. Promotes the insight required to effectively write a meaningful personal leadership development plan and help develop a personal leadership point of view.

BA 6030 (1.5). OPERATIONS MANAGEMENT. The fields of operations management and information technology and the fundamental concepts and techniques necessary for obtaining world-class performance in these areas. Reviews operations management topics and introduces the way information technology is being used to re-engineer and dramatically improve business processes. Also, analyzes the strategic use of information technology, reviewing such related topics as electronic commerce and knowledge.

BA 6039 (1.5). MACROECONOMICS. Contemporary issues in macroeconomics, with special emphasis on monetary policy and financial-side macro issues. Provides students with an understanding of the intersection among the Federal Reserve, the macro-economy, and financial markets and institutions as revealed through contemporary case studies. Emphasizes recent financial innovations and the challenges such innovations pose to the economy, to monetary and regulatory policy, and to private-sector business strategy.

BA 6050 (1.5). DECISION MODELING. An introduction to some of the decision-modeling techniques available for analyzing business problems. Discusses various modeling techniques, including nonlinear programming (optimization), linear programming, integer programming, and simulation. Involves building models for some of the following: monitoring mutual fund managers, managing portfolios, benchmarking organizations, redesigning distribution networks, scoring credit, purchasing subassemblies, stocking retail inventory, and processing checks.

BA 6053 (1.5). BUILDING AND LEADING AN INNOVATIVE ENTERPRISE. This course explores the organizational and management requirements that determine the viability of new growth opportunities. Specific focus is placed on management of processes that drive innovation and greatly improve one's probability of achieving profitable results and sustainable competitive advantage. New product creation, development, and management topics will be covered using lectures, group discussions, case studies, and group projects.

BA 6073 (1.5). NEGOTIATIONS. Helps each student develop into a better negotiator. Uses highly interactive classroom dialogue, simulated negotiations, reading and reporting on a self-selected negotiation book, and experiencing real-life negotiations to accomplish that objective. Covers how to identify and prepare for various styles of negotiations, along with strategies, tactics, and countertactics used to accomplish negotiation objectives. Analyzes international, cultural, and gender differences on negotiations, as well the differences in individual and multimember negotiations. Includes opportunities for students to experience these differences. Also, discusses ethical issues arising during negotiations and the use of representatives and mediation to achieve desired negotiation results.

BA 6074 (1.5). MERGERS AND ACQUISITIONS. An examination of how to execute acquisition transactions, starting with strategic rationale and followed by deal structure, valuation, and integration issues. Provides a good understanding of why and how an acquisition can both add and destroy value. Gives students a greater understanding of how the M&A process works between companies so they will be in a position to contribute as part of a deal team, integration team, or advisory group.

BA 6077 (1.5). LEGAL ENVIRONMENT OF BUSINESS. An introduction to a number of legal issues common to all businesses and an explanation of how to mitigate the risk of such disputes or at least prepare for them. Also, helps students hone their analytical and critical-thinking skills. Does not delve into specialized areas such as securities regulations and environmental laws that may not be relevant to all industries.

BA 6079 (1.5). MICROECONOMICS. Economics of the firm, demand and supply factors of production, introduction to welfare economics, game theory for decision-making, and applied agency theory in organizations. Also, focuses on how to manipulate formal models, using graphs and other simple mathematical tools.

BA 6095 (1.5). DIRECTED STUDIES.

BA 6303 (3). MANAGERIAL ACCOUNTING. A demonstration of techniques for maximizing shareholder value by correctly assessing the financial outcomes of commonly recurring types of operating decisions. Illustrates techniques for identifying alternatives, assessing relevant costs, and choosing a course of action by looking at case studies that involve decisions on pricing (including special-order and private-label pricing), production alternatives (including make or buy), and allocation of care resources. Includes topics such as cost behavior, cost-volume-profit relations, cost system design, and interpretation (including the use of actual costs and standard costs) and identification of the costs and revenues relevant to decisions. A case study orientation is likely.

BA 6310 (3). GLOBAL BUSINESS ENVIRONMENTS. Focuses on two field experiences abroad and gives students the opportunity to meet with local business and government leaders; to visit manufacturing facilities; and to understand the dynamics of global business, including the impact of cultural social customs. Helps students gain a perspective on the opportunities and challenges of conducting business in the global economy.

BA 6322 (3). FINANCIAL ACCOUNTING. A focus on American accounting in the private, for-profit sector. Considers as a key issue how American practice impacts the global corporation. Contrasts American practice with international standards and those in Europe and in Japan.

BA 6323 (3). BUSINESS FINANCE. An examination of topics in finance and investments. Focuses on corporate investment and financing decisions. Examines corporate investment criteria and cash flow estimation, cost of capital and project risk, and capital structure decisions.

BA 6324 (3). FUNDAMENTALS OF MARKETING. Develops skills that students need to competently implement marketing research projects in the real world. Identifies research as the formal process of gathering information needed by managers to make decisions with respect to marketing opportunities and problems. Analyzes a comprehensive list of marketing issues faced by actual businesspersons, including customer service, pricing, introduction of new products, and other marketing fundamentals.

BA 6325 (3). ORGANIZATIONAL BEHAVIOR. An overview of the various perspectives from which individual, group and organizational behavior can be studied. Emphasizes the development of concepts, insights and skills needed to effectively manage diverse individuals through a variety of situations in organizations. Includes readings, cases and simulation to illustrate the conceptual and applied aspects of individual, group and organizational behavior.

BA 6326 (3). STATISTICS. An overview of statistical methodologies, including descriptive statistics, regression analysis, sampling and quality control, forecasting for long- and short-run periods, decision-making under uncertainty, and the use of linear programming. Uses lectures, cases, and statistical computer packages.

BA 6331 (3). STRATEGIC MANAGEMENT. This course will focus on problems of strategic management in the modern corporation. Primary emphasis will be placed on cases of success and failure in developing and executing single- and multi-business strategies. Related readings will be used to underline common dimensions of the cases and highlight current theoretical concepts, methods and frameworks.

BA 6336 (3). ENTREPRENEURSHIP. The skills required to prepare and present a professional business plan for an entrepreneurial venture and the analytical skills needed to identify and properly evaluate a new business opportunity. Covers topics including exploration of financing options for the entrepreneurial company and development of a financing plan, overview of the venture capital process, interviews with and lectures from practicing entrepreneurs who have sought venture capital, and preparation and presentation of a professional business plan.

BA 6352 (3). MARKETING STRATEGY. A dynamic view of competitive brand strategy. Focuses on understanding, developing, and evaluating brand strategies during the life of a product market. Includes topics such as strategies for pioneering brands, later entrants, strategies for growth, and mature and declining markets. Discusses recent topics such as hypercompetition and cocompetition. In addition, describes analytical techniques useful for evaluating and implementing strategy, including conjoint analysis, analysis of competitive reaction functions, and diffusion models. Presents material using a mix of cases and lectures.

BA 6375 (3). CASE STUDIES IN FINANCIAL MANAGEMENT. This course is designed to be a practical, overview course in corporate finance. The objective is to draw together the various topics in managerial finance and present a unified, integrated view of the overall subject area.

The course builds upon and reinforces the theoretical and institutional framework learned in introductory business and finance courses, and primarily through the vehicle of case analyses, seeks to apply these concepts to real or simulated business situations. The topics covered include financial analysis, capital budgeting analysis, value maximization and corporate governance, capital structure, corporate restructuring, or any other current topic, at the discretion of the instructor.

Policies and Procedures

Note: *For policies not specifically listed below, the E.M.B.A. program abides by the policies listed in this catalog for graduate programs.*

Academic Performance Standards. The academic performance of all E.M.B.A. students is reviewed at the end of each term. To be considered in good academic standing, a student must maintain a cumulative GPA of 3.000 or higher. A student with a cumulative GPA below 3.000 (without rounding) upon completion of 48 hours may take up to eight additional credit hours in order to raise his or her GPA to the required level. The eight additional hours will include any courses that are repeated because of poor performance (below a grade of *C*-). The student will be responsible for paying additional tuition to take these additional eight hours. No student will be permitted to earn more than a total of 56 credit hours toward the completion of the E.M.B.A. program for GPA purposes. A student on academic probation is not permitted to enroll in a directed study course.

Students who fail to maintain a cumulative GPA of 3.000 will be placed on academic probation. The following criteria outline when students will be dismissed from the Cox School of Business.

E.M.B.A. students will be dismissed if they achieve

- Less than a cumulative 2.000 GPA at the end of 9 GPA hours or the first term.
- Less than a cumulative 2.250 GPA at the end of 18 GPA hours or the second term.
- Less than a cumulative 2.500 GPA at the end of 27 GPA hours or the third term.
- Less than a cumulative 2.750 GPA at the end of 36 GPA hours or the fourth term.
- Less than a cumulative 2.950 GPA at the end of 48 GPA hours or the fifth term.

With an approved petition to take up to 8 additional hours beyond the 48 GPA hours required for the degree, E.M.B.A. students will be dismissed if they achieve

- Less than a cumulative 2.950 GPA at the end of 48 GPA hours or the fifth term.
- Less than a cumulative 2.970 GPA at the end of 50 GPA hours (+ 2 hours).
- Less than a cumulative 2.980 GPA at the end of 52 GPA hours (+ 4 hours).
- Less than a cumulative 2.990 GPA at the end of 54 GPA hours (+ 6 hours).
- Less than a cumulative 3.000 GPA at the end of 56 GPA hours (+ 8 hours).

E.M.B.A. students MUST have a cumulative GPA of 3.000 at the end of 56 GPA hours.

Enrollment. Students enrolled in the E.M.B.A. program will be enrolled in the appropriate classes each term by the department coordinator.

Audit Enrollment. Students may not audit courses in the E.M.B.A. program, as enrollment is limited to students who have been granted admission to this program.

Course Waiver Policy. The E.M.B.A. program does not permit course waivers for any student.

Transfer of Graduate Credit. Students admitted to the E.M.B.A. program will not be allowed to transfer credit.

MASTER OF SCIENCE IN ACCOUNTING PROGRAM

Overview

The curriculum of the M.S.A. program is designed to provide students with an in-depth examination of critical accounting, tax and financial issues. Students will take a total of 32 credit hours. Of the 32 required hours, 16 must be in accounting courses. Each 16-week term is divided into two eight-week modules, A and B, with each module course being two credit hours. To provide students with a broad variety of elective courses, classes are scheduled in the morning, afternoon and evening, Monday through Thursday, as well as Saturday morning.

M.S.A. program applicants must have completed six hours of introductory accounting courses, six hours of intermediate accounting, and three hours of tax accounting prior to enrollment. Other configurations will be examined on an individual basis.

The Cox School of Business seeks candidates who show a strong potential for success in today's global business environment. Candidates who demonstrate analytical capabilities, leadership experience, interpersonal and communication skills, and personal commitment and motivation are invited to apply. The Admissions Committee seeks candidates who demonstrate outstanding academic achievement and potential, leadership qualities, and management potential. To assess these characteristics, the committee will look to the following elements to help identify a candidate's potential to succeed in the program: GMAT management/business graduate school admission test scores, previous academic records, recommendations that speak to a candidate's professional performance and self-evaluation essays. For complete details and an application packet, students should visit www.coxmsa.com or contact the Cox Admissions Office: telephone 214-768-1214 or 1-800-472-3622; fax 214-768-3956; msainfo@cox.smu.edu.

Curriculum

M.S.A. Class 2015: Entry Fall 2014, Graduate Spring 2015

Total Credit Hours: 32

Term 1 – Fall	*Credit Hours*
Module A Courses	
ACCT 6226 Accounting Information Systems	2
ACCT 6248 Advanced Corporate Taxation	2
Electives: two courses	4
Module B Courses	
ACCT 6214 Mergers and Acquisitions	2
ACCT 6249 Entity Taxation	2
Electives: two courses	4
Term Total	**16**

Term 2 – Spring		*Credit Hours*
Module A Courses		
ACCT 6215 Advanced Topics in Accounting		2
ACCT 6244 Audit Research		2
Electives: two courses		4
Module B Courses		
ACCT 6243 Assurance Methodology		2
Electives: three courses		6
	Term Total	**16**

Credit Hours Summary for M.S.A. Program

14 credit hours of required accounting courses
18 credit hours of elective courses

32 credit hours total for Cox M.S.A. degree

Students are required to choose and declare one of the two concentrations listed below.

Assurance and Advisory Concentration – Students take these four courses as part of their elective course selections.

ACCT 6210 Financial Reporting and Analysis I
ACCT 6211 Financial Statement Analysis
ACCT 6212 Financial Reporting and Analysis II
ACCT 6242 Accounting for Income Taxes

In addition to taking the required accounting courses and courses for their concentration, assurance and advisory concentration students must meet the degree requirement of taking a valuation course. The course options are as follows:

ACCT 6213 Accounting-Based Valuation
FINA 6211 Valuation and Analysis *(note course has prerequisite of FINA 6205 Finance Theory and Practice)*

Tax Concentration – Students take these four courses as part of their elective course selections.

ACCT 6238 Taxation of Mergers and Acquisitions
ACCT 6239 Tax Research
ACCT 6240 Advanced Partnership Taxation
ACCT 6241 Seminar in International and State Taxation

In addition to taking the required accounting courses and courses for their chosen concentration, tax concentration students must meet the degree requirement of taking one course in either financial statement analysis or valuation. The course options are as follows:

ACCT 6211 Financial Statement Analysis
ACCT 6213 Accounting-Based Valuation
FINA 6211 Valuation and Analysis *(note course has prerequisite of FINA 6205 Finance Theory and Practice)*

For planning assistance regarding the elective course options, students should visit the M.S.A. website www.coxmsa.com or contact the director of the M.S.A. program at msainfo@cox.smu.edu.

The Certified Public Accountant Exam ethics requirement for the state of Texas, if not met with undergraduate coursework, can be met by taking the following two courses: MNO 6220 Corporate Governance and BL 6225 Legal and Ethical Environment of Business for Accountants.

As requirements for being certified as a CPA vary by state, it is the student's responsibility to ensure that the requirements are met.

MASTER OF SCIENCE IN BUSINESS ANALYTICS PROGRAM

Overview

The M.S.B.A. program is an educational experience that provides knowledge and skills in key business analytics disciplines so that students can become successful in their careers. Students will take a total of 33 credit hours, of which 21 credit hours are core (or required) courses and 12 credit hours are electives in this one-year, lock-step program. Each 16-week term is divided into two eight-week modules, A and B, with each module course being two credit hours. To meet student needs, classes are scheduled in the morning, afternoon and evening, Monday through Thursday, as well as Saturday morning. Each class meets for approximately three hours once a week. Students remain with their entering class cohort during the program.

The Cox School of Business seeks candidates who show a strong potential for success in today's global business environment. Candidates who demonstrate analytical capabilities, leadership experience, interpersonal and communication skills, and personal commitment and motivation are invited to apply. The Admissions Committee seeks candidates who demonstrate outstanding academic achievement and potential, leadership qualities, and management potential. To assess these characteristics, the committee will look to the following elements to help identify a candidate's potential to succeed in the program: GMAT management/business graduate school admission test scores, previous academic records, recommendations that speak to a candidate's professional performance and self-evaluation essays. For complete details and an application packet, students should visit www.coxmsba.com or contact the Cox Admissions Office: telephone 214-768-1214 or 1-800-472-3622; fax 214-768-3956; coxmsba@cox.smu.edu.

Curriculum

M.S.B.A. Class 2015: Entry Fall 2014, Graduate Spring 2015

Total Credit Hours: 33

Term 1 – Fall	*Credit Hours*
Module A Courses	
MNGT 6101 Managing Your Career	1
MAST 6251 Applied Predictive Analytics I	2
ITOM 6252 Decision Models	2
ITOM 6218 Business Process Consulting	2
MKTG 6258 Business Metrics	2
Module B Courses	
ITOM 6215 Database Design for Business Applications	2
ITOM 6217 Data Mining	2
MAST 6252 Applied Predictive Analytics II	2
Electives: one course	2
Term Total	**17**

Term 2 – Spring	*Credit Hours*
Module A Courses	
ITOM 6219 Web and Social Media Analytics	2
MKTG 6274 Business Research Methods	2
Electives: two courses	4
Module B Courses	
ITOM 6212 Data Visualization and Communication	2
Electives: three courses	6
Term Total	**16**

Credit Hours Summary for M.S.B.A. Program

21 credit hours of required courses
12 credit hours of elective courses

33 credit hours total for Cox M.S.B.A. degree

Students will have the option of two program specializations, or tracks, one focusing more attention on database concepts and applications (business process analytics) and the other focusing more attention on marketing research practices and consumer-centric analytics (customer analytics). All specialization electives are two credit hours. Students may choose from the following specialization electives:

Electives for Business Process Analytics Specialization

ITOM 6208 Managing Big Data
ITOM 6214 Advanced Decision Models
ITOM 6220 Revenue Management
ITOM 6222 Business Forecasting
ITOM 6224 Analyzing Service Process
ITOM 6225 Project Management
ITOM 6226 Operations Analytics

Electives for Customer Analytics Specialization

MKTG 6204 Consumer Behavior
MKTG 6223 Understanding What Customers Value
MKTG 6230 Customer Loyalty Management
MKTG 6264 Pricing Analytics
MKTG 6279 Database Marketing Using Multivariate Analysis
MKTG 6284 Retailing Analytics

MASTER OF SCIENCE IN ENTREPRENEURSHIP PROGRAM

Overview

The curriculum of the M.S.Ent. program is designed to provide students with a solid foundation in entrepreneurial management, based on the disciplines of finance, accounting, operations, strategy, marketing and management. This entrepreneurial management is applicable to both independent businesses and large organizations in which innovation is pursued and implemented. The courses taught encourage ethical business practices.

The M.S.Ent. program is a part-time program that starts only in the fall. Students take a total of 32 credit hours during 16 months. Each 16-week term is divided into two eight-week modules, A and B, with each module course being two credit hours. The classes are scheduled for Monday through Thursday evenings and Saturdays. Each class meets for approximately three hours once a week. Students remain with their entering class and cohort section for all required courses.

The Cox School of Business seeks candidates who show a strong potential for success in today's global business environment. Candidates with demonstrated analytical capabilities, experience or potential in entrepreneurship or intrapreneurship, and personal commitment and motivation are invited to apply. The Admissions Committee seeks candidates who possess academic achievement, entrepreneurial qualities and management potential. To assess these characteristics, the committee will look to the following elements to help identify a candidate's potential to succeed in the program: previous academic records, references who can speak to the candidate's professional performance and self-evaluation essays. Submission of GMAT or GRE graduate school admission/entry test scores may be required of candidates at the discretion of the M.S.Ent. Admissions Committee. For complete details and an application packet, students should visit www.coxmse.com or contact the Cox Admissions Office: mbainfo@cox.smu.edu; telephone 214-768-1214 or 1-800-472-3622; fax 214-768-3956.

Curriculum

M.S.Ent. Class 2015: Entry Fall 2014, Graduate Fall 2015

Total Credit Hours: 32

Term 1 – Fall	*Credit Hours*
Module A Courses	
ACCT 6201 Financial Accounting I	2
CISB 6222 Starting a Business I	2
Module B Courses	
CISB 6223 Starting a Business II	2
MNO 6201 Organizational Behavior	2
Term Total	**8**

Term 2 – Spring		*Credit Hours*
Module A Courses		
ACCT 6205 Managerial Accounting I		2
CISB elective course		2
Module B Courses		
CISB elective course		2
MKTG 6201 Marketing Management		2
	Term Total	**8**

Term 3 – Summer		
Module A Courses		
CISB 6216 Managing the Entrepreneurial Business I		2
STRA 6201 Strategic Management		2
Module B Courses		
CISB 6217 Managing the Entrepreneurial Business II		2
FINA 6201 Managerial Finance		2
	Term Total	**8**

Term 4 – Fall		
Module A Courses		
ITOM 6203 Operations Management		2
CISB or **STRA** elective course		2
Module B Courses		
STRA 6224 Entrepreneurial Strategy		2
Approved elective course		2
	Term Total	**8**

Note: When the prerequisite for enrolling in an elective course is met, that course becomes an "approved elective."

Credit Hours Summary for M.S.Ent. Program

14 credit hours of core academic required courses
10 credit hours of specific entrepreneurship required courses
8 credit hours of elective courses as defined in the curriculum

32 credit hours total for Cox M.S.Ent. degree

MASTER OF SCIENCE IN FINANCE PROGRAM

Overview

The curriculum of the M.S.F. program is designed to transform students' understanding of business and the global economy, equipping them with the skills and relationships needed to succeed in the financial services marketplace. Students will take a total of 30 credit hours, of which 24 credit hours are finance courses in this one-year, predominantly lock-step program. Each 16-week term is divided into two eight-week modules, A and B, with each module course being two credit hours. To meet student needs, classes are scheduled in the morning, afternoon and evening, Monday through Thursday, as well as Saturday morning. Each class meets for approximately three hours once a week. Students go through the program as a cohort group.

The Cox School of Business seeks candidates with either nonbusiness or business undergraduate degrees who wish to acquire graduate-level skills in order to enhance career prospects in the field of finance. Candidates who demonstrate analytical capabilities, leadership experience, interpersonal and communication skills, and personal commitment and motivation are invited to apply. The Admissions Committee seeks candidates who demonstrate outstanding academic achievement and potential, leadership qualities, and management potential. To assess these characteristics, the committee will look to the following elements to help identify a candidate's potential to succeed in the program: GMAT or GRE graduate school admission/entry test scores, previous academic records, recommendations that speak to a candidate's professional performance and self-evaluation essays. For complete details and an application packet, students should visit www.coxmsf.com or contact the Cox Admissions Office: telephone 214-768-1214 or 1-800-472-3622; fax 214-768-3956; msfinance@mail.smu.edu.

Curriculum

M.S.F. Class 2015: Entry Fall 2014, Graduate Spring 2015

Total Credit Hours: 30

Term 1 – Fall	*Credit Hours*
Module A Courses	
ACCT 6201 Financial Accounting I	2
BUSE 6202 Managerial Economics	2
FINA 6205 Finance Theory and Practice	2
FINA 6216 Portfolio Theory and Asset Pricing	2
MNGT 6004 Managing Your Career	0
Module B Courses	
ACCT 6202 Financial Accounting II	2
FINA 6220 Options	2
FINA 6227 Hedge Funds	2
FINA 6238 Financial Modeling	2
Term Total	**16**

Term 2 – Spring	*Credit Hours*
Module A Courses	
ACCT 6210 Financial Reporting and Analysis	2
FINA 6211 Valuation and Analysis	2
FINA 6218 Fixed Income Securities	2
FINA 6228 Energy Project Valuation and Finance *or* **RE 6211** Real Estate Investment	2
Module B Courses	
FINA 6212 Corporate Financial Policies	2
FINA 6214 International Finance	2
FINA 6222 Financial Markets and Monetary Policy	2
Term Total	**14**

Credit Hours Summary for M.S.F. Program

6 credit hours of required accounting courses
2 credit hours of required economic course
22 credit hours of required finance courses

30 credit hours total for Cox M.S.F. degree

MASTER OF SCIENCE IN MANAGEMENT PROGRAM

Overview

The curriculum of the M.S.M. program is designed to provide students with a fundamental understanding of business along with the budgeting, management, marketing, financial and strategic planning tools needed to assume leadership positions. Students will take a total of 30 credit hours in this one-year lock-step program. Each 16-week term is divided into two eight-week modules, A and B, with each module course being two credit hours. To meet student needs, classes are scheduled in the morning, afternoon and evening Monday through Thursday, as well as Saturday morning. Each class meets for approximately three hours once a week. Students remain with their entering class and cohort section for the core required courses during the program.

The Cox School of Business seeks candidates who show a strong potential for success in today's global business environment. Candidates who demonstrate analytical capabilities, leadership potential, and personal commitment and motivation are invited to apply. The Admissions Committee seeks candidates who possess outstanding academic achievement, leadership potential and a desire to gain management skills. To assess these characteristics, the committee will look to the following elements to help identify a candidate's potential to succeed in the program: previous academic records, references who can speak to the candidate's professional performance and self-evaluation essays. Submission of GMAT or GRE graduate school admission/entry test scores may be required of candidates at the discretion of the M.S.M. Admissions Committee. For complete details and an application packet, students should visit www.coxmsm.com or contact the Cox Admissions Office: phone 214-768-1214 or 1-800-472-3622; fax 214-768-3956; mbainfo@cox.smu.edu.

Curriculum

M.S.M. Class 2015: Entry Fall 2014, Graduate Spring 2015

Total Credit Hours: 30

Term 1 – Fall	*Credit Hours*
Module A Courses	
ACCT 6201 Financial Accounting I	2
FINA 6201 Managerial Finance	2
MAST 6201 Managerial Statistics	2
MKTG 6201 Marketing Management	2
Module B Courses	
ACCT second required accounting course	2
BUSE 6202 Managerial Economics	2
ITOM 6202 Management Decision Analysis	2
MNO 6201 Organizational Behavior	2
MNGT 6005 Managing Your Career	0
Term Total	**16**

Note: Students select the second accounting course based on their interest and anticipated future elective courses: either ACCT 6202 Financial Accounting II or ACCT 6205 Managerial Accounting I.

Term 2 – Spring	*Credit Hours*
Module A Courses	
ITOM 6203 Operations Management	2
STRA 6201 Strategic Management	2
Electives: two courses from ACCT/BL/CISB/FINA 6205/ FINA 6216/ITOM/MKTG/MNO/STRA	4
Module B Courses	
Electives: three courses from ACCT/BL/CISB/FINA 6205/ FINA 6216/ITOM/MKTG/MNO/STRA	6
Term Total	**14**

Credit Hours Summary for M.S.M. Program

20 credit hours of core academic required courses
10 credit hours of free elective courses as noted above

30 credit hours total for Cox M.S.M. degree

MASTER OF SCIENCE IN SPORT MANAGEMENT PROGRAM

Overview

The M.S.S.M. degree is offered jointly by the Annette Caldwell Simmons School of Education and Human Development and the Cox School of Business. The program is designed for students who have a passion for the business of sport and who aspire to hold senior-management positions in the multibillion-dollar sports industry.

The M.S.S.M. degree is a full-time, 12-month program. The program is led by sport management professionals with decades of executive experience in a wide range of segments, including professional leagues and teams, media and broadcasting, marketing and sponsorship, facilities and sports equipment, and apparel. Students will learn important business skills from Cox faculty. Each 16-week term is divided into two eight-week modules, with courses being offered in the evenings and on Saturdays.

Students are admitted to the program during the fall term only. The admissions process is highly selective and follows the admissions standards of the Cox M.B.A. program. Candidates apply to the Simmons School; application submissions include cover letter, résumé, essays, official GMAT management/business graduate school admission test scores, transcripts and a minimum of two references. Complete details and link to the application are available at www.smu.edu/sportmanagement. Questions should be addressed to the Sport Management Graduate Program Office: telephone 214-768-2776; email SMUSportManagement@smu.edu.

Curriculum

M.S.S.M. Class 2015: Entry Fall 2014, Graduate Summer 2015

Total Credit Hours: 37

Term 1 – Fall	*Credit Hours*
Module A Courses	
ACCT 6201 Financial Accounting	2
BUSE 6202 Managerial Economics	2
SPRT 6220 Sport Organizational Design	2
SPRT 6223 Sports Sponsorship	2
Module B Courses	
MNO 6201 Organizational Behavior	2
MAST 6201 Managerial Statistics	2
SPRT 6224 Case Studies in Sports Sponsorship	2
SPRT 6227 Sports Facility Management	2
Term Total	**16**

Term 2 – Spring	*Credit Hours*
Module A Courses	
MNGT 6103 Business Presentation Skills	1
MNO 6215 Master Negotiation	2
SPRT 6221 Sports Law	2
SPRT 6225 Advanced Sport Communication	2
STRA 6201 Strategic Management	2
Module B Courses	
FINA 6201 Managerial Finance	2
SPRT 6222 Case Studies in Sport Law	2
SPRT 6226 Research Design in Sport Management	2
SPRT 6228 Ethics in Sport	2
Term Total	**17**

Term 3 – Summer	
SPRT 6430 Internship	4
Term Total	**4**

Note: Classes designated ACCT, BUSE, FINA, MAST, MNO, MNGT and STRA are taught in the Cox School of Business. Classes designated SPRT are taught in the Simmons School of Education and Human Development.

Credit Hours Summary for M.S.S.M. Program

15 credit hours of required Cox courses
22 credit hours of required Simmons courses

37 credit hours total for M.S.S.M. degree

Credit Hours Summary by School

Simmons Edu/HDevlp	*Cox Business*	*Term*
8	8	1
10	7	2
4	0	3
22	**15**	**Total**

The following business courses have been approved by the Cox School of Business faculty for the full-time M.B.A. and P.M.B.A. programs and the Master of Science in Accounting, Entrepreneurship, Finance or Management programs. It should be noted that not all courses described in this catalog are necessarily offered in any given academic year. Students should check the published course schedules to see the courses offered for a specific term. All core required courses must be completed prior to taking an elective course within an academic discipline.

Academic Areas of Instruction. Courses are listed under the following academic areas:

- Accounting (ACCT)
- Business Administration
  - Managerial Statistics (MAST)
- Finance (FINA)
- Information Technology and Operations Management (ITOM)
- Management (MNGT)
- Management and Organizations (MNO)
- Marketing (MKTG)
- Real Estate, Risk Management and Business Law
  - Real Estate (RE)
  - Business Law (BL)
- Strategy, Entrepreneurship and Business Economics
  - Strategy (STRA)
  - Entrepreneurship (CISB)
  - Business Economics (BUSE)

ACCOUNTING COURSES (ACCT)

Professor Hemang Desai, **Department Chair**

Professors: Joseph Magliolo, Wayne Shaw. **Associate Professors:** Nilabhra Bhattacharya, J. Douglas Hanna. **Assistant Professors:** Ruihao Ke, Zining Li, Hyungshin Park, Dimitris Vrettos, Jeff Yu. **Professor of Practice:** Barry Bryan. **Clinical Professor:** Gregory Sommers. **Senior Lecturer:** Susan Riffe.

All M.B.A. students take **ACCT 6201** as part of the core curriculum. For the second required accounting course, students choose either **ACCT 6202** or **6205** depending upon their concentration and degree plan. The appropriate prerequisite courses must be successfully completed to enroll in elective ACCT courses. More details on course selection and prerequisites are found in the Concentrations and Minors section and in the course descriptions below.

ACCT 6201 (2). FINANCIAL ACCOUNTING I. This course introduces students to the fundamentals of preparing and understanding financial statements targeted to external users.

ACCT 6202 (2). FINANCIAL ACCOUNTING II. This course builds on ACCT 6201 and provides more in-depth coverage of how individual asset, liability and equity accounts are measured and recognized in the financial statements. *Prerequisite:* ACCT 6201.

ACCT 6205 (2). MANAGERIAL ACCOUNTING I. This course demonstrates techniques for maximizing shareholder value by correctly assessing the financial outcomes of commonly recurring types of operating decisions. Techniques for identifying alternatives, assessing relevant costs, and choosing a course of action are illustrated with case studies involving decisions on pricing (including special order and private label pricing), production alternatives (including

make or buy), and allocation of care resources. Topics include cost behavior, cost-volume-profit relations, cost system design and interpretation (including the use of actual costs and standard costs), and identifying the costs and revenues relevant to decisions. The course will probably have a case orientation. *Prerequisite:* ACCT 6201.

ACCT 6206 (2). MANAGERIAL ACCOUNTING II. This course continues the study begun in ACCT 6205. The course explores the use of cost data in planning and controlling operations. Techniques of cost measurement (variable costing, activity based costing, relevant costing) are described along with their implications for cost management. Additionally, the course provides an introduction to the topic of management control (strategy implementation) in the decentralized organization. Topics include variable costing, activity based costing, activity based management, strategic cost analysis, divisional profit center evaluation, and transfer pricing. *Prerequisite:* ACCT 6205.

ACCT 6208 (2). AUDIT RISKS AND CONTROLS. The course objectives are for students to learn the fundamental concepts and applications of internal control over financial reporting risk as they relate to systems development and design, and to the integrated audit of internal controls over financial reporting in accordance with the Public Company Accounting Oversight Board's Auditing Standard No. 5. In addition, students will learn fundamental auditing theory, practice, and procedures as they are applied to financial statement audits. *Prerequisite:* ACCT 6205 or enrollment in the M.S.A. program.

ACCT 6210 (2). FINANCIAL REPORTING AND ANALYSIS I. This course is designed for those whose careers will require a more in-depth knowledge of financial statements than that provided by the required core financial accounting courses (ACCT 6201 and ACCT 6202). The course focuses on issues relevant to M.B.A. students whose careers depend on their ability to analyze financial statements. Specific topics include deferred taxes, leases, discontinued operations, accounting write-offs and restructuring charges, and analysis of the statement of cash flows. (Students taking this course are also strongly encouraged to consider taking ACCT 6211 and 6212.) *Prerequisite:* ACCT 6202 or enrollment in the M.S.A. program.

ACCT 6211 (2). FINANCIAL STATEMENT ANALYSIS. Examines the role of financial statements and financial statement analysis in assessing various characteristics of firms, predicting their future performance, and valuing them in acquisition. Specific topics include exposure to fundamental analysis techniques, forecasting pro forma financial statements, valuation techniques tied to financial statement information, and sources of financial information used in the capital markets to facilitate critical examination of the topics mentioned. It is recommended that the course be taken immediately following the module in which ACCT 6210 is taken along with ACCT 6212, which covers a number of topics central to conducting financial statement analysis. *Prerequisite or corequisite:* ACCT 6202 or enrollment in M.S.A. the program.

ACCT 6212 (2). FINANCIAL REPORTING AND ANALYSIS II. Similar to ACCT 6210, this course is designed for students whose careers will require a more in-depth knowledge of financial statements than that provided by the required core financial accounting courses (ACCT 6201, 6202). Topics include off-balance-sheet financing, accounting for pensions and post-retirement benefits, accounting for stock options, and earnings per share. *Prerequisite or corequisite:* ACCT 6202 or enrollment in the M.S.A. program.

ACCT 6213 (2). ACCOUNTING-BASED VALUATION. This course deals with the analysis of financial information, particularly firms' financial statements, for making decisions to invest in businesses. Methods to determine stock value using fundamental analysis are examined in detail and applied in situations involving listed companies. Particular emphasis is given to the accounting-based valuation models. The appeal of these models is that valuation is based on accounting data; these data are not only available ex post but they are also commonly available ex ante as forecasts. Topics include a comparison of accounting, dividend, and cash flow-based approaches to valuation; methods of financial statement analysis, including ratio analysis; dealing with accounting issues; forecasting firms' future performance; and the analysis of risk. *Prerequisite or corequisite:* ACCT 6202 or enrollment in the M.S.A. program.

ACCT 6214 (2). MERGERS AND ACQUISITIONS. This course examines in detail the controversial nature of mergers, acquisitions, and consolidations accounting, with a focus on the differential impact on the financial statements of alternative methods of accounting for economically similar transactions as well as the implications of the same for managerial behavior, valuation, and investors. The revised merger accounting standards (SFAS 141/142) require that all mergers be accounted for using one method; however, generally accepted accounting

principles still affords significant discretion to managers in implementing these standards which will be reviewed. The insights and the discussions that the M&A setting generated can then be applied to various other scenarios where managers can influence or dictate accounting choice. Given the Financial Accounting Standards Board's harmonization project with IASB, the course will also examine the important differences in U.S. Generally accepted accounting principles and IFRS and their implications. The course will conclude with a discussion of accounting issues associated with other corporate restructuring transactions such as LBOs, spin-offs, and carve-outs. *Prerequisite:* ACCT 6202 or enrollment in the M.S.A. program.

ACCT 6215 (2). ADVANCED TOPICS IN ACCOUNTING. This course covers a series of advanced topics in financial accounting. The learning objectives are 1) understand futures, options, and swaps and how they are accounted for, 2) understand foreign currency transactions and how to account for hedging instruments related to those transactions, 3) understand how to translate foreign currency statements for purposes of consolidation, 4) understand Securities and Exchange Commission reporting requirements, and 5) understand how to account for bankruptcy. *Prerequisite or corequisite:* ACCT 6202 or enrollment in the M.S.A. program.

ACCT 6216 (2). EMERGING ISSUES IN FINANCIAL ACCOUNTING. This course examines several significant financial accounting issues being raised by the Securities and Exchange Commission as to the appropriateness of application in practice. After completing this course, students should 1) have a better understanding of the issues related to the application of the section of the codification, 2) understand practice concerns, and 3) understand the disclosures required to report the issues. *Prerequisite:* ACCT 6202 or enrollment in the M.S.A. program.

ACCT 6217 (2). INTERNATIONAL FINANCIAL REPORTING. Examines the International Financial Reporting Standards, a relatively new set of accounting standards gaining wide acceptance throughout the world and being considered for adoption within the United States. Uses comparisons between U.S. Generally accepted accounting principles and IFRS (the two most commonly applied sets of accounting standards in the world) to enhance the development of a critical thinking approach to financial accounting and reporting. Provides students with a general understanding of major topics under IFRS while enhancing student understanding of the links among the underlying transactions, the application of international reporting standards for those transactions, and the financial reports obtained. *Prerequisite or corequisite:* ACCT 6202 or enrollment in the M.S.A. program.

ACCT 6218 (2). FORENSIC ACCOUNTING AND FINANCIAL-STATEMENT FRAUD. The objective is to impart a detailed understanding of forensic accounting and the practical applications of forensics within the accounting profession. This fast-paced course immerses students in the forensic accounting field, with a focus on litigation consulting, fraud investigation, damage quantification, and expert testimony. The course provides real-world exposure and requires that each student observe a civil legal proceeding in a state or federal court (for at least 1 hour, outside of class). Through individual and group activities, students study cases to gain an understanding of forensic accounting processes, roles, and responsibilities. Upon completion of this course, students are able to work effectively as a member of a forensic accounting engagement team. *Prerequisite:* ACCT 6202 or enrollment in the M.S.A. program.

ACCT 6219 (2). LEADERSHIP SKILLS FOR THE ACCOUNTING PROFESSIONAL. This course examines key elements of business leadership for those entering the accounting profession. It involves the analysis of technical accounting principles, market trends, and historical business events in the context of business decision-making. It provides students with an opportunity to actively engage in group discussions on the following topics: leading others, making ethical decisions, leading organizational change, connecting financial analysis with business strategy, and leading through innovation. Students develop their personal skills in team building, effective business presentations, and business writing. Students also learn other skills that enhance their leadership effectiveness, including the use of emotional intelligence and navigating organizational governance and power structures. *Prerequisite:* Enrollment in the M.S.A. program.

ACCT 6226 (2). ACCOUNTING INFORMATION SYSTEMS. This course will enhance students' auditing, SOX 404 consulting and enterprise risk mitigation skills. It will focus on business processes, internal controls and information technology and teach students tools for documenting these, namely, flowcharts, control matrices, and policy and procedure manuals. This course thus covers topics assessed in the information technology portion of the CPA exam. *Prerequisite:* Enrollment in the M.S.A. program.

ACCT 6238 (2). TAXATION OF MERGERS AND ACQUISITIONS. This course explores advanced corporate tax issues primarily surrounding the federal income taxation of mergers and acquisitions. In this course, students learn the requirements necessary to affect various forms of tax-free reorganizations and the ancillary tax issues to consider when advising clients on business combinations. As time allows, students also cover the general requirements of forming real estate investment trusts and certain international considerations relevant in the mergers and acquisitions context. *Prerequisite:* Enrollment in the M.S.A. program or by permission.

ACCT 6239 (2). TAX RESEARCH. Designed to provide a foundation from which students can effectively identify, research, and resolve tax issues. Students will learn how to assess the appropriateness of authoritative sources and communicate the results of tax research clearly and concisely to the intended audiences of their tax memorandums. *Prerequisite:* Enrollment in the M.S.A. program or by permission.

ACCT 6240 (2). ADVANCED PARTNERSHIP TAXATION. This course builds on ACCT 6248 and provides more in-depth coverage of tax issues related to the formation, operation, and dissolution of corporations and partnerships. *Prerequisite:* ACCT 6248.

ACCT 6241 (2). SEMINAR IN INTERNATIONAL TAXATION. This course provides a survey of basic issues in international and state and local income taxation. The issues covered in the international segment include taxation on foreign operations of U.S. individuals and corporations, U.S. taxation of foreign individuals and corporations, foreign tax credits, U.S. possessions taxation, foreign tax credits, sourcing of income, and Section 482 reallocation of income adjustments. State and local income taxation issues covered include an analysis of nexus issues, unitary versus nonunitary tax regimes and the allocation and apportionment of income and expenses. *Prerequisite:* Enrollment in the M.S.A. program or by permission.

ACCT 6242 (2). ACCOUNTING FOR INCOME TAXES. The purpose of this course is to provide a systematic analysis of the provisions of FAS 109, "Accounting for Income Taxes," and FIN 48, "Accounting for Tax Uncertainties." Topics include the calculation of the current and deferred provision for income taxes, the effect of changes in the tax rate, the impact of net operating losses, the need for and calculation of a tax valuation account, and the calculation of and disclosures needed for tax uncertainty positions. *Prerequisite:* Enrollment in the M.S.A. program or by permission.

ACCT 6243 (2). ASSURANCE METHODOLOGY. This course presents audit theory and procedures applied to the integrated audit of internal controls over financial reporting. Consideration is given to understanding relationships with clients, substantive testing, and audit documentation. In addition, client, industry, and technical research are applied to high-risk audit areas. *Prerequisite:* ACCT 6208 or enrollment in the M.S.A. program.

ACCT 6244 (2). AUDIT RESEARCH. This course presents audit theory and procedures applied to the integrated audit of internal controls over financial reporting. Consideration is given to audit wrap-up procedures and to writing reports, reviews, and compilations. In addition, client, industry, and technical research are applied to high-risk audit areas. *Prerequisite:* ACCT 6243.

ACCT 6246 (2). NONCORPORATE ENTITY ACCOUNTING. This course focuses on financial reporting by government entities and nonprofit organizations. It also covers accounting for partnerships, including the formation and termination of partnerships. The class is required for M.S.A. students and recommended for anyone interested in bank lending. *Prerequisite:* ACCT 6202 or enrollment in the M.S.A. program.

ACCT 6248 (2). ADVANCED CORPORATE TAXATION. This course examines basic issues in the tax treatment of corporations and their shareholders, including corporate formations, a variety of corporate distributions to shareholders (both liquidating and nonliquidating distributions), and tax considerations in the sale of corporate businesses. Grades are given for this course and ACCT 6249 at the end of the second course – the same grade for each course. To receive a passing grade in either course, the student must complete both. *Prerequisite:* Enrollment in the M.S.A. program or by permission.

ACCT 6249 (2). ENTITY TAXATION. This course provides a survey of issues related to partnership and S-corporation taxation, multijurisdictional taxation, international and multistate taxation, and estate tax planning. Grades are given for this course and ACCT 6248 at the end of the second course – the same grade for each course. To receive a grade in either course, the student must complete both. *Prerequisite:* ACCT 6248.

ACCT 6280 (2). M.S.A. INTERMEDIATE ACCOUNTING I. Theory and techniques for construction of corporate financial reports for use by stockholders, creditors, and other analysts. Restricted to Cox M.S.A. students and taken only with permission of department chair.

ACCT 6281 (2). M.S.A. INTERMEDIATE ACCOUNTING II. Continuation of ACCT 6280. Restricted to Cox M.S.A. students and taken only with permission of department chair.

ACCT 6282 (2). M.S.A. FEDERAL INCOME TAX I. A conceptual basis and structure for the determination of income taxes. Tax research methods are used in preparing tax returns, solving problems, and planning business decisions. Restricted to Cox M.S.A. students and taken only with permission of department chair.

ACCT 6295 (2). DIRECTED STUDIES IN ACCOUNTING. Students work directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. Students are responsible for submitting a proposal to a professor for directed studies credit.

ACCT 6495 (4). DIRECTED STUDIES IN ACCOUNTING. Students work directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. Students are responsible for submitting a proposal to a professor for directed studies credit.

BUSINESS ADMINISTRATION COURSES (MAST)

All M.B.A. students take **MAST 6201** as part of the core curriculum.

MAST 6201 (2). MANAGERIAL STATISTICS. This course provides an overview of statistical methodologies and applications. It includes probability applications, hypothesis testing, simple and multiple regression analysis, sampling, quality control, and forecasting. The course is taught using lectures, cases, and Excel programs and spreadsheets.

MAST 6251 (2). APPLIED PREDICTIVE ANALYTICS I. From forecasting aggregate-level sales to predicting whether a customer will choose a particular product, analytic techniques are used by businesses to make rigorous, data-driven predictions. This course explores analytic methods such as variable transformations, logistic regression, truncation, and selection models. Students learn to distinguish between trend and seasonality and to utilize both for making forecasts in such areas as sales and operational planning. *Prerequisite:* Enrollment in the M.S.B.A. program.

MAST 6252 (2). APPLIED PREDICTIVE ANALYTICS II. Applies fundamental concepts of probability to data analysis and forecasting. The methodological focus is on both maximum likelihood and Bayesian approaches to statistical inference. Particular attention is placed on count, choices, and timing models, with heterogeneous latent variables. Applications are drawn from a wide range of business settings such as new product forecasting, customer retention and lifetime value modeling, and market segmentation. *Prerequisite:* Enrollment in the M.S.B.A. program.

MAST 6258 (2). BUSINESS METRICS. Introduces different metrics used across all business activities (e.g., marketing operations, finance), including financial statements, profit/loss analysis, and key business and economic concepts for the firm. *Prerequisite:* Enrollment in the M.S.B.A. program.

FINANCE COURSES (FINA)

Professor Kumar Venkataraman, **Department Chair**

Professors: James S. Linck, William F. Maxwell, Darius P. Miller, Albert W. Niemi, James L. Smith, Rex W. Thompson, Michel R. Vetsuypens. **Associate Professor:** Amar Gande. **Assistant Professors:** Indraneel Chakraborty, Stacey Elizabeth Jacobsen, Yian Liu, Andrew C. MacKinlay, Ravindra V. Sastry, Johan Sulaeman. **Professors of Practice:** Donald Shelly, Nathan G. Walcott. **Clinical Professors:** Jeffrey W. Allen, Michael L. Davis.

All M.B.A. students take **FINA 6201** as part of the core curriculum. The appropriate prerequisite courses must be successfully completed to enroll in elective FINA courses. More details on course selection and prerequisites are found in the Concentrations and Minors section and in the course descriptions below.

FINA 6201 (2). MANAGERIAL FINANCE. An analysis of the basic problems in corporate financial management. The course is organized around the theme of asset valuation. Topics covered include stock and bond valuation, capital budgeting, cost of capital, market efficiency, and company valuation.

FINA 6205 (2). FINANCE THEORY AND PRACTICE. This course examines the tools and concepts that form the core of modern finance theory, with an emphasis on practical applications. Topics include risk measurement and the investor's portfolio optimization problem, asset pricing models, risk-adjusted discount rates, investment under uncertainty, capital structure theory, firm valuation, and an introduction to options pricing. This course must be taken before all other finance electives. *Prerequisite:* FINA 6201 or enrollment in the M.S.F. program.

FINA 6207 (2). MARKETS AND TRADING. This course is designed to help students understand how financial markets operate and what traders do in these markets in association with liquidity, volatility, price informativeness, trading profits, and transaction costs. Students are introduced to the theory and practice of financial trading in organized exchanges as well as over-the-counter markets. Students are required to actively participate in trading simulations both inside and outside classes. *Prerequisites:* FINA 6205 or enrollment in the M.S.F. program.

FINA 6211 (2). VALUATION AND ANALYSIS. This is a practical, applied overview course in corporate finance. The course builds upon and reinforces the theoretical and institutional framework covered in introductory business and finance courses. It uses the case approach to apply these concepts to real or simulated business situations. The main focus is on the valuation of the enterprise. The topics covered may include financial analysis and financial planning, corporate strategy, capital expenditure analysis, capital structure, and cost of capital determination. ACCT 6212 is a highly recommended sequel course. *Prerequisite or corequisite:* ACCT 6205.

FINA 6212 (2). CORPORATE FINANCIAL POLICIES. This course addresses more advanced topics in corporate financial management. It primarily relies on the case method of analysis, and may be supplemented by short lectures. Topics covered may include corporate restructuring, mergers and acquisitions, capital raising, risk management, project finance, dividend policy, financial distress, and real options. At the discretion of the instructor, recent advances in the theoretical and empirical finance literature may be discussed. *Recommended:* FINA 6211. *Prerequisite:* ACCT 6205.

FINA 6214 (2). INTERNATIONAL FINANCIAL MARKETS. This course is designed to provide an overview of the financial environment that globally operating companies and investors operate in. Topics include exchange rate determination and forecasting, international fixed income and equity markets, barriers to international investing and the securities that overcome these barriers, international portfolio home-bias, and law and finance. *Prerequisite:* ACCT 6205.

FINA 6216 (2). PORTFOLIO THEORY AND ASSET PRICING. Covers the theory and applications of risk and return in capital markets. Topics include the measurement of risk, diversification, portfolio theory, asset allocation, CAPM and APT models of asset pricing, and various measures of portfolio performance evaluation that arise from these models. Applications stress the use of portfolio theory and asset pricing models in contemporary investment decisions. Students examine the empirical evidence as it pertains to these theories and practices. *Prerequisite:* FINA 6201 or enrollment in the M.S.F. program.

FINA 6217 (2). LEVERAGED FINANCE. Broadly defined, leveraged finance deals with the riskiest forms of debt financing. This debt financing encompasses 1) original issues – debt from either investment bank-issued debt (the sale of high-yield bonds, notably) or bank-issued debt (leveraged loans) and 2) debt that has fallen from investment grade to high-yield status ("fallen angels"). The course also examines credit default swaps, collateralized debt obligations, and what happens when these risky debt instruments default or are restructured. Finally, the course discusses how these instruments trade in the primary and secondary markets. *Prerequisites:* FINA 6205, 6216.

FINA 6218 (2). FIXED INCOME SECURITIES. This course provides an analysis of fixed-income securities and interest rate derivatives. Topics covered will include an overview of key bond markets, bond mathematics; theories and models of the term structure of interest rates; evaluation of credit risk; determination of duration; bond portfolio management; and interest rate derivatives. *Prerequisite:* ACCT 6205.

FINA 6219 (2). FORWARDS, FUTURES, AND SWAPS. This course provides an in-depth analysis of forwards, futures, and swaps. The class will focus on forward and futures pricing, and the use of forward and futures contracts to hedge commodity price risk, currency risk, stock portfolio risk, and interest rate risk. The coverage of swaps will include an analysis of the pricing of interest rates. Also, currency and commodity swaps, and their use in asset and liability management. *Prerequisite:* ACCT 6205.

FINA 6220 (2). OPTIONS. This course provides an in-depth analysis of option valuation, trading strategies for options, and risk management of option positions. The models may include Black-Scholes, binomial and risk-neutral Monte Carlo pricing. Specific topics may include no-arbitrage relations; delta, kappa and gamma hedging; implied volatilities; option trading strategies; options on indices, futures and currencies; exotic options; and portfolio insurance. The goals of the course are to become proficient in option calculations and the implementation of option trading strategies, and to appreciate the pros and cons of the most widely used option-pricing models. By its very nature the course requires a reasonable degree of proficiency in mathematics and statistics. *Prerequisite:* ACCT 6205.

FINA 6222 (2). FINANCIAL MARKETS AND MONETARY POLICY. This course addresses, via cases dealing with contemporary issues, the role of the Federal Reserve System in stabilizing the U.S. and international economies. The course covers the transmission mechanisms of monetary policy as it influences the cost and availability of credit in financial markets and its impact through financial institutions. The changing linkages that stress the equity and fixed income markets rather than the banking system are analyzed. Other topics may include: the Fed's role in international crisis management; the complexities of globalization and linked capital markets; the growing international emphasis on price stability as the primary goal of central banks; and the difficulties of dealing with an economy that is evolving toward a new, high-productivity paradigm characterized by government surpluses and private sector savings shortfalls. *Prerequisite:* ACCT 6205.

FINA 6226 (2). ALTERNATIVE ASSET MANAGEMENT. This course is designed to cover a subset of issues in the alternative asset management arena and to have minimal overlap with FINA 6227. Topics focus on the following: hedge fund strategies that exhibit asymmetric risk (for example, carry trading and fixed income arbitrage), CTA and macro fund strategies (including commodities, such as gold), and hedge fund analytics for putting together a hedge fund of funds portfolio. Also, illiquid investments, particularly timber, which has become a significant portion of many institutional portfolios. *Prerequisite:* FINA 6205.

FINA 6227 (2). HEDGE FUNDS. This course is an in-depth study on the theory and management of hedge funds. Topics include arbitrage pricing theory, measuring return and risk of arbitrage strategies, performance evaluation, risk management and compensation. This course pays attention to issues at the operational level and examine specific controlled-risk strategies including statistical arbitrage, convertibles arbitrage, and risk arbitrage. *Prerequisite:* ACCT 6205.

FINA 6228 (2). ENERGY PROJECT VALUATION AND FINANCE. This course focuses on the principal energy sectors, their characteristic investment risks, and common financial strategies. It examines fundamental principles of project valuation, including adjustments for risk and project optionality. The course also explores the methods and implications of nonrecourse financing (project financing) versus corporate financing, and it surveys the major institutions and international organizations that are relevant to energy investment and finance. *Prerequisite:* FINA 6205 or currently enrolled in the M.S.F. program.

FINA 6229 (2). ENERGY RISK MANAGEMENT. Throughout the world, the volatility of energy prices (oil, gas, and electric power) exceeds that of all other commodities. Many techniques and devices have been designed and applied to assess and manage risks associated with the energy business. This course reviews the current state-of-the-art in this field, including the application of techniques that pertain to the futures and forward markets, energy derivatives, diversification, price forecasting, and information acquisition. Also, introduces the application of real options analysis as an alternative to conventional discounted cash flow analysis of risky projects. *Prerequisites:* FINA 6205 and 6228, or enrollment in the M.S.F. program.

FINA 6230 (2). PRACTICUM IN PORTFOLIO MANAGEMENT I. This is the first course of a two-course, two-term practicum that provides students with real-time money-management experience in managing the Nancy Chambers Underwood portfolio (approximately $4 million). The tasks involve sector analysis, the evaluation of existing securities, and the analysis and due

diligence underlying security transactions into and out of the portfolio and performance assessment. The course format with a directed study flavor spreads the contact hours of a 2-hour course across the entire fall term by meeting 1.5 hours per week instead of the regular 3-hour class time. Students are expected to take the entire two-course practicum in the fall–spring sequence. Admission is by application (in the spring term prior to the fall term enrollment) and an application does not guarantee admission.

FINA 6231 (2). PRACTICUM IN PORTFOLIO MANAGEMENT II. This is the second course of a two-course, two-term practicum that provides students with real-time money-management experience in managing the Nancy Chambers Underwood portfolio (approximately $4 million). The tasks involve sector analysis, the evaluation of existing securities, and the analysis and due diligence underlying security transactions into and out of the portfolio and performance assessment. The course format with a directed study flavor spreads the contact hours of a 2-hour course across the entire spring term by meeting 1.5 hours per week instead of the regular 3-hour class time. Students are expected to take the entire two-course practicum in the fall–spring sequence. Admission is by application (in the spring term prior to the fall term enrollment) and an application does not guarantee admission.

FINA 6236 (2). ADVANCED PORTFOLIO MANAGEMENT. This course covers topics similar to those in FINA 6216 but in more depth and with a shift in emphasis from theory to application. Topics include best practices in 1) development of a client interface, 2) optimal asset allocation, 3) investment strategy and implementation, and 4) performance measurement. Students should have a working knowledge of portfolio theory and investments. The course also covers applications to equity, fixed income, and the use of derivatives in a portfolio setting. Assignments involve analyzing and interpreting real data on the subjects of asset allocation and performance measurement as well as building an analyst report consistent with best practice. The goal is to provide an appreciation for back-office analytics while building skill in the management of the investment process. The lecture format is intended to be structured discussion. Required for the investments specialization and FINA 6230, 6231. *Prerequisites or corequisites:* FINA 6205, 6216.

FINA 6238 (2). FINANCIAL MODELING. Presents practical examples and real-world templates and tools used by investment bankers and private equity professionals in 1) financial statement spreading and analysis, 2) valuation (using comparables, precedent transactions, and discounted cash flow analyses) of public and private companies in both minority interest and controlling interest situations, 3) construction and sensitivity of integrated cash flow models (financial statement projections), 4) analysis and construction of leveraged buyout models, and 5) analysis and construction of merger and acquisition (accretion/dilution) models. Classroom discussions are a blend of lecture and case studies, with case studies involving a hands-on modeling approach by all students. Homework/projects provide additional real-world context and practice for in-class discussions and case studies. *Prerequisites:* FINA 6205, 6211 or enrollment in the M.S.F. program.

FINA 6280 (2). DIRECTED STUDIES IN FINANCE. Students work directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. Students are responsible for submitting a proposal to a professor for directed studies credit.

FINA 6281 (2). DIRECTED STUDIES IN FINANCE. Students work directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. Students are responsible for submitting a proposal to a professor for directed studies credit.

FINA 6495 (4). DIRECTED STUDIES IN FINANCE. Students work directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. Students are responsible for submitting a proposal to a professor for directed studies credit.

INFORMATION TECHNOLOGY AND OPERATIONS MANAGEMENT COURSES (ITOM)

Professor Amit Basu, **Department Chair**

Professors: Bezalel Gavish, John H. Semple. **Associate Professors:** Sreekumar R. Bhaskaran, R. Canan Savaskan-Ebert, Ulrike Schultze. **Assistant Professor:** Fangyun T. Tan. **Clinical Professors:** Ellen Parker Allen, Amy V. Puelz. **Senior Lecturer:** James C. Collins, Jr.

All M.B.A. students take **ITOM 6202** and **6203** as part of the core curriculum. The appropriate prerequisite courses must be successfully completed to enroll in elective ITOM courses. More details on course selection and prerequisites are found in the Concentrations and Minors section and in the course descriptions below.

ITOM 6202 (2). MANAGEMENT DECISION ANALYSIS. The purpose of this course is to help students understand how complex business problems can be analyzed, modeled and solved in an optimal manner. The course begins with a review of decision making under risk and uncertainty. Specific emphasis is then placed on the use and application of decision trees including the incorporation of utility theory. The course then moves on to the use and application of mathematical optimization models including linear programming, network models and integer programming. The final topic covered is simulation. Students will learn to develop spreadsheet models for making complex business decisions, as well as interpret the results of such models.

ITOM 6203 (2). OPERATIONS MANAGEMENT. Helping students understand the fundamental concepts and techniques necessary for attaining a world-class performance in service and manufacturing operations is the main learning objective of this course. The course adopts a "process management" viewpoint to address a variety of strategic and operational issues. The course design consists of two interlinked modules: 1) process analysis, design, and improvement (exercises and cases are used to illustrate the concepts such as capacity, cycle time, bottlenecks, and theory constraints) and 2) improvement of medium- to long-term operational processes, with topics such as inventory management, supply chain management, and operations strategy. The course also introduces students to the way information technology is being used to re-engineer and dramatically improve business processes.

ITOM 6205 (2). DIGITAL STRATEGY. Specifying an organization's vision, goals, opportunities, and initiatives in order to leverage the increasing digitalization of people, places, and things for competitive advantage entails key objectives of a digital strategy that include building deeper interactions with customers, offering more customized and personalized products and services, making more data-driven decisions, and implementing organizational models and processes that are more flexible and dynamically adjustable to changes in an organization's environment. The objective of this course is to provide students with both conceptual tools and an understanding of digital technology so that they can analyze and critically assess the viability of digital strategies intended to create value and competitive differentiation. Among the topics covered are Web analytics, social media, mobile technologies, and customer coproduction.

ITOM 6207 (2). SUPPLY CHAIN MANAGEMENT. In this course, the supply chain is viewed from the perspective of a general manager. The goal of the course is to understand how supply chain design and planning decisions impact the performance of the firm as well as the entire supply chain. Each class session is a blend of theory presentation and case discussion, during which some spreadsheet modeling and analysis may be required. *Prerequisite:* ITOM 6203.

ITOM 6208 (2). MANAGING BIG DATA. Covers methods for capturing, organizing, and managing databases that are both big and complex. Examines the use of data warehouses to support online analytical processes. Also, nontraditional databases such as federated and distributed database systems, grid systems, and emerging technologies such as Hadoop and MapReduce. *Prerequisite:* ITOM 6203 or enrollment in M.S.B.A. program.

ITOM 6214 (2). ADVANCED DECISION MODELS. Students gain experience using spreadsheets to model and analyze quantitative business problems. Augments skills for managers in operations, finance, marketing, and strategy. Covers various modeling techniques (e.g., linear programming, nonlinear programming, real options, integer programming, and simulation) and applies them to various industries, including operations, technology, finance, and marketing. Some of the applications pertain to monitoring mutual fund managers, building flexible manufacturing facilities, and constructing financial portfolios. Basic comfort with spreadsheets is

expected, including fixed and relative cell copying, functions, and formatting. *Prerequisite:* ITOM 6202.

ITOM 6215 (2). DATABASE DESIGN FOR BUSINESS APPLICATIONS. This course covers fundamental issues in database creation and design. Students start with mapping data collection in organizations onto a database with the objective of storing data consistently over time, and then proceed to study methods for information extraction from databases. In terms of practical skills, students will learn how to import spreadsheet data into Microsoft Access and generate summary reports to answer business questions related to their data. Homework assignments and an implementation project in Microsoft Access will reinforce both the design issues and the practical skills covered in the course.

ITOM 6217 (2). DATA MINING. Examines how companies can effectively leverage their IT resources to gain better operational and competitive intelligence. Surveys several technologies for enhancing organizational intelligence, such as machine learning, neural networks, clustering, and association-based reasoning. Also, considerations that managers must make in applying these technologies to different types of decision and planning problems. Includes lectures, cases, and hands-on exercises using appropriate software. *Prerequisites:* ITOM 6202 and 6203, or enrollment in the M.S. in business analytics program.

ITOM 6218 (2). BUSINESS PROCESS CONSULTING. A business process is a collection of activities connected by flows of goods and information that create value by transforming inputs into (more valuable) outputs through the use of capital and labor. As such, business processes are the key drivers of organizational value creation and performance, competitive advantage, etc. The objective of this course is to teach students skills to model, analyze (for effectiveness, efficiency and internal controls), and redesign business processes. The course will focus particularly on information technology's role in enabling business processes.

ITOM 6219 (2). WEB AND SOCIAL MEDIA ANALYTICS. Covers various methods for analyzing websites using tools such as Google Analytics and Yahoo Web Analytics. Includes analysis of structure (the interconnectivity between various sites), content, and patterns of usage. Considers e commerce sites, portals, social media service platforms, and other types of websites. *Prerequisite:* ITOM 6203 or enrollment in the M.S.B.A. program.

ITOM 6220 (2). REVENUE MANAGEMENT. Revenue management involves methods for increasing revenue by offering different fares/prices as perishable capacity is consumed. Examples of RM can be found in the airline, hotel, railroad, rental car, and retail fashion businesses, among others. The class covers a variety of topics, including price optimization (with and without capacity constraints), Littlewood's two-class model (and extensions), the n-class single resource RM problem, nested controls, bid price controls, heuristic approaches, network capacity control (multiresource problems), overbooking models, markdown optimization, and more. Students learn how to implement RM models using dynamic programming and linear programming in spreadsheets. *Prerequisites:* MAST 6201, ITOM 6202.

ITOM 6222 (2). BUSINESS FORECASTING. From forecasting aggregate-level sales to predicting whether a customer will choose a particular product, analytic techniques are used by businesses to make rigorous, data-driven predictions. Students learn to distinguish between trend and seasonality and to utilize both for making forecasts in such areas as sales and operational planning. Explores analytic models such as deterministic time-trend, exponential smoothing, Holt-Winters, autoregressive exogenous, and Box-Jenkins. Covers how to use industry and government metrics and how to present results to management. *Prerequisites:* ITOM 6202, 6203 and MAST 6201, or enrollment in the M.S. in business analytics program.

ITOM 6224 (2). MANAGING SERVICE OPERATIONS. The service sector represents the largest part of most industrial economies. Industries such as financial services, health care, transportation, hospitality, and communications all face ever-more intense competition and increasing customer expectations based on their operational performance. Students become familiar with the major managerial problems and issues in service sector companies and in the service functions of manufacturing firms. Provides language, concepts, insights, and tools to deal with these issues in order to gain competitive advantage. Uses analytical techniques (e.g., process analysis, forecasting, optimization, simulation, and yield management) to explore questions about the strategic service vision, design and delivery of services, capacity and demand management, service quality and productivity, customer service management, technology in service operations, and globalization of services. *Prerequisites:* ITOM 6202, 6203 or enrollment in the M.S. in business analytics program.

ITOM 6225 (2). PROJECT MANAGEMENT. Managing projects in a cost effective and timely manner is one of the most challenging tasks in any organization. Competent project leadership requires understanding of how to allocate financial, material and time-based resources, and the ability to motivate and maintain focus of the project team. This course provides relevant project management skills by examining project decisions at three levels: 1) structure and management of the task and leadership of the project team in an individual project, 2) aggregate linkages across a portfolio of projects and management of programs, and 3) alliances across firms, project contracting, and management of open innovation. It introduces tools and concepts that enable project managers to evaluate, manage and execute critical functions of any project while ensuring speed, efficiency and market impact. *Prerequisite:* ITOM 6203.

ITOM 6226 (2). OPERATIONS ANALYTICS. Deals with operations issues having a long-term or irreversible impact on corporate strategy, and on the competitive viability of the firm, from the perspective of the director of operations, vice president of manufacturing, or other senior-level managers with primary responsibility for the production and distribution of goods and services. Develops a general framework for creating and analyzing strategies for managing domestic and international manufacturing and services-based companies. Examines strategic decision categories such as product-process technology strategies, facilities and capacity management, performance measurement, quality and productivity management, and system design. Emphasis is on the application of systems thinking to case studies and the design of world-class operations. *Prerequisites:* ITOM 6202, 6203 or current enrollment in the M.S. in business analytics program.

ITOM 6230 (2). BUSINESS PROCESS OUTSOURCING AND OFFSHORING. This course will focus on business process outsourcing and offshoring. Students will examine the motivators for BPO/O, the considerations underlying the decision to choose BPO/O, the relevant strategies and business models that can be used, the choice of locations, and the management of the BPO/O relationships. Students will consider five application areas: 1) information technology, 2) customer care, 3) finance and accounting, 4) human resources, and 5) transaction processing. The format of the course will be a combination of lectures, case analyses, guest lectures and student presentations. *Prerequisites:* ITOM 6202, 6203.

ITOM 6231 (2). SPECIAL TOPICS IN INFORMATION TECHNOLOGY AND OPERATIONS MANAGEMENT. This course surveys contemporary issues and trends in the management of information technology, and its use in both operations and competitive markets. Recent topics include IT enabled organizational change, and business process outsourcing and offshoring. *Prerequisites:* ITOM 6202, 6203.

ITOM 6252 (2). DECISION MODELS. Students gain an understanding of how complex business problems can be analyzed, modeled, and solved in an optimal manner. Reviews decision-making under risk and uncertainty, with emphasis on the use and application of decision trees and the incorporation of utility theory. Covers the use and application of mathematical optimization models, including linear programming, network models, and integer programming. Students develop spreadsheet models for making complex business decisions, and interpret the results of such models. *Prerequisite:* Enrollment in the M.S.B.A. program.

ITOM 6285 (2). DIRECTED STUDIES IN INFORMATION AND OPERATIONS. Students work directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. Students are responsible for submitting a proposal to a professor for directed studies credit.

ITOM 6295 (2). DIRECTED STUDIES IN BUSINESS ANALYTICS. Students work directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. The student must submit a proposal to a professor for directed studies credit.

ITOM 6485 (4). DIRECTED STUDIES IN INFORMATION AND OPERATIONS. Students work directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. Students are responsible for submitting a proposal to a professor for directed studies credit.

ITOM 6495 (4). DIRECTED STUDIES IN BUSINESS ANALYTICS. Students work directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. The student must submit a proposal to a professor for directed studies credit.

Required: Full-time M.B.A.	MNGT 6011, 6020, 6101, 6103, 6150, 6210
Required: P.M.B.A.	MNGT 6003
Optional: P.M.B.A.	MNGT 6001; *must be completed prior to using on-campus recruiting options*
Required: M.S.F.	MNGT 6005
Required: M.S.M.	MNGT 6004

MNGT 6001 (0). MANAGING YOUR CAREER. This course empowers professional M.B.A. students with the knowledge and tools to effectively manage their own careers. Topics include finding a career focus, exploring career options, building and leveraging a professional network, and developing a personal marketing plan. The elective course must be completed prior to a professional M.B.A. student's use of the services of the Career Management Center.

MNGT 6003 (0). BUSINESS PRESENTATION TECHNIQUES. Today's competitive marketplace demands that managers be successful on both a technical and an individual level, exhibiting a high degree of leadership skills. P.M.B.A. students will achieve proficiency in oral presentation techniques to enhance academic and career success. This required course is graded on a pass/fail basis.

MNGT 6004 (0). MANAGING YOUR CAREER. Students gain the knowledge and tools needed to effectively manage their own careers. Topics include finding a career focus, exploring career options, building and leveraging a professional network, and developing a personal marketing plan. Reserved for M.S. in finance majors.

MNGT 6005 (0). MANAGING YOUR CAREER. Students gain the knowledge and tools needed to effectively manage their own careers. Topics include finding a career focus, exploring career options, building and leveraging a professional network, and developing a personal marketing plan. Reserved for M.S. in management majors.

MNGT 6011 (0). MANAGING YOUR CAREER, PART TWO. Builds on the knowledge and tools developed in MNGT 6101 to assist students in obtaining the required graduate corporate internship for the summer term. A noncredit degree requirement of the full-time M.B.A. program; graded pass/fail. *Prerequisite:* MNGT 6101.

MNGT 6020 (0). FIRST-YEAR FOUNDATIONS. This is a noncredit degree requirement of the full-time M.B.A. program. The successful completion of this degree requirement earns a grade of P (Pass). Students participate in various required activities to enhance professional development. These sessions will take place most Fridays during the first year of the M.B.A. program.

MNGT 6050 (0). M.B.A. INTERNSHIP. This internship is an optional course for students in the full-time or P. M.B.A. program who are not attending as an international student on an F1 visa. The internship would provide compensated or non-compensated career experience related to the students' degree goals. The internship is a pass/fail course that may be taken after completion of the core required courses. This specific internship does NOT meet the Curricular Practical Training standards set forth by the University's International Student Office.

MNGT 6101 (1). MANAGING YOUR CAREER. This course empowers full-time M.B.A. students with the knowledge and tools to effectively manage their own careers. Topics include finding a career focus, exploring career options, building and leveraging a professional network, and developing a personal marketing plan.

MNGT 6103 (1). BUSINESS PRESENTATION TECHNIQUES. Today's competitive marketplace demands that managers be successful on both a technical and an individual level, exhibiting a high degree of leadership skills. Through this course, full-time M.B.A. students will achieve proficiency in oral presentation techniques to enhance academic and career success. Graded on a pass/fail basis.

MNGT 6150 (1). GRADUATE CORPORATE INTERNSHIP PROGRAM. This internship is a degree requirement for all students in the full-time M.B.A. program during the third (summer) term in the program. The internship program is intended to provide compensated or noncompensated career experience related to the students' degree goals. Graded on a pass/fail

basis. This specific internship meets the Curricular Practical Training standards set forth by the University's International Student Office.

MNGT 6210 (2). GLOBAL LEADERSHIP PROGRAM. An experience abroad in which students meet with local business and government leaders; visit manufacturing facilities; and come to understand the dynamics of global business, including the impact of cultural and social customs. Provides students with a perspective on the opportunities and challenges of conducting business in the global economy.

MANAGEMENT AND ORGANIZATIONS COURSES (MNO)

Associate Professor Don VandeWalle, **Department Chair**

Professors: Robin L. Pinkley, Miguel A. Quiñones, Linda B. Stearns. **Associate Professors:** Mel Fugate, Maribeth Kuenzi, Ellen F. Jackofsky. **Assistant Professors:** Jay Carson, Robert W. Rasberry.

All M.B.A. students take **MNO 6201** as part of the core curriculum. The appropriate prerequisite courses must be successfully completed to enroll in elective MNO courses. More details on course selection and prerequisites are found in the Concentrations and Minors section and in the course descriptions below.

MNO 6201 (2). ORGANIZATIONAL BEHAVIOR. This course is a rigorous study of behavior in organizations. Topics studied during the course include perception, attitudes, motivation, performance management, job design, goal-setting, influence, and leadership. The course pedagogy includes the application of some of the most prominent, well-tested theories in the field of organizational behavior to superior business case analysis and decision-making.

MNO 6202 (2). MANAGING ORGANIZATIONS. This course develops an understanding of the successful management of organizations. Topics include organizational design, corporate culture, power and influence, decision-making tactics, and effective internal and external strategic alignment of organizational systems. Required for the management concentration. *Prerequisite or corequisite:* MNO 6201.

MNO 6210 (2). LEADER AS COACH. This course is designed to teach students the skills of coaching in the context of being a leader. Research indicates the more coach-like the leader, the more successful the organizations they lead. A leader as coach is one who develops and enables their team using specific coaching skills to promote development and results. This highly experiential class will teach coaching skills and provide a lab environment for practice. It will also explore the research regarding the most successful leadership styles. Each session builds on what has been learned in previous class meetings. A significant portion of the course grade is class participation therefore attendance is critical for successful completion of the course. Students should schedule this course when they are confident they will be present for all class sessions. *Prerequisite:* MNO 6201.

MNO 6212 (2). INTRODUCTION TO CONSULTING. This is a practical and applied course in consulting. It covers topics such as what makes an effective consultant, defining client needs, strategic approaches to marketing, data gathering techniques, implementing change and tactics to end an engagement. This course requires students to develop an action plan. *Prerequisite or corequisite:* MNO 6201.

MNO 6214 (2). STRATEGIC MANAGEMENT OF HUMAN CAPITAL. The success or failure of most organizations depends on their ability to utilize two types of capital effectively: financial and human. While organizations must have a core value proposition at the heart of the enterprise, be it a service or a product that it provides to its customers, they depend upon the effective leadership, management, and execution by individuals and teams to deliver that value proposition in a profitable way. Provides insights into the link between people and business results and into the ways companies manage talent to improve performance. Students gain an understanding of how to lead teams, how to start and build a company, and how to support their own careers. The ability to manage people effectively to achieve superior business results is a leadership differentiator. In an increasingly competitive and global business environment, hiring, developing, engaging, and retaining strategically relevant talent is a critical competitive advantage. Students consider how to apply a range of best practices to their own organization's business needs. *Prerequisite:* MNO 6201.

MNO 6215 (2). MASTER NEGOTIATION. This course will give the student the conceptual foundation and basic tools needed to negotiate like a master negotiator. Master negotiators are an elite class of negotiators most capable of obtaining substantial value through negotiation. Master negotiators do this by using a flexible set of strategies that allow them to 1) act proactively and reactively, 2) partner with the other party by increasing their value and decreasing their costs and options for going elsewhere, and 3) make the process a pleasant one. *Prerequisite or corequisite:* MNO 6201.

MNO 6216 (2). ADVANCED MASTER NEGOTIATION. This course will build on the basic knowledge and experience acquired in MNO 6215. Advanced topics and related strategies will be covered, including topics such as how to enhance or decrease power differences and how to capitalize on common negotiator biases. Significant time and attention will be given to successful implementation strategies covered in both courses. *Prerequisite:* MNO 6215.

MNO 6218 (2). ORGANIZATIONAL LEADERSHIP. This is a practical, applied course in leadership that builds upon and strengthens the frameworks established in the department's core courses. The course explores different leadership theories to determine how they can be, or have been, employed in real-world situations. Special application is made through reading of contemporary leadership books and articles, classic films, and relevant cases. *Prerequisite or corequisite:* MNO 6201.

MNO 6220 (2). CORPORATE GOVERNANCE. This course is designed to understand how to make informed decisions about corporate governance issues. Critical governance issues, including ethical behaviors and communications, are highlighted. Covers evaluating board roles and attributes, and rewarding board effectiveness. CEOs from the community participate in this course. *Prerequisite:* MNO 6201 or enrollment in the M.S.A. program.

MNO 6222 (2). LEADING ORGANIZATIONAL CHANGE. Successful leaders understand when change is needed and are able to guide the people they lead through the change process. This course focuses on important change models and change tactics that leaders can use to make their organizations more effective and enable them to flourish. Students develop critical insights into when particular approaches are likely to be effective as well as how to recognize and address potential barriers to implementing various change leadership tactics. *Prerequisite:* MNO 6201.

MNO 6226 (2). MANAGING ACROSS CULTURES. Customers, suppliers, colleagues, employees, and bosses can have a wide range of cultural backgrounds. Their actions can often appear strange, biased, illogical, and unethical when viewed from a contrasting cultural perspective. Through a combination of readings, self-assessment, lecturettes, presentations, role plays, guest lectures, and case/video analysis, this rigorous course equips students with the knowledge and skills to diagnose and understand cultural differences and to continually learn how to work more effectively with people from different cultural backgrounds. *Prerequisite or corequisite:* MNO 6201.

MNO 6232 (2). CORPORATE ETHICS AND ORGANIZATIONAL RESPONSIBILITY. This course offers a set of readings, cases, and movies aimed at integrating ethical reflection with business decision making. Participants will examine ethical dilemmas faced by the individual manager and ethical issues in organizational policy. Typical topics include: conflicts of interest, supplier relations, consumer relations, ethical codes, whistle blowing, product liability, governance, corporate responsibility, and competitive intelligence. *Prerequisite or corequisite:* MNO 6201.

MNO 6285 (2). DIRECTED STUDIES IN MANAGEMENT AND ORGANIZATIONS. Students work directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. Students are responsible for submitting a proposal to a professor for directed studies credit.

MNO 6485 (4). DIRECTED STUDIES IN MANAGEMENT AND ORGANIZATIONS. Students work directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. Students are responsible for submitting a proposal to a professor for directed studies credit.

MARKETING COURSES (MKTG)

Professor Raj Sethuraman, **Department Chair**

Professors: Thomas E. Barry, Richard A. Briesch, William R. Dillon, Daniel J. Howard, Roger A. Kerin, Glenn Voss, Zannie G. Voss. **Associate Professors:** Michael H. Braun, Edward J. Fox, Stanimir Markov, Tasadduq Shervani, Jacquelyn S. Thomas. **Assistant Professors:** Joonwook Park, T. Andrew Poehlman, Morgan K. Ward. **Senior Lecturers:** Charles A. Besio, Judith H. Foxman. **Executive-in-Residence:** Steven P. Dennis.

All M.B.A. students take **MKTG 6201** as part of the core curriculum. The appropriate prerequisite courses must be successfully completed to enroll in elective MKTG courses. More details on course selection and prerequisites are found in the Concentrations and Minors section and in the course descriptions below.

MKTG 6201 (2). MARKETING MANAGEMENT. This course introduces students to common marketing problems encountered by marketing managers and general managers. Emphasis is placed on the analysis and development of the organization's marketing policy and strategy and tactics with a global perspective of business. The purpose of the course is to develop a disciplined process for addressing marketing issues and challenges.

MKTG 6204 (2). CONSUMER BEHAVIOR. This course is the study of why people buy what they buy. It includes an in-depth examination of the consumer decision-making processes and the factors that influence those processes as well as how people make product-related decisions and the information used to make those decisions. The course is taught from a consumer-psychology perspective and shows how that perspective can be applied to business. *Prerequisite:* MKTG 6201.

MKTG 6205 (2). CUSTOMER INSIGHTS AND MARKET INTELLIGENCE. This course demonstrates how firms can use primary and secondary data to gain insights about a product market and its customers and competitors. Such insights form the basis for making sound marketing decisions related to product, price, place, and promotions. Emphasis is placed on quantitative and qualitative analytical approaches to inferring insights. Topics include marketing metrics; market dynamics analysis; and gaining insights from attitudinal, behavioral, and online data. The course is taught using a combination of lectures, data analysis exercises, and projects. *Prerequisite:* MKTG 6201.

MKTG 6206 (2). MARKETING MIX IMPLEMENTATION. This course integrates customer, consumer, collaborator, and company analysis; segmentation, targeting, and positioning choices; and marketing mix decisions using a computer simulation format that spans several years. Students are assigned to groups, with each group representing a firm. Each firm competes with other firms in the market over several rounds (years) and makes marketing decisions to achieve the company's objectives. This dynamic game prepares students to make, modify, and implement marketing decisions over time. *Prerequisite:* MKTG 6201.

MKTG 6212 (2). ADVANCED MARKETING COMMUNICATIONS MANAGEMENT. This course reviews and integrates basic promotional tools, including advertising and sales promotion. Class lectures provide the background necessary for understanding marketing communications and developing an advertising campaign. Students then work and compete in teams developing and presenting their campaign ideas for marketing a brand. *Prerequisite:* MKTG 6204.

MKTG 6214 (2). ADVANCED PRICING MANAGEMENT. This course deepens students' understanding of the pricing component of the marketing mix. Emphasis is placed on analysis, development, and implementation of pricing as a key component of the organization's marketing strategy and tactics. The goal of this course is to develop a disciplined process for addressing pricing issues, problems, and opportunities in a variety of settings, and to integrate knowledge acquired in marketing and other business courses. *Prerequisite:* MKTG 6201.

MKTG 6215 (2). ADVANCED PRODUCT AND BRAND MANAGEMENT. This course focuses on strategic issues and decisions germane to the management of consumer products and brands. Topics addressed in the course include product-market structure, category management, product life cycle and product line strategy, brand equity, brand growth strategies, and the financial valuation of brands. The course integrates lecture, discussion, and case analysis, with an emphasis on student case presentations. *Prerequisite:* MKTG 6201.

MKTG 6218 (2). MULTICHANNEL MARKETING MANAGEMENT. The evolution of social media, tablets, and smartphone technologies equips today's consumer with access to information across multiple platforms, and with access to their friends and associates who can provide instant feedback along the purchase process. Marketers must create touch points with their loyal and prospective consumers so that they are available, on call, to respond to the needs of those consumers. This involves the integration of bricks and mortar, social media, the Internet, and all manner of personal communication devices. This course surveys these myriad touch points in conjunction with all the distribution systems used to get products and services to consumers in the U.S. and around the world. The course is taught using lectures, cases, and exercises to reinforce the information presented in the course. *Prerequisite:* MKTG 6201.

MKTG 6222 (2). NEW PRODUCT DEVELOPMENT. Provides students with a better understanding of the new product development process, highlighting the inherent risks and different strategies for overcoming them as more than 40 percent of the new products that are launched each year eventually fail in the marketplace. The course emphasizes understanding the interplay between creativity and analytical marketing research throughout the development process, focusing special attention on issues related to the "fuzzy front end." It examines the process of designing and testing new products by using a combination of lectures, cases, and a project. *Prerequisite:* MKTG 6201.

MKTG 6223 (2). UNDERSTANDING WHAT CUSTOMERS VALUE. Determining what is valued is perhaps the most important issue facing marketing managers. Recently, conjoint and choice models have become popular techniques to help marketing mangers understand what customers value in terms of the importance placed on specific product features and services. The objective of this course is to expose students to a variety of preference models used by brand managers and marketing analysts and to give students hands-on experience in using conjoint and choice modeling techniques. This course examines these marketing decisions using a combination of lectures, cases, and exercises. *Prerequisite:* MKTG 6201.

MKTG 6224 (2). RESEARCH FOR MARKETING DECISIONS. Marketing research is the formal process of gathering information needed by managers to make decisions with respect to marketing opportunities and problems. Should a new product be introduced? Whom should the product target? What price should be charged for a brand? This course develops skills in the following areas so that students can competently implement decision-oriented marketing research projects in the real world: 1) translate a business decision into a research problem, 2) choose an appropriate research design, 3) collect secondary data using the Internet and other sources, 4) conduct exploratory research using focus groups, etc., 5) construct an effective data collection instrument (questionnaire design), 6) select a cost-effective sampling plan, 7) collect and analyze data using spreadsheets or statistical packages, and 8) recommend decisions based on the analysis. *Prerequisite:* MKTG 6201.

MKTG 6225 (2). RETAILER BEHAVIOR AND SALES PROMOTION. The vast majority of consumer expenditures, which represent more than $5 trillion and 68 percent of the U.S. gross domestic product, are made through retailers. Moreover, the average consumer product company spends as much on trade promotions (such as promoting its products to retailers) as it does on media advertising and consumer promotions combined. These facts highlight the importance of retailer behavior and trade promotions in consumer marketing. This course takes the retailer's point of view, exploring strategic and tactical decision-making by assessing the impact of these decisions on both consumer shopping behavior and the retailer's own operating costs. Students explore issues in sales promotion, pricing, product mix, and store location in order to gain an understanding of consumer response in these areas. This course is useful to students who plan to work in retailing, consumer marketing, brand or product management, or sales and distribution. *Prerequisite:* MKTG 6201.

MKTG 6226 (2). ADVANCED MARKETING STRATEGY. The course focuses on the strategic marketing choices made by top management that have a significant influence on an organization's performance and competitive success. These choices include selecting markets in which to compete, defining and choosing which customer needs to address, developing meaningfully distinct offerings and programs, deciding on how to access a market, and addressing issues of timing and pace of strategy execution. The pedagogy for this course consists of class discussion on key strategic issues, as well as case analysis that describes classic marketing situations faced by top management in a variety of industries. *Prerequisite:* MKTG 6201.

MKTG 6227 (2). GLOBAL MARKETING MANAGEMENT. This course examines the major marketing issues and opportunities facing companies that sell products outside their domestic markets. Students learn the theories and strategies that guide marketing in foreign environments as well as the analytical tools required in practicing global marketing. The emphasis of the course is on decisions companies make about product, price, place, and promotion in foreign markets. In the process, students learn about economic, political, cultural, and legal differences among nations as they affect marketing opportunities and operations. *Prerequisite:* MKTG 6201.

MKTG 6229 (2). DATABASE MARKETING. Database marketing represents a fruitful marriage between the concept of marketing and advances in information technology. Database marketing is a systematic approach to the gathering, consolidation, and processing of marketing databases to learn more about customers and competitors, to select target markets, to compare customers' value to the company, and to provide more specialized offerings. Although databases have been used in traditional marketing for a long time, the database marketing approach is differentiated by the fact that databases maintain much more data, and process and use data in new and more sophisticated ways. This course teaches students several techniques and tools of database marketing (e.g., response modeling, customer lifetime-value assessment, and data mining) and how they can be applied to support a variety of marketing decisions. In the course, students use software such as Microsoft Excel, Access, and SAS. *Prerequisites:* MKTG 6201, MAST 6201.

MKTG 6230 (2). CUSTOMER LOYALTY MANAGEMENT. This course explores the key concepts, metrics, strategies, and tactics of customer loyalty management through lectures, interactive discussions, and a hands-on consulting project for a corporation. Overall, students develop an understanding of customer relationship management. Through the consulting project, they analyze real customer data using linear and logistic regression and summary statistics. They also calculate customer lifetime value for individual customers, and then segment customers based on CLVs. In a final group presentation to corporate sponsors of the project, students draw customer insights from their analysis and propose strategic and tactical recommendations for profitable growth. *Prerequisite:* MKTG 6201.

MKTG 6232 (2). DIGITAL AND SOCIAL MEDIA MARKETING. Digital and social media (Facebook, Twitter, Foursquare, etc.) present managers and marketers with new tools for connecting and building relationships with consumers. Developments of the last decade have changed the practice of marketing more than at any time since the advent of television. This course examines how corporations are using these platforms to build digital marketing and Web branding strategies in business and identifies techniques and frameworks to generalize from these practices. The course covers strategies for building consumer relationships through social media that lead to strong financial performance while also building trust with the brand. The course also examines how digital and social media are used as promotion tools and how these strategies are integrated with key elements of the marketing mix – product, price, and placement. The course features real-life business scenarios and case study analysis from marketing leaders and big-name brands. *Prerequisite:* MKTG 6201.

MKTG 6233 (2). NONPROFIT MARKETING STRATEGY. An introduction to strategic management and marketing of the nonprofit/nongovernmental organization sector with a global perspective. Provides a more savvy understanding of NPO management and marketing strategy, which is critical to the survival and stabilization of both humanity and the environment. Using case studies of NPOs worldwide, the course examines strategic orientation, stakeholder theory, identity management, funding management, segmentation, strategic alliances, financial management, and entrepreneurship. Gives students a comprehensive understanding of how NPOs are organized, how they manage their various stakeholder relationships for maximum impact, and how they can lead social change. *Prerequisite:* MKTG 6201.

MKTG 6255 (2). DIRECTED STUDIES IN MARKETING. Students work directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. Students are responsible for submitting a proposal to a professor for special studies credit.

MKTG 6258 (2). BUSINESS METRICS. Introduces different metrics used across all businesses activities (e.g., marketing operations and finance), financial statement and profit/loss analysis, and key business and economic concepts for the firm. *Prerequisite:* Enrollment in the M.S.B.A. program.

MKTG 6274 (2). BUSINESS RESEARCH METHODS. Students develop skills in business research (the formal process of gathering information needed by managers to make decisions) so

they can competently implement decision-oriented business research projects in the real world. Skills include translating a business decision into a research problem, choosing an appropriate research design, collecting data from secondary and primary data sources (e.g., survey research, experimental design, and focus groups), analyzing data using spreadsheets or statistical packages, and recommending decisions based on the analysis. *Prerequisite:* Enrollment in M.S.B.A. program.

MKTG 6284 (2). RETAILING ANALYTICS. The vast majority of consumer expenditures, which represent more than $5 trillion and 68 percent of the U.S. gross domestic product, are made through retailers. Moreover, the average consumer product company spends as much on trade promotions (such as promoting its products to retailers) as it does on media advertising and consumer promotions combined. These facts highlight the importance of retailer behavior and trade promotions in consumer marketing. Students explore strategic and tactical decision-making from the retailer's point of view by assessing the impact of these decisions on consumer shopping behavior and the retailer's own operating costs. Considers issues in sales promotion, pricing, product mix, and store location in order to gain an understanding of consumer response in these areas. *Prerequisite:* Enrollment in the M.S.B.A. program.

MKTG 6455 (4). DIRECTED STUDIES IN MARKETING. Students work directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. Students are responsible for submitting a proposal to a professor for directed studies credit.

REAL ESTATE, RISK MANAGEMENT AND BUSINESS LAW

Professor William B. Brueggeman, **Department Chair**

Associate Professor: Robert Puelz. **Senior Lecturers:** Barbara W. Kincaid, Catherine Weber.

Real Estate Courses (RE)

The appropriate prerequisite courses must be successfully completed to enroll in elective RE courses. More details on course selection and prerequisites are found in the Concentrations and Minors section and in the course descriptions below.

RE 6211 (2). REAL ESTATE INVESTMENT. A survey of commercial real estate investments. Includes the underlying determinants of supply and demand for various property types, leases, pro forma statements of cash flows, measurement of rates of return, and approaches to valuation. This is the prerequisite for all the other real estate courses. *Prerequisite:* FINA 6201 or enrollment in the M.S.F. program.

RE 6212 (2). REAL ESTATE ANALYSIS AND STRATEGY. This course examines the physical and financial aspects of real estate development from the perspective of the equity investor. Classroom lectures will focus on land use concepts critical to the physical development of land and buildings such as comprehensive planning, zoning, subdivision regulations and overall physical feasibility. Substantial course time will be allocated to the introduction of Argus cash flow modeling software and the subsequent property valuation in a student development Excel pricing model. Students will be conversant in relevant investment return metrics and applied valuation methodology upon completion of the course. *Prerequisite:* RE 6211.

RE 6213 (2). REAL ESTATE FINANCE AND DEVELOPMENT. A course that includes case studies dealing with property selection, acquisition, leasing strategy, financing, sources of debt and equity capital, project development and land development. *Prerequisite:* RE 6211.

RE 6215 (2). REAL ESTATE TRANSACTIONS. This course is a survey of topics relating to due diligence in real property acquisition, zoning and land use law, contracts and agency, and leases. Topics are addressed from a legal perspective. *Prerequisite:* RE 6211.

RE 6295 (2). DIRECTED STUDIES IN REAL ESTATE. Students work directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. Students are responsible for submitting a proposal to a professor for directed studies credit.

Business Law Courses (BL)

More details on course selection and prerequisites are found in the Concentrations and Minors section and in the course descriptions below.

BL 6224 (2). MANAGERIAL PERSPECTIVES ON LAW AND THE WORKPLACE. A course that hones students' ability to recognize, critically assess and manage many of the significant and recurring legal issues that arise in the employment context. Takes a practical approach to equip managers to effectively handle workplace issues and mitigate the risk of litigation while simultaneously protecting the business' legal position in the event litigation does ensue. Includes topics such as protecting intellectual property in a competitive environment; strategic principles for designing, drafting, negotiating and administering employment contracts, including non-compete and confidentiality agreements; recent developments in discrimination and sexual harassment law; and the competing interests of the employee's right to privacy and the employer's right to know, such as the content of employees' email messages or what Internet sites they visit. Also discusses the inherent risks in terminating an employee and the use of a release of liability as a risk mitigation device. The format of the class is a combination of lecture, informal class discussion and case studies.

BL 6225 (2). LEGAL AND ETHICAL ENVIRONMENT OF BUSINESS FOR ACCOUNTANTS. This course provides an in-depth study of the Texas State Board of Public Accounting's Rules of Professional Conduct and the Code of Professional Conduct promulgated by the American Institute of Public Accountants. A concrete understanding of these rules of ethics is necessary for both the practice of public accounting and, prior to that, success on the CPA exam. Also discusses related legal issues including accounting malpractice and liability to third parties such as the creditors or investors of the accounting client.

STRATEGY, ENTREPRENEURSHIP AND BUSINESS ECONOMICS

Professor Gordon Walker, **Department Chair**

Associate Professor: David T. Lei. **Assistant Professor:** Bo Kyung Kim. **Professors of Practice:** Robert A. Lawson, Simon S. Mak, Gary T. Moskowitz. **Clinical Professor:** David C. Croson. **Executive-in-Residence:** W. Michael Cox. **Scholar-in-Residence:** Dwight R. Lee. **Writer-in-Residence:** Richard G. Alm.

Strategy Courses (STRA)

All M.B.A. students take **STRA 6201** as part of the core curriculum. The appropriate prerequisite courses must be successfully completed to enroll in elective STRA courses. More details on course selection and prerequisites are found in the Concentrations and Minors section and in the course descriptions below.

STRA 6201 (2). STRATEGIC MANAGEMENT. This course examines the fundamental concepts of strategy of the firm as they are applied in domestic and global markets. Topics include business strategy, industry analysis, vertical integration, strategy execution, and diversification. It is taught using cases, text, and readings.

STRA 6202 (2). ADVANCED STRATEGIC MANAGEMENT. This course follows directly from and builds on the core course Strategic Management, which focuses on issues of strategy at the business unit level. The Advanced course will cover at least the four following topics: global strategy, technology strategy, management of the multibusiness firm, and strategic alliances and networks. Additional topics may be introduced at the instructor's discretion. Required course for strategy and entrepreneurship concentration. *Prerequisite or corequisite:* STRA 6201.

STRA 6219 (2). PRIVATE EQUITY AND VENTURE CAPITAL. This course is designed to complement the entrepreneurship classes by examining the issues associated with venture capital from the viewpoint of the venture capitalist. This course focuses on the strategic and organizational issues associated with the firms that provide private equity to entrepreneurial firms. It examines the process by which private equity firms raise money from their investors, including a discussion of the associated agency problems. It also examines the private equity firm's decision to invest in a new venture. This includes a discussion of how to evaluate the strategy of the new venture and its likelihood for success or failure. The course examines the process by which

the private equity firm exits from its investments and examines how non-financial corporations can use a private-equity model to finance new business ventures. *Prerequisite or corequisite:* STRA 6201.

STRA 6220 (2). STRATEGIC MERGERS AND ACQUISITIONS. This course focuses on the strategic and organizational issues associated with mergers and acquisitions. Students will examine the factors that lead to successful-and unsuccessful-mergers and acquisitions. Topics covered include mergers within an industry, international acquisitions, diversification, vertical integration, organizational design concepts, and the management of organizational behavior issues associated with mergers. The course will use a case study approach to classroom learning. *Prerequisite:* STRA 6202.

STRA 6222 (2). INTERNATIONAL CORPORATE STRATEGY. This course is designed to expose the student to a range of issues faced by global multibusiness firms. The topics may include but are not limited to 1) product diversification and the rollout of new products across regions; 2) entry and exit strategies for emerging and developed markets; 3) the development of global infrastructure (HR, IT, legal, administrative structure) to support the operating value chain; 4) the use and misuse of conflicts among regional, product, and functional interests within the firm; and 5) tools for evaluating business unit performance across diverse regions and the stages of industry and product life cycles. Additional possible topics to be covered are the engagement of management consultants, strategy implementation, and the nuances of management development in a global firm. The course is taught from the perspective of a senior executive (group level) in a multinational firm, with particular attention to the effects of decisions on mid- and lower-level managers. *Prerequisite:* STRA 6201.

STRA 6224 (2). ENTREPRENEURIAL STRATEGY. This class integrates a number of approaches while addressing strategic issues facing new and small businesses, including enduring factors that influence entrepreneurial and small-business management. Topics include business strategy, strategies particular to entrepreneurship, market and industry analysis, and ways to organize and implement innovative ideas. The course assumes the perspective of the entrepreneur. Material will be a blend of cases and other readings. *Prerequisite or corequisite:* STRA 6201.

STRA 6225 (2). STRATEGIC ALLIANCES. This course will focus on the planning and execution of strategic alliances, especially in high technology industries. Issues of partner selection, performance evaluation, and adaptation of the partnership over time will be addressed. Alliances between large and small firms will also be emphasized. *Prerequisite or corequisite:* STRA 6201.

STRA 6226 (2). COMPETITIVE ADVANTAGE. Focuses on decision-making by top managers at the strategic business unit level. Students utilize all skills learned thus far in the program and apply them to a broad array of business policy problems (e.g., acting as the decision-maker and setting corporate strategy in specific situations). Cases are drawn from a variety of industries and situations and involve all facets of corporate strategy, including marketing, operations, finance, information technology, and organizational structure. Emphasis is placed on understanding the competitive dynamics of the current environment and on recommending strategy that considers the resources at the organization's disposal. The course is entirely discussion-based, case method with occasional supplemental readings. *Prerequisite or corequisite:* STRA 6201.

STRA 6228 (2). GLOBAL STRATEGY. This course focuses on issues related to competing in global industries for both single- and multi-business firms. Key topics addressed are sources and dynamics of comparative advantages; modes of entry into foreign markets, such as joint venture, acquisition and green field investment; global sourcing for operations and information technology; and the structure of multinational firms. The course will use cases and readings. *Prerequisite or corequisite:* STRA 6201.

STRA 6232 (2). INNOVATION AND STRATEGIC CHANGE. This course will focus on the challenge of introducing new technologies and processes in single- and multi-business firms. Students will look at a range of companies selling both services and products. The approach will be to examine the change in its strategic and organizational context, especially regarding issues of path dependence, absorptive capacity, appropriability, and, more generally, the stages of industry evolution. *Prerequisite or corequisite:* STRA 6201.

STRA 6236 (2). THE PRACTICE OF INTERNATIONAL BUSINESS. A course that equips students with a case-based, pragmatic understanding of international business in today's flat

world. The nation's international trade and investments, already substantially above the gross domestic product figure, will climb in the next decade to several times GDP. International business skills will therefore become increasingly important for all managers. Covers where one starts, why, and how. Examines how the international business environment (culture, history, governments, politics, law, war and demographics) affects the strategy and operations of the global firm. Includes a number of international business executives as guest speakers. The course concludes with presentations of team projects and the creation of scenarios for the future. *Prerequisite:* STRA 6201.

STRA 6295 (2). DIRECTED STUDIES IN STRATEGY. Students work directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. Students are responsible for submitting a proposal to a professor for directed studies credit.

STRA 6410 (4). VENTURE CAPITAL PRACTICUM. This course provides students with hands-on-venture capital experience, applying the skills developed in finance, strategy, and entrepreneurship courses. Students partner with local venture capital firms and meet weekly outside of class to identify, qualify, analyze, and present recommendations regarding prospective investments for the Cox M.B.A. Venture Fund. Topics covered include filtering and qualifying opportunities presented by entrepreneurs in business plans, evaluating funding presentations, basic due diligence, and portfolio company management. Acceptance to the course is competitive and based on submitted applications. It is preferred that applicants have taken STRA 6219. An application does not guarantee admission.

STRA 6495 (4). DIRECTED STUDIES IN STRATEGY. Students work directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. Students are responsible for submitting a proposal to a professor for directed studies credit.

Entrepreneurship Courses (CISB)

More details on course selection and prerequisites are found in the Concentrations and Minors section and in the course descriptions below. The general expectation, with the exception of the Master of Science in Entrepreneurship program, is that students have completed the core set of required courses prior to enrolling in CISB courses.

CISB 6210 (2). ESSENTIAL LAW FOR THE ENTREPRENEUR. This course will provide a broad awareness of and skill in coping with critical legal issues encountered by the entrepreneur building a growth oriented business. Students will also develop skills in the practice of minimizing exposure to liability and litigation and in working effectively with attorneys and regulators. Venture initiation through expansion stage will be addressed. Topics include 1) contract law, 2) legal entities, 3) governance, 4) intellectual property, 5) e-law and e-litigation, 6) securities law overview, 7) dispute resolution and litigation management, 8) employment law, and 9) protection of intellectual assets.

CISB 6211 (2). ENHANCING OPERATIONAL PERFORMANCE FOR ENTREPRENEURIAL COMPANIES. This course will address how, by making good operating decisions, an entrepreneur can successfully direct/manage his or her fledgling company into becoming a successful firm capable of withstanding the challenges of an ever changing marketplace. In both lectures and cases emphasis will be placed on practical, real-world approaches to operations. Topics covered include industry and competitor analysis, assessing financial strength, the business model, building the management team, measuring costs, the legal foundation of the business, marketing issues, preparing for the challenges of growth and growth by acquisition.

CISB 6212 (2). INTERNATIONAL ENTREPRENEURSHIP. This course provides students with an understanding of the complexities faced by entrepreneurs doing business in a global environment and with knowledge which will help them to successfully cope with that environment. The course will focus on and emphasize the perspective of the entrepreneur. The topics covered from an international perspective are entrepreneurial opportunity identification and evaluation; market analysis and intelligence; joint ventures and partnerships; agents, VARs and representatives; regulations, laws, and customs; regional and cultural issues; financing foreign ventures; and choice of domestic and international legal entities.

CISB 6214 (2). LAW OF FINANCIAL TRANSACTIONS FOR ENTREPRENEURS. In this course, students will learn: what issues determine the proper entity for their businesses (corpo-

ration, partnership, LLC); what are the legal and practical issues in funding their businesses in the startup phase; how VC funding works and how to negotiate with VCs; the mechanics of stock option plans and how to best design them for their businesses; the tax, legal, and business issues that determine the proper structure for mergers and acquisitions; how to read definitive documents and what to look for; and how the IPO process works.

CISB 6216 (2). MANAGING THE ENTREPRENEURIAL BUSINESS I. Focuses on entrepreneurial management and leadership issues in a rapidly changing micro and macro environment. Topics include managing rapid growth, managing adversity, entrepreneurial leadership, and contemporary management theories applied to the entrepreneurial setting.

CISB 6217 (2). MANAGING THE ENTREPRENEURIAL BUSINESS II. The course addresses legal and financial issues encountered by entrepreneurs trying to professionalize and grow the existing enterprise. Topics covered in this course include turnaround strategies and approaches, developing visionary skills, protecting intellectual property, and current practices for managing rapid change. *Prerequisite or corequisite:* CISB 6216.

CISB 6218 (2). MANAGING A FAMILY-OWNED AND CLOSELY HELD BUSINESS. Explores the unique challenges and opportunities involved in the management and ownership of family-owned and closely held enterprises. Examines key business, personal, and interpersonal issues relevant to the continuity and management of these firms. Emphasizes family business systems and family dynamics as well as keys to building long-term successful family businesses.

CISB 6219 (2). BUSINESS DECISION-MAKING. Provides the tools needed to make better business decisions. The course analyzes theories and practices of decision-making in a variety of business settings. Specifically, it focuses on understanding the processes through which individuals and firms make decisions (and mistakes) in uncertain situations. Particular emphasis is put on how to process information effectively, when to use rules of thumb, and on how to detect biased judgments. The course utilizes simulations and in-class experiments.

CISB 6222 (2). STARTING A BUSINESS. Identifies, qualifies, quantifies, and validates an entrepreneurial opportunity with the objective of deriving a repeatable, scalable, and profitable business model. Students learn how to take a validated opportunity and create a marketing plan and "elevator" pitch. Uses business modeling tools to develop and refine the business plan.

CISB 6223 (2). EARLY-STAGE VALUATION AND FUNDING. Focuses on securing funding in the early stage of a venture and on using the venture capital method for determining the valuation of the deal. Students learn how to prepare an executive summary, a financial forecast, and an investor pitch to early-stage investors, and to determine the exit valuation. Students gain an understanding of investors' screening methodology, deal metrics, and equity architecture.

CISB 6224 (2). VENTURE FINANCING. This course takes the student through evaluating the opportunity and developing the business concept as well as assessing and acquiring financial resources. The course takes a case approach to understanding the most important financing concepts for the entrepreneur. Including the entrepreneur's career startup, expansion, leveraged buyouts, mergers and acquisitions, and other opportunities present situations where proper venture financing can mean the difference between success and failure.

CISB 6225 (2). ENTREPRENEURIAL EXIT STRATEGIES: LBO, SALE, IPO, RECAPITALIZATION, AND LIQUIDATION. This course examines one of the key strategies required of any entrepreneurial venture, how the founders and the investors realize the appreciated value of their contributions to the business. Includes an in-depth look at the strategies and methodologies for each of the major types of exit transactions: leveraged buyouts, the sale of the business, an initial public offering, the recapitalization of the firm, and the liquidation of the business.

CISB 6226 (2). EVALUATING ENTREPRENEURIAL OPPORTUNITY. This course will provide students with the knowledge and skills for selecting viable opportunities and evolving them into high potential concepts and business models. Topics addressed include: 1) opportunity identification, 2) opportunity evaluation, 3) evaluating markets, 4) developing a powerful value proposition, 5) creating a sustainable competitive advantage, 6) creating market pull through channels, 7) developing powerful and successful business models, and 8) evolving an insightful sales forecast.

CISB 6228 (2). CORPORATE ENTREPRENEURSHIP: INTRAPRENEURING. This course will examine in detail the challenges and trade-offs a corporation faces when trying to implement and manage for corporate entrepreneurship. Key elements for intrapreneurships, success drivers, as well as business frameworks and models will be developed and analyzed in this course.

Topics to be discussed include definition of intrapreneurship and comparing and contrasting it with traditional entrepreneurship; the impact of corporate culture, processes, and structures on the rate of innovation and new venture development; international impacts on intrapreneurship, and models for sustaining and adapting corporate entrepreneurship. An M.B.A. graduate who can innovate and grow new ventures within a corporation can add significant value to the company for which he/she works.

CISB 6230 (2). TEAMING WITH VENTURE INVESTORS. This course examines business practices and applications that are unique to the venture-funded, early-stage company. Building a fast growth venture backed company is different from building a company using the entrepreneur's own funds or those of friends or relatives. The entrepreneur must be effective working with the "smart money." Students learn management techniques, organizational processes and collaboration models that will contribute to success as an entrepreneurial executive in a venture backed enterprise. Topics also covered are what the venture investor looks for; evolution of the entrepreneur's role as the CEO; and board responsibilities, leadership, and behavior. This course gives the student the ability to recognize the key challenges and typical mistakes that lead to failure in the early-stage, venture backed company and how to prevent them.

CISB 6231 (2). VENTURING IN CHINA. This course offers a systematic approach for investing in China based on the best and most current international investment practices customized for China. The course is built around the investment process and focuses on critical steps including 1) developing a supply of investments of the desired variety, 2) evaluating and selecting investments that meet established investment criteria, 3) negotiating and structuring investments, 4) adding value to the investments by helping management to achieve its business objectives, and 5) monitoring those investments (in particular through an initial public offering). Students will learn how to develop a market entry plan for entering a specific industry in China.

CISB 6295 (2). DIRECTED STUDIES: CISB/ENTREPRENEURSHIP. Students work directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. Students are responsible for submitting a proposal to a professor for directed studies credit.

CISB 6485 (4). DIRECTED STUDIES: CISB/ENTREPRENEURSHIP. Students work directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. Students are responsible for submitting a proposal to a professor for directed studies credit.

Business Economics Courses (BUSE)

All M.B.A. students take **BUSE 6202** as part of the core curriculum. The appropriate prerequisite courses must be successfully completed to enroll in elective BUSE courses. More details on course selection and prerequisites are found in the Concentrations and Minors section and in the course descriptions below.

BUSE 6202 (2). MANAGERIAL ECONOMICS. This course examines the basic principles behind the operating and pricing decisions of firms in a market economy. Methods of marginal analysis and optimization are applied as a guide to the business decision-making process. Topics include supply, demand, and market equilibrium; competition, industrial concentration, government regulation, optimal pricing strategies, and economic efficiency.

BUSE 6203 (2). MACROECONOMICS. Macroeconomics is the study of aggregate performance, focusing on things such as real output, inflation rates, employment, and interest rates. This course is intended to help students better understand the macroeconomic environment influencing business. Students learn how to interpret macroeconomic indices and explore models that attempt to formulate a unified framework for understanding the macroeconomy. Special attention is given to international economics and current macroeconomic events. *Prerequisite or corequisite:* BUSE 6202.

BUSE 6206 (2). UNCERTAINTY AND STRATEGIC DECISION-MAKING. Sets forth the principles of decision-making under uncertainty and explains how they can be applied to enhance managerial performance. The subject matter includes the basic tools of modern game theory, the economics of information, risk aversion, and decision theory. Illustrations and problems are drawn from diverse areas of business practice, including price competition, contract negotiations, auctions and competitive bidding, capacity expansion, and market entry. This course may be taken at any time after completing the prerequisite course. *Prerequisite:* BUSE 6202.

BUSE 6223 (2). GAME THEORY FOR BUSINESS MANAGERS. This course applies and extends the tools of modern game theory that are introduced in BUSE 6206. The course provides a framework for recognizing the basic types of strategic situations that confront management and a systematic approach for identifying effective competitive strategies. The principles of cooperative versus noncooperative behavior, pure versus mixed strategies, reputation building, repeated interaction, first-mover advantage, coordination, and alternative equilibrium outcomes are examined. *Prerequisites:* BUSE 6202, 6206.

BUSE 6230 (2). THE EVOLUTION OF AMERICAN CAPITALISM AND THE GLOBAL CHALLENGES AHEAD. The course provides an analysis of the evolution of American capitalism and the global challenges ahead. In particular, the course focuses on the following issues: America's decline as an industrial power and the explosion of manufacturing in developing and emerging markets, expansions and contractions in the U.S. economy since the Great Depression and the economic outlook for the future, the changing face of the American workforce and its dwindling education advantage in the global marketplace, growing inequality in the U.S. economy and the widening gap between rich and poor, winners and losers in the American marketplace as a result of competitive global pressures, the impact of growth in government spending and rising taxation on global job creation, and the explosion in population and consumption in developing and emerging markets and the impact on the U.S. economy.

BUSINESS ADMINISTRATION EXCHANGE

Students in the full-time M.B.A. and P.M.B.A. programs participating in international programs at exchange partner schools will be enrolled in the appropriate BAEX courses to match the program and/or the number of credit hours being earned at the partner school. In general, the courses taken on exchange earn a grade of Pass (or Fail) and count toward the degree but not toward the GPA calculation or concentration requirements. Exceptions to this policy are addressed on an individual basis.

BAEX 6225 (2). INTERNATIONAL EXCHANGE PROGRAM CONCENTRATION COURSE. The student attends a school that is part of the M.B.A. exchange consortium. Course hours and grade count toward the student's declared concentration and his/her degree. Restricted to M.B.A. students approved by the Cox Global Programs Office and to M.B.A. students enrolled in the arts management term abroad.

BAEX 6226 (2). INTERNATIONAL EXCHANGE PROGRAM CONCENTRATION COURSE. The student attends a school that is part of the M.B.A. exchange consortium. Course hours and grade count toward the student's declared concentration and his/her degree. Restricted to M.B.A. students approved by the Cox Global Programs Office and to M.B.A. students enrolled in the arts management term abroad.

BAEX 6227 (2). INTERNATIONAL EXCHANGE PROGRAM FOR M.A./M.B.A. STUDENTS AT BOCCONI UNIVERSITY. Students attend Bocconi University as part of the arts administration curriculum. The course counts as an M.B.A. general elective. Restricted to M.A./M.B.A. students.

BAEX 6228 (2). INTERNATIONAL EXCHANGE PROGRAM FOR M.A./M.B.A. STUDENTS AT BOCCONI UNIVERSITY. Students attend Bocconi University as part of the arts administration curriculum. The course counts as an M.B.A. general elective. Restricted to M.A./M.B.A. students.

BAEX 6229 (2). INTERNATIONAL EXCHANGE PROGRAM. Students attend a school that is part of the exchange consortium. Restricted to M.B.A. students approved by the M.B.A. Global Programs Office.

BAEX 6230 (2). INTERNATIONAL EXCHANGE PROGRAM. Students attend a school that is part of the exchange consortium. Restricted to M.B.A. students approved by the M.B.A. Global Programs Office.

BAEX 6231 (2). INTERNATIONAL EXCHANGE PROGRAM. Students attend a school that is part of the exchange consortium. Restricted to M.B.A. students approved by the M.B.A. Global Programs Office.

BAEX 6232 (2). INTERNATIONAL EXCHANGE PROGRAM. Students attend a school that is part of the exchange consortium. Restricted to M.B.A. students approved by the M.B.A. Global Programs Office.

BAEX 6233 (2). INTERNATIONAL EXCHANGE PROGRAM. Students attend a school that is part of the exchange consortium. Restricted to M.B.A. students approved by the M.B.A. Global Programs Office.

BAEX 6234 (2). INTERNATIONAL EXCHANGE PROGRAM. Students attend a school that is part of the exchange consortium. Restricted to M.B.A. students approved by the M.B.A. Global Programs Office.

BAEX 6235 (2). INTERNATIONAL EXCHANGE PROGRAM. Students attend a school that is part of the exchange consortium. Restricted to M.B.A. students approved by the M.B.A. Global Programs Office.

BAEX 6238 (2). DOING BUSINESS IN LATIN AMERICA. Intensive seminar providing a broad survey of the largest Latin-American markets. Focuses on the challenges and opportunities associated with doing business in the region's most important emerging markets. Examines the social, political, economic, cultural, and financial conditions that pose special challenges for businesses seeking to export to or invest in this region. Consists of class sessions on the Dallas campus and a trip at the end of the course. *Prerequisite:* Completion of core required courses.

BAEX 6239 (2). DOING BUSINESS IN THE EUROPEAN UNION. This course is an intensive seminar providing a broad survey on the largest European markets. It focuses on the challenges and opportunities associated with doing business in some of the most important markets of the region: London and Paris. The course consists of class sessions on the Dallas campus plus a trip at the end of the course. *Prerequisite:* Completion of core required courses.

BAEX 6251 (2). P.M.B.A. INTERNATIONAL PROGRAM: WHU IN KOBLENZ, GERMANY. Students enroll in courses at WHU Otto Beisheim Graduate School of Management in Koblenz/Vallendar, Germany, which is a member of the exchange consortium. Program topic: the changing environment for international business in Europe.

BAEX 6252 (2). P.M.B.A. INTERNATIONAL PROGRAM: CHINESE UNIVERSITY OF HONG KONG. Students enroll in courses at the Chinese University of Hong Kong, which is a member of the exchange consortium. Program topic: management in Chinese contexts.

BAEX 6255 (2). P.M.B.A. INTERNATIONAL PROGRAM: TONGJI UNIVERSITY, SHANGHAI, CHINA. Students enroll in courses at Tongji University in Shanghai, China, which is member of the exchange consortium. Program topic: doing business in China.

BAEX 6256 (2). P.M.B.A. INTERNATIONAL PROGRAM: INDIAN SCHOOL OF BUSINESS, HYDERABAD, INDIA. Students enroll in courses at the Indian School of Business, Hyderabad, India, which is a member of the exchange consortium. Program topic: the Indian business environment.

BAEX 6257 (2). P.M.B.A. INTERNATIONAL PROGRAM: BOCCONI UNIVERSITY, MILAN, ITALY. Students enroll in courses at Bocconi University in Milan, Italy, which is a member of the exchange consortium. Program topic: doing business in Italy.

BAEX 6258 (2). P.M.B.A. INTERNATIONAL PROGRAM: UNIVERSIDAD DE CHILE, SANTIAGO, CHILE. Students enroll in courses at the Universidad De Chile in Santiago, Chile, which is a member of the exchange consortium. The program topic is the Latin-American business environment.

BAEX 6259 (2). P.M.B.A. INTERNATIONAL PROGRAM: CENTRAL EUROPEAN UNIVERSITY, BUDAPEST, HUNGARY. Students enroll in courses at Central European University in Budapest, Hungary, which is a member of the exchange consortium. The program topic is doing business in Central Europe.

BAEX 6260 (2). P.M.B.A. INTERNATIONAL PROGRAM: CHARLES UNIVERSITY, PRAGUE, CZECH REPUBLIC. Students enroll in courses at Charles University in Prague, Czech Republic, which is a member of the exchange consortium. Program topic: doing business in Central and Eastern Europe: a new business frontier.

BAEX 6431 (4). INTERNATIONAL EXCHANGE PROGRAM. Students attend a school that is part of the exchange consortium. Restricted to M.B.A. students approved by the M.B.A. Global Programs Office.

PROFESSIONAL MASTER OF BUSINESS ADMINISTRATION
INTERNATIONAL ELECTIVE COURSE LIST

The courses listed are not offered every term. These courses satisfy the P.M.B.A. program requirement to take at least one elective course with an international business focus. Students who participate in the International Program courses need to plan accordingly as they cannot be concurrently enrolled in the same module at an international partner school program and at Cox for a campus-based course. For more information on the International Program courses, students should visit www.cox.smu.edu/web/global-programs/professional-mba.

Course Number and Catalog Course Title

ACCT 6217 International Financial Reporting
ACCT 6241 Seminar in International Taxation
CISB 6212 International Entrepreneurship
CISB 6231 Venturing in China
FINA 6214 International Financial Markets
ITOM 6230 Business Process Outsourcing and Offshoring
MKTG 6227 Global Marketing Management
MNO 6226 Managing Across Cultures
STRA 6222 International Corporate Strategy
STRA 6228 Global Strategy
STRA 6236 The Practice of International Business

International Program Courses	*Program Course Title*
BAEX 6238 Doing Business/Latin America	Risks and Opportunities of Latin American Emerging Markets

P.M.B.A International Program Courses

BAEX 6251 WHU Koblenz-Germany	Changing Environment/Intl Business/ Europe
BAEX 6252 Chinese U – Hong Kong	Management in Chinese Contexts
BAEX 6255 Tongji U – Shanghai	Doing Business/China
BAEX 6256 Indian School of Bus	Indian Business Environment
BAEX 6257 Bocconi U – Milan	Doing Business/Italy
BAEX 6258 U Chile – Santiago	Latin American Business Environment
BAEX 6259 CEU Bus Sch – Budapest	Doing Business/Central Europe
BAEX 6260 Charles U – Prague	Doing Business/Central and Eastern Europe

P.M.B.A Exchange Program

Copenhagen Business School

MASTER OF BUSINESS ADMINISTRATION CONCENTRATIONS

Accounting
Business Analytics
Finance
  Chartered Financial Analyst Fast Track
  Specialization options: 1) investments, 2) corporate finance or 3) energy finance
General Business
Information and Operations
Management
Marketing
Real Estate
Strategy and Entrepreneurship

MASTER OF BUSINESS ADMINISTRATION MINORS

Accounting
Business Analytics
Finance
Information and Operations
Management
Marketing
Real Estate
Strategy and Entrepreneurship

Every M.B.A. student begins the program with a general business concentration. In each fall and spring term, students have a designated time when the concentration and minor selections can be changed. M.B.A. students complete one concentration with the option of completing one or more minors to meet their academic goals. Concentrations and minors will print on the student's transcript record but specializations do not. Only the degree, M.B.A., appears on diplomas. A directed study course does not count toward a concentration or minor requirement. **Note:** While the Cox School encourages all students to select the concentration and minor of their choosing, it cannot ensure that all classes will be available in every term to meet the requirements.

ACCOUNTING DEPARTMENT

Concentration in Accounting

Requirements (14 credit hours)

Core courses not included in the 14-hour total:
ACCT 6201 Financial Accounting I
ACCT 6202 Financial Accounting II

Plus 6 hours of required courses:
ACCT 6205 Managerial Accounting I
ACCT 6210 Financial Reporting and Analysis I
ACCT 6212 Financial Reporting and Analysis II

Plus any 8 hours of courses from the following list, which includes M.S.A. program courses available for M.B.A. students meeting the course prerequisites:
ACCT 6206 Managerial Accounting II
ACCT 6208 Audit Risks and Controls
ACCT 6211 Financial Statement Analysis
ACCT 6213 Accounting-Based Valuation

ACCT 6214 Mergers and Acquisitions
ACCT 6215 Advanced Topics in Accounting
ACCT 6216 Emerging Issues in Financial Accounting
ACCT 6217 International Financial Reporting
ACCT 6218 Forensic Accounting and Financial Statement Fraud
ACCT 6219 Leadership Skills for the Accounting Professional
ACCT 6238 Taxation of Mergers and Acquisitions
ACCT 6239 Tax Research
ACCT 6240 Advanced Partnership Taxation
ACCT 6241 Seminar in International and State Taxation
ACCT 6242 Accounting for Income Taxes
ACCT 6243 Assurance Methodology
ACCT 6244 Audit Research
ACCT 6246 Noncorporate Entity Accounting
ACCT 6248 Advanced Corporate Taxation
ACCT 6249 Entity Taxation

Minor in Accounting

Requirements (10 credit hours)

Core courses not included in the 10-hour total:
ACCT 6201, 6202 Financial Accounting I, II

Plus 6 hours of required courses:
ACCT 6205 Managerial Accounting I
ACCT 6210, 6212 Financial Reporting and Analysis I, II

Plus any 4 hours of courses from the following list, which includes M.S.A. program courses available for M.B.A. students meeting the course prerequisites:
ACCT 6206 Managerial Accounting II
ACCT 6208 Audit Risks and Controls
ACCT 6211 Financial Statement Analysis
ACCT 6213 Accounting-Based Valuation
ACCT 6214 Mergers and Acquisitions
ACCT 6215 Advanced Topics in Accounting
ACCT 6216 Emerging Issues in Financial Accounting
ACCT 6217 International Financial Reporting
ACCT 6218 Forensic Accounting and Financial Statement Fraud
ACCT 6219 Leadership Skills for the Accounting Professional
ACCT 6238 Taxation of Mergers and Acquisitions
ACCT 6239 Tax Research
ACCT 6240 Advanced Partnership Taxation
ACCT 6241 Seminar in International and State Taxation
ACCT 6242 Accounting for Income Taxes
ACCT 6243 Assurance Methodology
ACCT 6244 Audit Research
ACCT 6246 Noncorporate Entity Accounting
ACCT 6248 Advanced Corporate Taxation
ACCT 6249 Entity Taxation

FINANCE DEPARTMENT

Concentration in Finance

Requirements (16 credit hours)

Core courses not included in the 16-hour total:

ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I
FINA 6201 Managerial Finance

Plus 4 hours of required courses:

FINA 6205 Finance Theory and Practice (MUST be taken before all other FINA electives except FINA 6216)
FINA 6216 Portfolio Theory and Asset Pricing

Plus any 12 hours of elective courses from the following list:

FINA 6207 Markets and Trading
FINA 6211 Valuation and Analysis
FINA 6212 Corporate Financial Policies
FINA 6214 International Financial Markets
FINA 6217 Leveraged Finance
FINA 6218 Fixed Income Securities
FINA 6219 Forwards, Futures, and Swaps
FINA 6220 Options
FINA 6222 Financial Markets and Monetary Policy
FINA 6226 Alternative Asset Management
FINA 6227 Hedge Funds
FINA 6228 Energy Project Valuation and Finance
FINA 6229 Energy Risk Management
FINA 6230 Practicum in Portfolio Management I (fall term)
FINA 6231 Practicum in Portfolio Management II (spring term)
FINA 6236 Advanced Portfolio Management
FINA 6238 Financial Modeling
BUSE 6206 Uncertainty and Strategic Decision-Making
BUSE 6223 Game Theory for Business Managers

Minor in Finance

Requirements (10 credit hours)

Core courses not included in the 10-hour total:

ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I
FINA 6201 Managerial Finance

Plus 10 hours of required courses:

FINA 6205 Finance Theory and Practice (MUST be taken before all other FINA electives except FINA 6216)
FINA 6211 Valuation and Analysis
FINA 6212 Corporate Financial Policies
FINA 6214 International Financial Markets
FINA 6216 Portfolio Theory and Asset Pricing

Chartered Financial Analyst Fast Track

The Chartered Financial Analyst Fast Track within the finance concentration is designed for students primarily interested in investment banking, consulting and asset management. To be accepted into the CFA Fast Track, students need to

demonstrate strong performance in FINA 6201, ACCT 6201 and MAST 6201. Students who apply will be reviewed and considered at the conclusion of module A in the fall term. Those accepted will begin alternate coursework in module B in the fall term, as outlined below. Students in the track are required to pursue the chartered financial analyst designation, or CFA charter, concurrent with the coursework during the first year of the M.B.A. program. The CFA designation is offered by the CFA Institute and is a globally recognized credential necessary for a high-profile career in finance.

Requirements (63 credit hours)

Year 1 – Fall Term		*Credit Hours*
Module A Courses		
ACCT 6201 Financial Accounting I		2
FINA 6201 Managerial Finance		2
MAST 6201 Managerial Statistics		2
MKTG 6201 Marketing Management		2
MNGT 6101 Managing Your Career		1
Module B Courses		
ACCT 6202 Financial Accounting I		2
BUSE 6202 Managerial Economics		2
FINA 6205 Finance Theory and Practice		2
ITOM 6202 Management Decision Analysis		2
MNGT 6103 Business Presentation Techniques		1
	Term Total	**18**

Year 1 – Spring Term		
Module A Courses		
ACCT 6210 Financial Reporting and Analysis I		2
FINA 6211 Valuation and Analysis		2
FINA 6216 Portfolio Theory and Asset Pricing		2
ITOM 6203 Operations Management		2
MNGT 6011 Managing Your Career, Part Two		0
Module B Courses		
BUSE 6203 Macroeconomics		2
FINA 6214 International Financial Markets		2
FINA 6218 Fixed Income Securities		2
FINA 6220 Options		2
MNGT 6020 First-Year Foundations		0
MNGT 6210 Global Leadership Program		2
	Term Total	**18**

Note: Students are required to enroll in the CFA preparatory course, which will meet on Saturdays. There is an additional cost associated with the preparatory course.

Year 1 – Summer Term		*Credit Hours*
MNGT 6150 Graduate Corporate Internship Program		1
	Term Total	**1**

Note: Students are required to sit for the Level I, II, or III CFA Examination in June.

Year 2 – Fall Term	*Credit Hours*
Modules A and B Courses	
Electives: seven courses	14
Term Total	**14**

Year 2 – Spring Term	
Module A Courses	
MNO 6201 Organizational Behavior	2
Electives: two courses	4
Module B Courses	
STRA 6201 Strategic Management	2
Electives: two courses	4
Term Total	**12**

Credit Hour Summary for CFA Fast Track

41 credit hours of required courses
22 credit hours of elective courses

63 credit hours total

Note: Of these elective courses, students complete one concentration. Each concentration requires 12–16 specific credit hours. (Additional Information is in the Concentrations and Minors section.)

Specializations Within the Finance Concentration

The specializations listed are not printed on a student's transcript. They are merely guidelines to assist a student planning to gain additional knowledge in a specific area within the finance concentration. The finance concentration supports further specialization in the following three areas: 1) investments, 2) corporate finance or 3) energy finance.

Investments

Requirements (16 credit hours)

Core courses not included in the 16-hour total:

ACCT 6202 Financial Accounting II
or **ACCT 6205** Managerial Accounting I
FINA 6201 Managerial Finance

Plus 6 hours of required courses:

FINA 6205 Finance Theory and Practice
FINA 6207 Markets and Trading
FINA 6216 Portfolio Theory and Asset Pricing

Plus any 10 hours of elective courses from the following list:

FINA 6214 International Financial Markets
FINA 6217 Leveraged Finance
FINA 6218 Fixed Income Securities
FINA 6219 Forwards, Futures, and Swaps
FINA 6220 Options
FINA 6222 Financial Markets and Monetary Policy

FINA 6226 Alternative Asset Management
FINA 6227 Hedge Funds
FINA 6230 Practicum in Portfolio Management I (fall term)
FINA 6231 Practicum in Portfolio Management II (spring term)
FINA 6236 Advanced Portfolio Management
FINA 6238 Financial Modeling
BUSE 6206 Uncertainty and Strategic Decision-Making

Corporate Finance

Requirements (16 credit hours)

Core courses not included in the 16-hour total:
ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I
FINA 6201 Managerial Finance

Plus 6 hours of required courses:
FINA 6205 Finance Theory and Practice
FINA 6211 Valuation and Analysis
FINA 6216 Portfolio Theory and Asset Pricing

Plus any 10 hours of elective courses from the following list:
FINA 6212 Corporate Financial Policies
FINA 6214 International Financial Markets
FINA 6217 Leveraged Finance
FINA 6219 Forwards, Futures, and Swaps
FINA 6220 Options
FINA 6222 Financial Markets and Monetary Policy
FINA 6228 Energy Project Valuation and Finance
FINA 6229 Energy Risk Management
FINA 6236 Advanced Portfolio Management
FINA 6238 Financial Modeling
BUSE 6206 Uncertainty and Strategic Decision-Making
BUSE 6223 Game Theory for Business Managers

Energy Finance

Requirements (16 credit hours)

Core courses not included in the 16-hour total:
ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I
FINA 6201 Managerial Finance

Plus 8 hours of required courses:
FINA 6205 Finance Theory and Practice
FINA 6216 Portfolio Theory and Asset Pricing
FINA 6228 Energy Project Valuation and Finance
FINA 6229 Energy Risk Management

Plus any 8 hours of elective courses from the following list:
FINA 6207 Markets and Trading
FINA 6211 Valuation and Analysis
FINA 6212 Corporate Financial Policies
FINA 6214 International Financial Markets
FINA 6219 Forwards, Futures, and Swaps

FINA 6220 Options
FINA 6222 Financial Markets and Monetary Policy
FINA 6226 Alternative Asset Management
FINA 6227 Hedge Funds
FINA 6236 Advanced Portfolio Management
BUSE 6206 Uncertainty and Strategic Decision-Making
BUSE 6223 Game Theory for Business Managers
LAW 6378 Oil and Gas Law
or **LAW 7264** Oil and Gas Environmental Law (with instructor's permission)

INFORMATION TECHNOLOGY AND OPERATIONS MANAGEMENT DEPARTMENT

Concentration in Business Analytics

Requirements (12 credit hours)

Core courses not included in the 12-hour total:
ACCT 6202 Financial Accounting II
or **ACCT 6205** Managerial Accounting I
ITOM 6202 Management Decision Analysis
ITOM 6203 Operations Management

Plus 12 hours, with a minimum of 4 hours from the foundation list:
Foundation Courses (minimum of 4 hours)
ITOM 6214 Business Modeling Using Spreadsheets
ITOM 6217 Business Intelligence and Data Mining
ITOM 6222 Predictive Analysis and Forecasting
Elective Courses
ITOM 6208 Managing Big Data
ITOM 6215 Database Design for Business Applications
ITOM 6218 Business Process Consulting
ITOM 6219 Web and Social Media Analytics
ITOM 6220 Revenue Management
ITOM 6225 Project Management
BUSE 6206 Uncertainty and Strategic Decision-Making
MKTG 6223 Understanding What Customers Value
or **MKTG 6230** Customer Loyalty Management

Minor in Business Analytics

Requirements (8 credit hours)

Core courses not included in the 8-hour total:
ACCT 6202 Financial Accounting II
or **ACCT 6205** Managerial Accounting I
ITOM 6202 Management Decision Analysis
ITOM 6203 Operations Management

Plus 8 hours, with a minimum of 4 hours from the foundation list:
Foundation Courses (minimum of 4 hours)
ITOM 6214 Business Modeling Using Spreadsheets
ITOM 6217 Business Intelligence and Data Mining
ITOM 6222 Predictive Analysis and Forecasting

Elective Courses

ITOM 6208 Managing Big Data
ITOM 6215 Database Design for Business Applications
ITOM 6218 Business Process Consulting
ITOM 6219 Web and Social Media Analytics
ITOM 6220 Revenue Management
ITOM 6225 Project Management
BUSE 6206 Uncertainty and Strategic Decision-Making
MKTG 6223 Understanding What Customers Value
or **MKTG 6230** Customer Loyalty Management

Concentration in Information and Operations

Requirements (12 credit hours)

Core courses not included in the 12-hour total:

ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I
ITOM 6202 Management Decision Analysis
ITOM 6203 Operations Management

Plus 12 hours, with a minimum of 4 hours from the foundation list:

Foundation Courses (minimum of 4 hours)

ITOM 6207 Supply Chain Management
ITOM 6215 Database Design for Business Applications
ITOM 6225 Project Management

Elective Courses

ITOM 6205 Digital Strategy
ITOM 6214 Business Modeling Using Spreadsheets
ITOM 6217 Business Intelligence and Data Mining
ITOM 6218 Business Process Consulting
ITOM 6220 Revenue Management
ITOM 6224 Managing Service Operations
ITOM 6226 Operations Management Strategy
ITOM 6230 Business Process Outsourcing and Offshoring

Minor in Information and Operations

Requirements (8 credit hours)

Core courses not included in the 8-hour total:

ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I
ITOM 6202 Management Decision Analysis
ITOM 6203 Operations Management

Plus 8 hours, with a minimum of 4 hours from the foundation list:

Foundation Courses (minimum of 4 hours)

ITOM 6207 Supply Chain Management
ITOM 6215 Database Design for Business Applications
ITOM 6225 Project Management

Elective Courses

ITOM 6205 Digital Strategy
ITOM 6214 Business Modeling Using Spreadsheets
ITOM 6217 Business Intelligence and Data Mining
ITOM 6218 Business Process Consulting

ITOM 6220 Revenue Management
ITOM 6224 Managing Service Operations
ITOM 6226 Operations Management Strategy
ITOM 6230 Business Process Outsourcing and Offshoring

MANAGEMENT AND ORGANIZATIONS DEPARTMENT

Concentration in Management

Requirements (14 credit hours)

Core courses not included in the 14-hour total:

ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I
MNO 6201 Organizational Behavior

Plus 2 hours of the required course: **MNO 6202** Managing Organizations

Plus 12 hours, with a minimum of 4 hours from Group One and the remaining 8 hours from either Group One or Group Two:

Group One (minimum of 4 hours)

MNO 6214 Strategic Management of Human Capital
MNO 6218 Organizational Leadership
MNO 6220 Corporate Governance
MNO 6222 Leading Organizational Change
MNO 6232 Corporate Ethics and Organizational Responsibility

Group Two

MNO 6210 Leader as Coach
MNO 6212 Introduction to Consulting
MNO 6215 Master Negotiation
MNO 6216 Advanced Master Negotiation
MNO 6226 Managing Across Cultures
BL 6224 Managerial Perspectives on Law and the Workplace
ITOM 6207 Supply Chain Management
ITOM 6218 Business Process Consulting
ITOM 6225 Project Management
STRA 6202 Advanced Strategic Management
STRA 6232 Innovation and Strategic Change

Minor in Management

Requirements (10 credit hours)

Core courses not included in the 10-hour total:

ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I
MNO 6201 Organizational Behavior

Plus 2 hours of the required course: **MNO 6202** Managing Organizations

Plus 8 hours, with a minimum of 4 hours from Group One and the remaining 4 hours from either Group One or Group Two:

Group One (minimum of 4 hours)

MNO 6214 Strategic Management of Human Capital
MNO 6218 Organizational Leadership
MNO 6220 Corporate Governance
MNO 6222 Leading Organizational Change
MNO 6232 Corporate Ethics and Organizational Responsibility

Group Two

MNO 6210 Leader as Coach
MNO 6212 Introduction to Consulting
MNO 6215 Master Negotiation
MNO 6216 Advanced Master Negotiation
MNO 6226 Managing Across Cultures
BL 6224 Managerial Perspectives on Law and the Workplace
ITOM 6207 Supply Chain Management
ITOM 6218 Business Process Consulting
ITOM 6225 Project Management
STRA 6202 Advanced Strategic Management
STRA 6232 Innovation and Strategic Change

MARKETING DEPARTMENT

Concentration in Marketing

Requirements (16 credit hours)

Core courses not included in the 16-hour total:

ACCT 6205 Managerial Accounting I
MKTG 6201 Marketing Management

Foundation Courses (required 6 hours)

MKTG 6204 Consumer Behavior
MKTG 6205 Customer Insights and Market Intelligence
MKTG 6206 Marketing Mix Implementation

Plus 10 hours of marketing functions and topics courses, with a minimum of 4 hours from the functions list:

Functions Courses (minimum of 6 hours)

MKTG 6212 Advanced Communication Management
MKTG 6214 Advanced Pricing Management
MKTG 6215 Advanced Product and Brand Management
MKTG 6218 Multichannel Marketing Management

Topics Courses

MKTG 6222 New Product Development
MKTG 6223 Understanding What Customers Value
MKTG 6224 Research for Marketing Decisions
MKTG 6225 Retailer Behavior and Sales Promotion
MKTG 6226 Advanced Marketing Strategy
MKTG 6227 Global Marketing Management
MKTG 6229 Database Marketing
MKTG 6230 Customer Loyalty Management
MKTG 6232 Digital and Social Media Marketing
MKTG 6233 Nonprofit Marketing Strategy

Minor in Marketing

Requirements (10 credit hours)

Core courses not included in the 10-hour total:

ACCT 6205 Managerial Accounting I
MKTG 6201 Marketing Management

Foundation Courses (required any 4 hours)

MKTG 6204 Consumer Behavior
MKTG 6205 Customer Insights and Market Intelligence
MKTG 6206 Marketing Mix Implementation

Elective Courses: Functions and Topics (required any 6 hours)

MKTG 6212 Advanced Communication Management
MKTG 6214 Advanced Pricing Management
MKTG 6215 Advanced Product and Brand Management
MKTG 6218 Multichannel Marketing Management
MKTG 6222 New Product Development
MKTG 6223 Understanding What Customers Value
MKTG 6224 Research for Marketing Decisions
MKTG 6225 Retailer Behavior and Sales Promotion
MKTG 6226 Advanced Marketing Strategy
MKTG 6227 Global Marketing Management
MKTG 6229 Database Marketing
MKTG 6230 Customer Loyalty Management
MKTG 6232 Digital and Social Media Marketing
MKTG 6233 Nonprofit Marketing Strategy

REAL ESTATE, RISK MANAGEMENT AND BUSINESS LAW DEPARTMENT

Concentration in Real Estate

Requirements (14 credit hours)

Core courses not included in the 14-hour total:

ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I
FINA 6201 Managerial Finance

Plus 8 hours of required courses:

RE 6211 Real Estate Investment
RE 6212 Real Estate Analysis and Strategy
RE 6213 Real Estate Finance and Development
RE 6215 Real Estate Transactions

Plus any 6 hours of courses from the following list:

FINA 6205 Finance Theory and Practice
FINA 6211 Valuation and Analysis
FINA 6216 Portfolio Theory and Asset Pricing
FINA 6229 Energy Risk Management
FINA 6238 Financial Modeling

Minor in Real Estate

Requirements (8 credit hours)

Core courses not included in the 8-hour total:

ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I
FINA 6201 Managerial Finance

Plus 8 hours of required courses:

RE 6211 Real Estate Investment
RE 6212 Real Estate Analysis and Strategy
RE 6213 Real Estate Finance and Development
RE 6215 Real Estate Transactions

STRATEGY, ENTREPRENEURSHIP AND BUSINESS ECONOMICS DEPARTMENT

Concentration in Strategy and Entrepreneurship

Requirements (14 credit hours)

Core courses not included in the 14-hour total:

ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I
STRA 6201 Strategic Management

Plus 2 hours of the required course: **STRA 6202** Advanced Strategic Management

Plus any combination of 12 hours, with at least 8 hours from Group One and no more than 4 hours from Group Two. Out of the 12 hours, up to 8 hours can be from the CISB course list: 4 hours from Group One and 4 hours from Group Two.

Group One (minimum of 8 hours)

STRA 6219 Private Equity and Venture Capital
STRA 6220 Strategic Mergers and Acquisitions
STRA 6222 International Corporate Strategy
STRA 6224 Entrepreneurial Strategy
STRA 6225 Strategic Alliances
STRA 6226 Competitive Advantage
STRA 6228 Global Strategy
STRA 6232 Innovation and Strategic Change
STRA 6236 The Practice of International Business
STRA 6410 Venture Capital Practicum (counts as two courses, 4 hours)
CISB – *one or two courses (maximum of 4 credit hours) from the following list:*
CISB 6210 Essential Law for the Entrepreneur
CISB 6211 Enhancing Operational Performance for Entrepreneurial Companies
CISB 6212 International Entrepreneurship
CISB 6214 Law of Financial Transactions for Entrepreneurs
CISB 6216 Managing the Entrepreneurial Business I
CISB 6217 Managing the Entrepreneurial Business II
CISB 6218 Managing a Family-Owned and Closely Held Business
CISB 6219 Business Decision-Making
CISB 6222 Starting a Business I
CISB 6223 Starting a Business II
CISB 6224 Venture Financing
CISB 6225 Entrepreneurial Exit Strategies
CISB 6226 Evaluating Entrepreneurial Opportunities

CISB 6228 Corporate Entrepreneurship: Intrapreneuring
CISB 6230 Teaming With Venture Investors
CISB 6231 Venturing in China

Group Two (maximum of 4 hours)

CISB – *one or two courses (maximum of 4 credit hours) from the above CISB list*
ACCT 6210 Financial Reporting and Analysis I
ACCT 6211 Financial Statement Analysis
ACCT 6214 Mergers and Acquisitions
BL 6224 Managerial Perspectives on Law and the Workplace
BUSE 6206 Uncertainty and Strategic Decision-Making
BUSE 6223 Game Theory for Business Managers
ITOM 6205 Digital Strategy
ITOM 6226 Operations Management Strategy
MKTG 6222 New Product Development
MKTG 6223 Understanding What Customers Value
MKTG 6226 Advanced Marketing Strategy
MNO 6214 Strategic Management of Human Capital
MNO 6215 Master Negotiation
MNO 6216 Advanced Master Negotiation

Minor in Strategy and Entrepreneurship

Requirements (10 credit hours)

Core courses not included in the 10-hour total:

ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I
STRA 6201 Strategic Management

Plus 2 hours of the required course: **STRA 6202** Advanced Strategic Management

Plus any combination of 8 hours from the following list, with a maximum 4 hours of CISB courses:

STRA 6219 Private Equity and Venture Capital
STRA 6220 Strategic Mergers and Acquisitions
STRA 6222 International Corporate Strategy
STRA 6224 Entrepreneurial Strategy
STRA 6225 Strategic Alliances
STRA 6226 Competitive Advantage
STRA 6228 Global Strategy
STRA 6232 Innovation and Strategic Change
STRA 6236 The Practice of International Business
STRA 6410 Venture Capital Practicum (counts as two courses, 4 hours)
CISB – *maximum of 4 credit hours:*
CISB 6210 Essential Law for the Entrepreneur
CISB 6211 Enhancing Operational Performance for Entrepreneurial Companies
CISB 6212 International Entrepreneurship
CISB 6214 Law of Financial Transactions for Entrepreneurs
CISB 6216 Managing the Entrepreneurial Business I
CISB 6217 Managing the Entrepreneurial Business II
CISB 6218 Managing a Family-Owned and Closely Held Business
CISB 6219 Business Decision-Making

CISB 6222 Starting a Business I
CISB 6223 Starting a Business II
CISB 6224 Venture Financing
CISB 6225 Entrepreneurial Exit Strategies
CISB 6226 Evaluating Entrepreneurial Opportunities
CISB 6228 Corporate Entrepreneurship: Intrapreneuring
CISB 6230 Teaming With Venture Investors
CISB 6231 Venturing in China

ACROSS ACADEMIC DEPARTMENTS

Concentration in General Business

Requirements (12 credit hours)

Core course not included in the 12-hour total:

ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I

Students can select any elective courses, adhering to the prerequisites listed within the course catalog descriptions, for a total of 12 elective credit hours.

COX GENERAL INFORMATION

HISTORY

From its beginning as the Department of Commerce for Southern Methodist University, the Edwin L. Cox School of Business has been educating the country's business leaders for more than 90 years.

Named in 1978 in honor of Dallas businessman Edwin L. Cox, the Cox School has a rich heritage that began in 1920 when the SMU Board of Trustees established a Department of Commerce at the request of the Dallas business community. In 1921, the Department of Commerce was renamed the School of Commerce, and, in 1941, the Board of Trustees established the School of Commerce as a separate entity from the University. At this point, the School of Commerce became the School of Business Administration, and the new Bachelor of Business Administration degree was approved by the trustees. The graduate program at the School of Business Administration began in 1949 with the authorization of a Master of Business Administration program.

In 1965, the SMU Foundation for Business Administration was established. This group of advisers has helped guide the Cox School throughout the years, and today is known as the Executive Board. Also instrumental in supporting the Cox School are members of its two successful mentoring programs: the Associate Board for M.B.A. students and the Business Associates Program for B.B.A. students. These two boards involve more than 220 area business leaders who volunteer their time and expertise to students who want to start making business connections for the future.

Today, under the leadership of Dean Albert W. Niemi, Jr., the Cox School continues to move up in the ranks of the world's premier business schools, receiving recognition for excellence in research and teaching.

ACADEMIC ACCREDITATION

Southern Methodist University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award bachelor's, master's, professional and doctoral degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Southern Methodist University. **Note:** The commission is to be contacted only if there is evidence that appears to support an institution's significant noncompliance with a requirement or standard.

The Cox School of Business is accredited by AACSB International, the Association to Advance Collegiate Schools of Business (777 South Harbour Island Boulevard, Suite 750, Tampa, Florida 33602-5730; telephone number 813-769-6500; fax 813-769-6559). The Cox School was last accredited by AACSB International in 2007.

COX SCHOOL COMPLEX

In 1952, ground was broken for the Joseph Wylie Fincher Memorial Building for the School of Business Administration, and for years, the Fincher Building housed all activities in the Cox School. In 1987, two more buildings were added to the Cox School complex – the Cary M. Maguire Building and the Trammell Crow Building. The James M. Collins Executive Education Center was added in 2005 to meet the needs of the growing Cox programs.

CENTERS AND INSTITUTES

The Business Information Center

Sandal Miller, **Director**

The Business Information Center, the Cox School's business library, is a premier facility combining the features of a university library with the immediacy of online computer resources. The business library provides access to more than 470 electronic research databases; includes individual and group study areas, more than 70 computer workstations, a presentation preparation/practice room, a multimedia studio, group study rooms and staff offices; and features the Kitt Investing and Trading Center. Special collections include the Hillcrest Foundation International Resource Library, the Edwin L. Cox Business Leadership Center Resource Collection, the Maguire Energy Institute Resource Collection, and the MBA Career Management Center Library. The mission of the business library is to provide the SMU community with personalized reference and instruction services by business librarians, support the integration of information-literacy skills into the curriculum, and enable access to authoritative business information regardless of format. It is a center for research and development for state-of-the-art information technology applications in the business education field.

The Caruth Institute for Entrepreneurship

Jerry F. White, **Director**

The Caruth Institute at Cox was established in 1970 by W.W. Caruth, Jr., to help people learn about the excitement of building their own business, the challenges of management, the uncertainties of the marketplace and the acceptance of adversity as a learning experience. The Caruth Institute focuses on both the entrepreneurial and managerial aspects of starting and growing a business. Programs include credit courses for undergraduate and graduate students, including the Master of Science in Entrepreneurship program as well as certificate programs for the outside business community.

The institute conducts the Southwest Venture Forum, which brings together investors, entrepreneurs and the professionals who serve them, and the Dallas 100 Awards, which honors the fastest growing privately held companies in the Dallas/Fort Worth Metroplex. In addition, the institute supports community entrepreneurship activities such as the Metroplex Growth Capital Conference. It also oversees the Cox M.B.A. Business Plan competition and is responsible for the operations of the Cox M.B.A. Venture Fund.

The Center for Marketing Management Studies

Raj Sethuraman, **Executive Director**
Marci Armstrong, **Director, Graduate Marketing Certificate Program**
Charles Besio, **Director, Marketing Management Studies**

The Center for Marketing Management Studies supports ongoing marketing education through the Graduate Marketing Certificate Program. The 21-week program, offered on the Dallas and Plano campuses, runs throughout the school year and is designed to help marketing professionals from the North Texas business community sharpen their marketing skills and knowledge. GMCP topics include strategic mar-

keting, customer loyalty and satisfaction, consumer decision-making, social media, and Internet marketing. Cox graduate students have the opportunity to network with the marketing professionals attending the GMCP.

The Center for Marketing Management Studies is affiliated with the marketing department at SMU-Cox. The broad purpose of the center is to create and disseminate marketing knowledge as well as promote the marketing department to students and external constituents. The center also hosts several marketing events each year for the Dallas business community. M.B.A. students are invited to help coordinate and attend these events.

The Center for Research in Real Estate and Land Use Economics

William B. Brueggeman, Director

The center was created in 1984. It sponsors real estate industry outreach programs, general management programs and student internships. It also awards both undergraduate and graduate student assistantships and scholarships, which are made from endowments established by the Costa Institute of Real Estate Finance and the Robert and Margaret Folsom Institute of Real Estate Development and Land Use Policy.

The EnCap Investments & LCM Group Alternative Asset Management Center

Bill Maxwell, **Director**

The center, established in 2009 at the Cox School of Business, places Southern Methodist University at the forefront of training in the most significant growth area in the investment field today. There are more than 200 alternative investment firms in the Dallas/Fort Worth Metroplex. The Alternative Asset Management program makes Cox a top provider of trained students for these local firms and other growing firms throughout the United States and the world.

Executive Education Center

Frank R. Lloyd, **Associate Dean**

The Executive Education Center is one of the pillars of the Cox commitment to the business community. The center's seminars and certificate programs develop leadership and business acumen through its world-class faculty and facilities. The customized educational experiences for groups of current and high-potential managers improve a company's organizational performance. More information is available at www.exed.cox.smu.edu.

The Don Jackson Center for Financial Studies

Bill Maxwell, **Director**

The Don Jackson Center for Financial Studies, which honors retired Cox School Professor Donald F. Jackson ('63), provides support for student-managed finance clubs, funds for student internships and research assistantships, and travel grants for student attendance at conferences and seminars. The Don Jackson Speaker Series brings leading scholars and financial experts to campus for seminars and presentations each year.

JCPenney Center for Retail Excellence

Edward J. Fox, **Executive Director**

The center was created through a generous endowment from the JCPenney Company Inc. to advance the understanding of consumer shopping behavior and promote the development of leaders for the retail industry. The center facilitates professional development through speaking engagements, networking events and internship opportunities. M.B.A. students are encouraged to participate in events and to use the center for networking opportunities.

The Kitt Investing and Trading Center

Bill Maxwell, **Director**

The Kitt Investing and Trading Center is a state-of-the-art instructional and research facility and designed to integrate finance curriculum, enhance innovative faculty research and teach students practical finance and investment applications. The facility contains an LED stock ticker, three video walls, 24 high-end workstations and 12 Bloomberg Professional terminals. In addition, students have access to data feeds and financial software such as Morningstar Direct, Standard and Poors' Capital IQ, S&P NetAdvantage, Thomson One Analytics and WONDA.

The Maguire Energy Institute

W. Bruce Bullock, **Director**

The Maguire Energy Institute encourages the study of policy, marketing, and management issues related to oil, natural gas and electricity. The institute conducts seminars and training programs focusing on the business, economic and managerial aspects of the energy industry; hosts conferences to facilitate the exchange of ideas and information among educators, practitioners, media and government officials; and provides material for students and teachers to foster a better understanding of the role of the energy industry in the world economy.

The MBA Business Leadership Center

Paula Hill Strasser, **Director**

The MBA Business Leadership Center augments the Cox School of Business graduate curriculum with strategic leadership knowledge and practical applications essential for business success in today's global market. The BLC offers diagnostic assessments, classes, seminars, roundtables, special programs and individualized executive coaching to enhance leadership development under eight themes: customer innovation, personal development, team dynamics, productive leadership, managerial leadership, communication skills, interpersonal relations and business leaders roundtables. Programs offered through the BLC are developed and taught by industry professionals who bring highly advanced expertise from leading companies such as Accenture, Grant Thornton, Dell Services, Texas Instruments, Capital Alliance and The Walt Disney Co.

William J. O'Neil Center for Global Markets and Freedom

W. Michael Cox, **Director**

The center was established in 2008 by William "Bill" J. O'Neil (B.B.A., '55) and his wife, Fay C. O'Neil, to study the impact of competitive market forces on freedom and prosperity in the global economy. The O'Neils created the center to offer education and training for today's forward-looking individuals and businesses that recognize the importance of globalization in changing the paradigm in which everyone is operating. More information is available at www.oneilcenter.org.

National Center for Arts Research

SMU's National Center for Arts Research, the first of its kind in the nation, acts as a catalyst for the transformation and sustainability of the national arts and cultural community. The center will analyze the largest database of arts research ever assembled and make its findings available free of charge to arts leaders, funders, policymakers, researchers, students and the general public.

NCAR's mission is to be the leading provider of evidence-based insights that enable arts and cultural leaders to overcome challenges and increase impact. The scope of this work requires the collaboration of multiple national organizations such as the Cultural Data Project, the National Center for Charitable Statistics, the National Endowment for the Arts, the Theatre Communications Group, TRG Arts, IBM, the Nonprofit Finance Fund and the Boston Consulting Group. Additional information is available at www.smu.edu/artsresearch.

Southwestern Graduate School of Banking Foundation

S. Scott MacDonald, **President and CEO**

The SW Graduate School of Banking offers a carefully crafted and executed approach to graduate banking education that melds personal growth and professional wisdom by emphasizing intellectual as well as leadership development. The program, which is divided into three integrated two-week resident sessions, is guided by some of the industry's top management consultants and educators. More information is available at www.swgsb.org.

THE VISION OF SOUTHERN METHODIST UNIVERSITY

To create and impart knowledge that will shape citizens who contribute to their communities and lead their professions in a global society.

THE MISSION OF SOUTHERN METHODIST UNIVERSITY

Southern Methodist University will create, expand and impart knowledge through teaching, research and service, while shaping individuals to contribute to their communities and excel in their professions in an emerging global society. Among its faculty, students and staff, the University will cultivate principled thought, develop intellectual skills and promote an environment emphasizing individual dignity and worth. SMU affirms its historical commitment to academic freedom and open inquiry, to moral and ethical values, and to its United Methodist heritage.

To fulfill its mission, the University strives for quality, innovation and continuous improvement as it pursues the following goals:

Goal One: To enhance the academic quality and stature of the University.

Goal Two: To improve teaching and learning.

Goal Three: To strengthen scholarly research and creative achievement.

Goal Four: To support and sustain student development and quality of life.

Goal Five: To broaden global perspectives.

SOUTHERN METHODIST UNIVERSITY

As a private, comprehensive university enriched by its United Methodist heritage and its partnership with the Dallas Metroplex, Southern Methodist University seeks to enhance the intellectual, cultural, technical, ethical and social development of a diverse student body. SMU offers undergraduate programs centered on the liberal arts; excellent graduate and continuing education programs; and abundant opportunities for access to faculty in small classes, research experience, international study, leadership development, and off-campus service and internships, with the goal of preparing students to be contributing citizens and leaders for our state, the nation and the world.

SMU comprises seven degree-granting schools: Dedman College of Humanities and Sciences, Edwin L. Cox School of Business, Dedman School of Law, Bobby B. Lyle School of Engineering, Meadows School of the Arts, Perkins School of Theology, and Annette Caldwell Simmons School of Education and Human Development.

Founded in 1911 by what is now the United Methodist Church, SMU is nonsectarian in its teaching and is committed to the values of academic freedom and open inquiry.

At its opening session in 1915, the University had two buildings, 706 students, a 35-member faculty and total assets of $633.540.

Today, the University has more than 100 buildings, a total enrollment that has averaged more than 10,000 the past 10 years, a full-time faculty of 727 and assets of $2.5 billion – including an endowment of $1.3 billion (market value, May 31, 2013).

Offering only a handful of degree programs at its 1915 opening, the University presently awards baccalaureate degrees in more than 80 programs through five undergraduate schools and a wide variety of graduate degrees through those and one professional school.

Of the 10,929 students enrolled for the 2013 fall term, 6,357 were undergraduates and 4,572 were graduate students. The full-time equivalent enrollment was 6,271 for undergraduates and 3,176 for graduate students.

Nearly all the students in SMU's first class came from Dallas County, but now 50 percent of the University's undergraduate student body comes from outside Texas. In a typical school year, students come to SMU from every state; from more than 100 foreign countries; and from all races, religions and economic levels.

Undergraduate enrollment is 51 percent female. Graduate and professional enrollment is 42 percent female.

A majority of SMU undergraduates receive some form of financial aid. In 2013–2014, 75 percent of first-year students received some form of financial aid, and 35 percent of first-year students received need-based financial aid.

Management of the University is vested in a Board of Trustees of civic, business and religious leaders – Methodist and non-Methodist. The founders' first charge to SMU was that it become not necessarily a great *Methodist* university, but a great *university*.

ACADEMIC ACCREDITATION

Southern Methodist University is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award bachelor's, master's, professional and doctoral degrees. Students should contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Southern Methodist University. Note: The commission is to be contacted only if there is evidence that appears to support an institution's significant noncompliance with a requirement or standard.

Individual academic programs are accredited by the appropriate national professional associations.

In Dedman College, the Department of Chemistry is accredited annually by the Committee on Professional Training of the American Chemical Society, and the Psychology Department's Ph.D. program in clinical psychology is accredited by the American Psychological Association.

The Cox School of Business is accredited by AACSB International, the Association to Advance Collegiate Schools of Business (777 South Harbour Island Boulevard, Suite 750, Tampa, Florida 33602-5730; telephone number 813-769-6500). The Cox School was last reaccredited by AACSB International in 2012.

The Dedman School of Law is accredited by the American Bar Association. The ABA conducted its inspection in 2012, and the Dedman School of Law was reaccredited in 2013.

In the Linda and Mitch Hart eCenter, The Guildhall at SMU's Master of Interactive Technology is accredited by the National Association of Schools of Art and Design for two specializations in art creation and level design.

The Lyle School of Engineering undergraduate programs in civil engineering, computer engineering, electrical engineering, environmental engineering and mechanical engineering are accredited by the Engineering Accreditation Commission of ABET, www.abet.org. The undergraduate computer science program that

awards the degree Bachelor of Science is accredited by the Computing Accreditation Commission of ABET. The undergraduate computer science program that awards the degree Bachelor of Arts is not accredited by a Commission of ABET. ABET does not provide accreditation for the discipline of management science.

In the Meadows School of the Arts, the art and art history programs are accredited through the National Association of Schools of Art and Design, the Dance Division is accredited by the National Association of Schools of Dance, the Music Division is accredited by the National Association of Schools of Music, the music therapy program is approved by the American Music Therapy Association, and the theatre program is accredited by the National Association of Schools of Theatre.

Perkins School of Theology is accredited by the Commission on Accrediting of the Association of Theological Schools in the United States and Canada (10 Summit Park Drive, Pittsburgh, Pennsylvania 15275-1110; phone 412-788-6505) to award M.Div., M.A.M., M.S.M., M.T.S. and D.Min. degrees.

Accredited programs in the Simmons School of Education and Human Development include the teacher education undergraduate and graduate certificate programs, which are accredited by the State Board of Educator Certification and the Texas Education Agency. The undergraduate program is approved annually by TEA. The SBEC and the TEA also accredit the M.Ed. in educational leadership's Accelerated School Leadership Program and the M.Ed. in educational leadership with urban specialization. The M.S. in counseling program meets the licensure standards of the Licensed Professional Counselors State Board and the Licensed Marriage and Family Therapist State Board. The Learning Therapist Certificate Program is accredited by the International Multisensory Structured Language Education Council.

SMU LIBRARIES

www.smu.edu/libraries

Service to Southern Methodist University students, faculty and staff is the primary goal of all libraries at SMU. The libraries of the University contain more than four million volumes. The Web-based library catalog system provides access to bibliographic records of materials housed in all SMU libraries and hypertext links to other databases, digitized collections and relevant websites. All SMU libraries offer wireless Internet access.

SMU libraries are one of the greatest assets of the University. SMU libraries rank first in total volumes held among non-Association of Research Libraries universities in the United States. The SMU libraries comprise the largest private research library in Texas and rank third in the state in total volumes, after the University of Texas at Austin and Texas A&M University. The University's library system is divided into a number of different units:

1. Central University Libraries.
2. Underwood Law Library.
3. Bridwell Library.
4. Business Library.

LABORATORIES AND RESEARCH FACILITIES

The University provides laboratories and equipment for courses in accounting, anthropology, art, biology, chemistry, languages, Earth sciences, communication arts, psychology, physics, health and physical education, dance, music, theatre, and statistics, as well as civil, computer, electrical, environmental and mechanical engineering. The University is also home to a number of centers and institutes.

MUSEUM

The **Meadows Museum,** founded by the late philanthropist Algur H. Meadows and located at 5900 Bishop Boulevard, houses one of the finest and most comprehensive collections of Spanish art in the world, as well as selected masterpieces of modern European sculpture, from Rodin and Maillol to David Smith and Claes Oldenburg. The permanent collection of more than 670 objects includes paintings, sculpture, decorative arts and works on paper from the Middle Ages to the present. Artists represented include El Greco, Velázquez, Ribera, Zurbarán, Murillo, Goya, Picasso and Miró. The Meadows Museum hosts a regular program of loan exhibitions each year in its temporary exhibition galleries and sponsors an active program of public lectures, tours, films, concerts and symposia, as well as children's art programs and family days throughout the year. Museum collections are often used by SMU faculty in their courses. The museum membership program includes exhibition previews, tours of private collections and opportunities for travel. Docent tours of the collection are available to school, University and adult groups. The Meadows Museum, in addition to its collection, houses a museum store and special event rooms. Additional information is available at www.meadowsmuseumdallas.org.

TUITION, FEES AND LIVING EXPENSES

A catalog supplement, the *Financial Information Bulletin,* is issued each academic year. It provides the general authority and reference for SMU financial regulations and obligations, as well as detailed information concerning tuition, fees and living expenses. The supplement can be accessed at www.smu.edu/bursar ("Financial Bulletin" link).

Continuing students registering must ensure that payment for the full amount of charges is posted to their account by the payment due date showing on their bill. The due dates are also published on the Bursar website.

Billing notifications are sent to the student's SMU email address and to the designated authorized payer(s) email address when a bill is generated. The billing notification will provide instructions on how to view the bill online through SMUpay. If notification is not received two weeks prior to the due date, the student and/or designated authorized payer(s) should contact the Office of the University Bursar.

Payments made in person or mailed must be received by the Office of the University Bursar, located on the first floor of the Laura Lee Blanton Student Services Building, no later than 4 p.m. on the payment due date. Payments made online via electronic check or credit card must be posted no later than 11:59 p.m. Central Standard Time on the payment due date. Students and/or those paying on behalf of the student who pay online automatically receive an electronic confirmation of payment; students and/or designated authorized payer(s) paying through other methods can also verify receipt of payment online.

Students enrolling after the payment due date must pay at the time of enrollment. Students whose accounts are not cleared by the payment due date or at the time of enrollment are subject to a late payment fee of $50 for balances between $250 and $999.99, and $150 for balances between $1,000 and $5,000. Balances more than $5,000 are charged 3 percent of the outstanding balance, not to exceed $750. Also, after the monthly payment due date has passed, a 1.5 percent past due fee will be assessed on the unpaid student and/or miscellaneous account each month until the balance is paid. The enrollment of students whose accounts remain unpaid after the payment due date may be canceled at the discretion of the University. Students are individually responsible for their financial obligations to the University.

All refunds except federal parent PLUS loans, prepayment accounts, the SMU Monthly TuitionPay Payment Plan and international wires will be made payable to the student. International wires will be refunded by wire to the originating wire account less a $35 wire-processing fee. The PLUS loan borrower can request the refund to be processed to the student by submitting a Parent PLUS Release form, located on the Bursar website. If the refund is issued by check, the student may request, in writing, that the refund be sent to another party.

Any outstanding debts to the University will be deducted from the credit balance prior to issuing a refund. Any outstanding debts to the University that include Title IV funds must have an Authorization to Credit Account form and/or an Authorization to Credit Account Parent form on file in order to transfer funds to cover current award year debts. Students need to sign the ACA form and the federal parent PLUS loan borrower needs to sign the ACAP form.

Any outstanding debts to the University that do not include Title IV funds will be deducted from the credit balance prior to issuing a refund. All other debts should be paid directly by the student.

A student whose University account is overdue or who in any other manner has an unpaid financial obligation to the University will be denied the recording and certification services of the Office of the Registrar, including the issuance of a transcript or diploma, and may be denied readmission until all obligations are fulfilled. The Division of Enrollment Services may stop the registration, or may cancel the completed registration, of a student who has a delinquent account or debt, and may assess all attorney's fees and other reasonable collection costs (up to 50 percent) and charges necessary for the collection of any amount not paid when due. Matriculation in the University constitutes an agreement by the student to comply with all University rules, regulations and policies.

Arrangements for financial assistance from SMU must be made in advance of registration and in accordance with the application schedule of the Division of Enrollment Services, Financial Aid. A student should not expect such assistance to settle delinquent accounts.

Students who elect to register for courses outside of their school of record will pay the tuition rate of their school of record.

REFUNDS FOR WITHDRAWAL FROM THE UNIVERSITY

Note: No refunds are made without an official withdrawal. Policies for official withdrawal, including medical and mandatory administrative withdrawal, are found under Withdrawal From the University in the Academic Records and General and Enrollment Standards section of this catalog.

Reduction of tuition and fees is determined by the effective date of the withdrawal and is based on the schedule listed in the *Financial Information Bulletin*, which can be accessed online at www.smu.edu/bursar ("Financial Bulletin" link).

Note: For students receiving financial aid (scholarships, grants or loans), when the withdrawal date qualifies for reduction of tuition and fees charges, the refund typically will be used to repay the student aid programs first and go to the student/family last. Further, government regulations may require that SMU return aid funds whether or not the University must reduce its tuition and fees (based on the *Financial Information Bulletin*); hence, a student whose account was paid in full prior to withdrawal may owe a significant amount at withdrawal due to the required return of student aid. Therefore, students who receive any financial aid should discuss, prior to withdrawal, the financial implications of the withdrawal with the Financial Aid Advising Office.

Medical withdrawals and mandatory administrative withdrawals allow a prorated refund of tuition and fees.

PAYMENT PLAN OPTIONS

SMU Monthly Payment Plan

The SMU TuitionPay Payment Plan administered by Sallie Mae allows term charges to be paid in monthly installments. Students can enroll in a payment plan at www.tuitionpaymentplan.com/smu. Sallie Mae consultants are available at 877-279-6092 to answer questions or help with the online enrollment process.

Annual payment plans are available in 12-month, 10-month and eight-month formats. Term payment plans are available in four-month, five-month and six-month formats. The summer payment plan is three months.

SMU Prepayment Plan

The SMU Prepayment Plan (a single payment up front for all terms) allows families to avoid the effects of tuition and fee increases by paying for two, three or four years in one single payment at the current rate of tuition and fees. Questions should be addressed to the Division of Enrollment Services, Southern Methodist University, PO Box 750181, Dallas TX 75275-0181; phone 214-768-1096.

Merit-Based Scholarships and Financial Aid

Information about merit-based scholarships and financial aid at the Cox School is found under Cox Graduate Programs Policies and Procedures in the Academic Records, General and Enrollment Standards section of this catalog.

ENGLISH AS A SECOND LANGUAGE PROGRAM

Students whose first language is not English may encounter special challenges as they strive to function efficiently in the unfamiliar culture of an American university setting. Dedman College offers the following ESL resources to students from all schools and departments of SMU. Students may apply on the ESL website. More information about the ESL Program is available on the website (www.smu.edu/esl) or from the director, John E. Wheeler (jwheeler@smu.edu).

The Courses (ESL)

ESL 1001 (0). ESL COMMUNICATION SKILLS. The goal of this course is to improve ESL students' oral and aural interactive skills in speaking, giving presentations, pronunciation, listening, and American idiomatic usage so that they may become more participatory in their classes and integrate more readily with their native English-speaking peers. It is designed to meet the needs of undergraduate and graduate students who may be fully competent in their field of study yet require specialized training to effectively communicate in an American classroom setting. The course is free of charge, noncredit bearing, and transcripted as pass or fail. *Prerequisite:* ESL Program approval required.

ESL 1002 (0). ESL COMMUNICATION SKILLS II. Building on skills developed in ESL 1001, students make use of their knowledge and practice to explore various aspects of American studies. In addition to speaking and presentation skills, reading and writing are also exploited as a means for students to gain a deeper understanding of American culture, customs, attitudes, and idiomatic use of the language. The course is noncredit and no-fee, and is transcripted as pass or fail. ESL 1001 is recommended as a precursor but is not a prerequisite. *Prerequisite:* ESL Program approval required.

ESL 20XX (0). INTENSIVE ENGLISH PROGRAM. All 2000-level ESL courses are exclusive to the Intensive English Program. This multilevel, yearlong program is designed to prepare students and professionals for academic success at the university level. The course of study consists of English for academic purposes, TOEFL-related skills, and American culture. It is open to currently enrolled and newly incoming students, as well as to those not affiliated with SMU. On-campus housing and meals are available during the 6-week summer term. This is a noncredit, nontranscripted program, and separate tuition fees are charged. *Prerequisite:* ESL Program approval required.

ESL 3001 (0). ADVANCED GRAMMAR FOR WRITERS. This course helps students develop their grammar and writing skills within the context of academic readings. Problem areas of English grammar and style are explored through periodic assignments, research documentation methods, and a final research project. The course is free of charge, noncredit bearing, and transcripted as pass or fail. *Prerequisite:* ESL Program approval required.

ESL 3002 (0). ADVANCED ACADEMIC WRITING. Building on principles of grammar and style covered in ESL 3001, this course helps students further improve the writing skills needed for their particular academic careers, using academic texts as a basis for out-of-class writing assignments and a final research project. The course is free of charge, noncredit bearing, and transcripted as pass or fail. *Prerequisite:* ESL Program approval required.

ESL 4001 (0). ESL PRONUNCIATION SKILLS. Students improve their pronunciation by focusing on sentence stress, rhythm, intonation, and body language while learning to mimic American speech patterns. With the instructor's assistance and extensive individual feedback, students develop personal strategies and exercises to become more aware of their own weaknesses. The course is free of charge, noncredit bearing, and transcripted as pass or fail. *Prerequisite:* ESL Program approval required.

ESL 6001 (0). SEMINAR FOR INTERNATIONAL TEACHING ASSISTANTS. Graduate students who speak English as a second language prepare for their teaching responsibilities with undergraduate students taking University Curriculum courses. The main components include language skills needed as international teaching assistants, ITA-related teaching methodology, cross-cultural communication within the American classroom, and presentation skills. Also,

examination of case studies, microteaching demonstrations, and periodic out-of-class individual consultations on the student's language and pedagogical skills. The course is free of charge, noncredit bearing, and transcripted as pass or fail.

ESL 6002 (0). SEMINAR FOR INTERNATIONAL TEACHING ASSISTANTS. Graduate students who speak English as a second language prepare for their teaching responsibilities with undergraduate students taking University Curriculum courses. The main components include language skills needed as international teaching assistants, ITA-related teaching methodology, cross-cultural communication within the American classroom, and presentation skills. Also, examination of case studies, microteaching demonstrations, and periodic out-of-class individual consultations on the student's language and pedagogical skills. The course is free of charge, noncredit bearing, and transcripted as pass or fail.

SMU-IN-PLANO

www.smu.edu/plano

SMU opened a campus in Plano's Legacy Business Park in fall 1997 to 1) extend SMU's resources to meet the educational needs of residents in Collin County and beyond, 2) make enrollment in graduate-level programs more convenient for working professionals and 3) collaborate with area businesses by offering programs to serve the training needs of their employees and by providing corporate meeting space.

Conveniently located about 1 mile south of the intersection of state Highway 121 and the Dallas North Toll Road, SMU-in-Plano features 16 landscaped acres and four buildings with nearly 200,000 square feet of classroom space, with an additional 9 acres adjacent to the facility.

SMU-in-Plano serves more than 800 adult students each year (excluding enrollment in noncredit courses) through a variety of full-time, evening and weekend programs leading to master's degrees and/or professional certificates in business administration, counseling, dispute resolution, liberal studies, education and learning therapies, engineering, and video game technology (The Guildhall at SMU). During the summer, nearly 2,000 children participate in a variety of programs designed to enhance their academic skills. The campus also provides important outreach services to the surrounding Collin County communities; these services include the Mediation and Arbitration Center, the Diagnostic Center for Dyslexia and Related Disorders, and the Center for Family Counseling. More information is available online or through the SMU-in-Plano office: 5236 Tennyson Parkway, Building 4, Plano TX 75024, 972-473-3400.

RESIDENCE ACCOMMODATIONS

The mission of the Department of Residence Life and Student Housing is to advance the goals and objectives of the University by creating residential communities that empower residents to value learning, citizenship and leadership. To support SMU's mission, goals and objectives, RLSH develops and sustains the residence halls and apartments as communities that support the broad range of student needs. To this end, RLSH seeks opportunities to promote an intellectual culture in residence halls that complements an already flourishing campus social culture. The University prides itself on offering a full living and learning experience for its resident students. RLSH is responsible for the campus residential community, including all residence halls, approximately 40 SMU-owned apartments and 10 SMU-owned Greek chapter houses. This responsibility includes making sure that facilities are well maintained and that students have opportunities to grow personally and excel academically.

Housing Policy for All Students

All incoming first-year undergraduate students are required to live on campus for two years. Exceptions may be granted at the discretion of the dean of RLSH to those students from Dallas/Fort Worth who live with a parent or legal guardian in the primary residence of the parent or guardian. For housing purposes, the *two years* means the first two years of college. Incoming transfer students who are over the age of 16 and under the age of 20 are required to live on-campus for their first year at SMU. For 2014–2015, upperclass, transfer and graduate students are not required to live on campus but may apply on a space available basis.

Applications for Residence

New graduate students should submit the completed application and contract to RLSH with a check or money order for $100 made payable to Southern Methodist University for the nonrefundable housing deposit. Notification of assignment will be made by RLSH. The housing license agreement is for the full academic year (fall and spring terms). Room charges for the fall term will be billed and are payable in advance of the term for students who register before August 1, and room charges for the spring term will be billed and are payable in advance of that term for students who register before December 1. Students who register after these dates must pay at the time of registration. Room charges for the full academic year will be due and payable should a student move from the residence hall at any time during the school year. Accommodations for shorter periods are available only by special arrangement with the dean of RLSH before acceptance of the housing license agreement. It is important that applicants become familiar with the license agreement, as it is a legally binding document.

Graduate Residence

The Department of Residence Life and Student Housing operates one apartment residence hall designated for graduate students." Hawk Hall, a one-bedroom-apartment facility, houses single graduate students and married students (graduate and undergraduate) with families. Families with no more than two children may be housed in Hawk Hall.

Special Housing Needs

Students having special housing needs because of a disability should contact the SMU Office of Disability Accommodations and Success Strategies in order to establish eligibility for accommodations. When applying for housing, students should also submit information to RLSH regarding a request for accommodations. DASS and RLSH will work together with the student on their specific situation to make necessary accommodations.

General Housing Information

Each apartment is equipped with a telephone, local telephone service, voice mail system and wireless Ethernet connections to the University's computer system. All residence halls are air-conditioned and some have individually climate-controlled rooms. Washing machines and dryers are located in all residence halls. Meal plans are not required in the graduate hall. For more information, students should visit www.smu.edu/housing or contact the Department of Residence Life and Student Housing, Southern Methodist University, PO Box 750215, Dallas TX 75275-0215; phone 214-768-2407; fax 214-768-4005; housing@smu.edu.

DISABILITY ACCOMMODATIONS AND SUCCESS STRATEGIES

DASS offers comprehensive support services for any SMU student with a disability. Services include classroom accommodations for qualified students with a learning disability and/or attention deficit hyperactivity disorder, as well as physical accessibility and accommodations for other conditions such as physical, visual, hearing, medical or psychiatric disorders. For undergraduate students, academic coaching with DASS learning specialists is available in the areas of transitioning, learning strategies, educational planning and self-advocacy. More information on the accommodations process and DASS resources is available at www.smu.edu/alec/dass.

VETERANS SERVICES

The Division of Student Affairs provides a coordinator of veteran support and services through the Office of the Dean of Student Life. The coordinator helps veterans navigate the campus community and connect with available resources on campus and in the greater Dallas community. A chartered student organization, U.S. Military Veterans of SMU (SMU MilVets), meets regularly to provide support to fellow veterans and to participate in fundraisers, care package drives, tailgating on the Boulevard during football games and other activities during the school year. In addition, the University Registrar's Office certifies veterans each term for their benefits under federal programs and the Office of Financial Aid works to provide individual aid packages. More information regarding services and benefits for veterans is available at www.smu.edu/veterans.

WOMEN'S CENTER

www.smu.edu/womenscenter

The Women's Center for Gender and Pride Initiatives of Southern Methodist University empowers students within the University to increase awareness and understanding of gender equity issues by eliminating barriers, diminishing prejudices and creating a supportive climate and space for all. Through advocacy, information, referral services and leadership experiences, the Women's Center provides a safe haven for students struggling with issues of injustice and oppression. Student organizations advised here include the Women's Interest Network, Campus YWCA, Women in Science and Engineering, and Spectrum, the lesbian, gay, bisexual, transgender and ally organization. Also housed in the Women's Center is the SMU Women's Symposium (www.smu.edu/womsym), which is part of The Education of Women for Social and Political Leadership series, established in 1966. The center provides an informal, homelike atmosphere where members of the SMU community can meet.

OFFICE OF THE CHAPLAIN AND RELIGIOUS LIFE

www.smu.edu/chaplain

The Office of the Chaplain and Religious Life offers resources of pastoral care and theological reflection that nurture the spiritual maturation and the moral and ethical vision and character of students, faculty and staff.

Chaplain Stephen W. Rankin is the pastor and minister to the University community. Chaplain Rankin leads and preaches at University Worship, an ecumenically Christian all-University service of worship in the Methodist tradition, in Perkins Chapel each Sunday during the term. Students, faculty and staff are invited to participate in this service through music, scripture readings or other expressions of wor-

ship. Other services, including the University Service of Memory, Ash Wednesday Service and memorial services as needed, are also planned and implemented by the Office of the Chaplain.

Presently, there are more than 30 religious life organizations. Alongside the Christian groups aligned with denominations, local Dallas-area congregations or national parachurch ministries, SMU also has an active Hillel chapter for Jewish students, a bustling Muslim Student Association and other faith groups of various traditions. A large number of undergraduate, graduate and professional students, as well as many of SMU's faculty, staff and administrators, participate in these dynamic religious communities.

Chaplains are available for personal counseling and spiritual direction with students, faculty and staff during office hours. The Office of the Chaplain is located in the Hughes-Trigg Student Center, suite 316. Adjacent to this office is the Quiet Place, a setting for meditation, prayer and reflection for all faiths. The Quiet Place is open daily and available with no prior reservation needed.

HEALTH SERVICES

www.smu.edu/healthcenter

The University's health facilities are temporarily located at 3014 Daniel Avenue. Services include an outpatient primary care clinic, pharmacy and lab. Counseling and Psychiatric Services and the Office for Alcohol and Drug Abuse Prevention are located on the second floor. The SMU Memorial Health Center is accredited by the Accreditation Association for Ambulatory Health Care Inc.

Outpatient Medical Services. SMU provides a convenient, economical medical clinic for diagnosis and treatment of illness and injury, as well as for immunizations and continuation of treatment such as allergy injections. The clinic is staffed by physicians, registered nurses, medical assistants and lab technologists. Physicians are available by appointment 8:30 a.m.–4:30 p.m., Monday through Friday. For appointments and health information, students should call 214-768-2141.

Patient Observation. When ordered by a staff physician, a student may be held in observation between 8:30 a.m. and 5 p.m., Monday through Friday. Observation is available for most types of non-major medical treatment. When necessary, students are referred to medical or surgical specialists in Dallas. The patient will be responsible for the costs of these services.

Acute/After Hours Care. For emergency care after clinic hours, it is recommended that students call 911 or go to a hospital emergency room. Students should refer to the Health Center website (www.smu.edu/healthcenter) for hospital information and location of an urgent care facility.

Costs. Undergraduate and graduate students pay a mandatory health center fee and receive fully covered primary care physician services at the Health Center for that term, as well as counseling and psychological services and access to health education programs. Any lab work, pharmacy items and medical supplies are charged at reasonable rates.

Mandatory Health Insurance Policy. To ensure that students have appropriate health care coverage, SMU requires all domestic students, both undergraduate and graduate, taking nine or more credit hours to have health insurance through either an individual/family plan or the University-offered plan. All international students taking one or more credit hours must enroll in the University-offered plan unless they have a special waiver personally granted by the Health Center staff.

SMU's mandatory policy requires those students with the enrollment status mentioned above to provide documentation of current insurance coverage or to enroll in the Student Health Insurance Plan by the drop/add date each term. Students can enroll in SHIP, after they have enrolled for classes, by selecting the "Health Insurance" button on the "Student Center" component of My SMU. A domestic student who already has private health insurance coverage must waive SHIP coverage to avoid automatic enrollment into the plan and thereby have the semiannual premium charge applied to his or her University account. Waivers will not be accepted nor will changes be made after the deadline each term. For more information and instructions on how to WAIVE or ELECT coverage, students should visit the website www.smu.edu/healthinsurance. Students who elect SHIP for the fall term will automatically be re-enrolled in mid-December unless the insurance office receives notification of the desire to waive for spring. **Note**: Health insurance is separate from the student Health Center fees and is paid for separately.

Pharmacy. A complete pharmacy with registered pharmacists is open from 8:30 a.m. to 5 p.m., Monday through Friday. Many prescription plans are accepted, and the pharmacy will transmit pharmacy claims to a student's insurance company if provided with the student's pharmacy benefits information.

X-ray and Laboratory Services. X-ray and laboratory tests are available for nominal fees. All X-rays are interpreted by a radiologist.

Immunizations. All students (undergraduate, graduate, part-time and full-time, to include international and IEP/ESL students) are required to have an SMU medical history form on file in the SMU Health Center before registration. To comply with SMU policy, all students must also submit to the Health Center immunization records that provide proof of immunization against measles, mumps and rubella. These MMR immunizations must be documented by a physician, public health record, military health record or school health record. Students will not be allowed to register without immunization compliance.

Effective January 1, 2012, Texas state law requires that all new students under the age of 30 must provide documentation demonstrating they have been vaccinated against bacterial meningitis. The documentation must show evidence that a meningitis vaccine or booster was given during the five-year period preceding and at least 10 days prior to the first day of class of the student's first term. Students should provide the documentation at least 10 days before the first day of class. Students seeking exemption from this requirement due to health risk or conscience, including religious belief, should see the second page of the SMU medical history health form. More information is found under Final Matriculation to the University in the Admission to the University section of this catalog.

Students are encouraged to check their My SMU account for immunization status. Immunizations are available at the Health Center. Health history forms are available on the Health Center's website at www.smu.edu/healthcenter.

Class Absence Due to Illness. Students should schedule appointments with physicians at times when they do not have classes. The Health Center does not issue excuses from classes for illness. Students should refer to the Health Center website (www.smu.edu/healthcenter) for the Class Absence Policy.

Notification of Parents. Students are encouraged to call one or both parents when ill. Parents or guardians will be notified in cases of life-threatening illnesses. The Health Center staff may not speak to parents without the student's permission.

Health Service Records. All health service records are confidential. A copy of medical records may be released to a physician only with a written release by the student. Records are not made available to parents, SMU administrators, faculty or staff without the student's written consent.

Counseling and Psychiatric Services. CAPS provides psychiatric evaluation, crisis intervention and group/individual/couples psychotherapy for students. All interviews are conducted on a voluntary and confidential basis. There is no charge to students who have paid the University health fee. Students can seek confidential help for concerns such as anxiety, depression, relationship issues, career/life planning, sexual identity, eating/body image concerns and sexual assault/sexual harassment matters. Any laboratory tests or pharmaceuticals ordered will be charged to the student. For more information regarding scheduling appointments, students should call 214-768-2277 between 8:30 a.m. and 5 p.m., Monday through Friday, or visit www.smu.edu/counseling.

Testing Services. Testing Services offers testing to the Dallas-area community. These services include on-campus administration of national testing programs such as the SAT, LSAT, GRE Subject and PRAXIS. Other testing offered includes CLEP tests and correspondence examinations for other universities. For additional information, students should call the center at 214-768-2269.

Office for Alcohol and Drug Abuse Prevention. This office provides a free and confidential source of help and information to the SMU community on issues related to substance abuse and addiction. Appointments for counseling or assessment can be made between 8:30 a.m. and 5 p.m., Monday through Friday by calling 214-768-4021. More information is available at www.smu.edu/liveresponsibly.

Office of Health Education and Promotion. This office serves as a resource for health information on campus. It promotes programs and activities that focus attention on health-related issues affecting college students. Students can get involved with health education on campus through the Peer Advising Network. More information is available from the Health Center (telephone: 214-768-2393; website: www.smu.edu/healthcenter/healtheducation.

CHILD CARE

www.smu.edu/childcare

SMU provides a licensed child care center for children ages 1 month to 5 years on a space-available basis. More information is available online or from the director of the center at SMU Preschool and Child Care Center, Southern Methodist University, PO Box 215, Dallas TX 75275-0215; phone 214-768-2278.

RECREATIONAL SPORTS

www.smu.edu/recsports

Dedman Center for Lifetime Sports is a facility designed for recreational sports and wellness. The center provides racquetball courts, aerobic studios, an indoor running track, basketball courts, sand volleyball courts (indoor and outdoor), a climbing wall, a bouldering wall, a 25-meter recreational pool with five lanes, 15,000 square feet of fitness and weight equipment, and a café next to the lobby area. These facilities are open to SMU students, faculty, staff and members.

A variety of services and programs are available, including fitness classes, intramural sports, sport clubs, the Outdoor Adventure program, personal training, personal assessments, massage therapy, swimming lessons and camps.

Continuing and Professional Education

The Office of Continuing and Professional Education provides noncredit courses that address different cultural, scholarly, personal and professional topics for the community, a practice that has been part of the SMU tradition since 1957. CAPE offers a selection of courses for open enrollment each fall, spring and summer term. Additional information is available at www.smu.edu/cape.

Personal Enrichment. CAPE classes – historically, *Informal Courses for Adults* – are generally short sessions on topics for enjoyment and reflection. Courses offered for personal enrichment include several major areas of exploration: personal finance and life planning, communication and workplace skills, history, literature and film, culture and travel, and the fine arts (e.g., studio art, music, architecture, photography and art history). CAPE also offers noncredit language conversation courses, including courses in Spanish, French, Italian, Mandarin Chinese and American Sign Language.

Test Preparation. Study courses for the SAT, ACT, GRE, GMAT and LSAT are offered throughout the year. Information is available at www.smu.edu/testprep.

Professional Training and Development. For those who are seeking professional achievement or a new career direction but who are not interested in a traditional undergraduate or graduate degree-granting program, CAPE offers noncredit courses to enhance workplace skills, as well as noncredit **Certificate Programs** in

- Nonprofit leadership, together with the Center for Nonprofit Management (www.smu.edu/nonprofit).
- Paralegal studies (www.smu.edu/paralegal).
- Graphic design (www.smu.edu/graphicdesign).
- Web design (www.smu.edu/webdesign).
- Financial planning, which includes the option to test for national certification (www.smu.edu/cpfp).
- Communications, in conjunction with the Meadows School of the Arts, Division of Communication Studies.
  - Social media and digital communications (www.smu.edu/digicomm).
  - Business and professional communications (www.smu.edu/bpc).

Students complete certificate programs by taking a series of classes over weeks or years, depending on the specialization and the student's schedule. Cohort and independent options are available, with some classes being offered online. Upon completion of the series of sessions, students receive a noncredit transcript documenting the sessions attended and a certificate of completion from Continuing and Professional Education at SMU.

SMU's Summer Youth Program offers one-week, special-interest enrichment workshops throughout the summer for those entering grades K–12. More information is available at www.smu.edu/SummerYouth.

Online Learning. CAPE partners with national leaders in online teaching and learning to offer a growing library of self-paced, practical, career-enhancing courses that can be accessed from home and office computers. Additional information is available at www.smu.edu/capeonline.

Academic Records and General and Enrollment Standards

The standards herein are applicable to all students at the University and constitute the basic authority and reference for matters pertaining to University academic regulations and records management. Enrollment in the University is a declaration of acceptance of all University rules and regulations. A complete *University Policy Manual* is available at www.smu.edu/policy. Additional information regarding rules and regulations of the University can be found in this catalog.

GENERAL POLICIES

Confidentiality of Education Records

The Family Educational Rights and Privacy Act of 1974 is a federal law that grants students the right to inspect, obtain copies of, challenge, and, to a degree, control the release of information contained in their education records. The act and regulations are very lengthy, and for that reason, SMU has issued its own FERPA-based guidelines that are available at the University Registrar's Office FERPA website. Policy 1.18 of the *University Policy Manual* also discusses this law.

In general, no personally identifiable information from a student's education record will be disclosed to any third party without written consent from the student. Several exceptions exist, including these selected examples: 1) information defined by SMU as directory information may be released unless the student requests through My SMU Self-Service that it be withheld, 2) information authorized by the student through My SMU Self-Service may be released to those individuals designated by the student and 3) information may be released to a parent or guardian if the student is declared financially dependent upon the parent or guardian as set forth in the Internal Revenue Code.

Additional information is available at www.smu.edu/LegalDisclosures/FERPA.

Student File Number

The University assigns each student an eight-digit SMU identification number. The student should furnish the SMU ID number on all forms when requested, as this number is the primary means the University has to identify the student's academic records and transactions related to the records.

Name Change

A student who has a change in name must provide to the University Registrar's Office his or her Social Security card or the form issued by the Social Security Administration. A valid passport may also be used to complete a name change. Enrollment or records services for the student under a name different from the last enrollment cannot be accomplished without one of the above documents. All grade reports, transcripts and diplomas are issued only under a person's legal name as recorded by the University Registrar's Office.

Email and Mailing Addresses, Telephone, and Emergency Contact

Each student must provide the University Registrar's Office with a current home address, telephone number and local mailing address as well as the name, address and telephone number of a designated emergency contact. Students enrolling at

SMU authorize the University to notify their emergency contacts in the event of a situation affecting their health, safety, or physical or mental well-being, and to provide these contacts with information related to the situation.

Students are expected to keep current all their addresses and telephone numbers, including emergency contact details, through My SMU, the University's Web-based self-service system. Students may be prevented from enrolling if their information is insufficient or outdated. Changes to parent information should be reported by contacting records@smu.edu, and the email should include the student's full name and SMU student ID number.

The University issues all students an email address. Students may have other email addresses, but the University-assigned email address is the official address for University electronic correspondence, including related communications with faculty members and academic units (except for distance education students).

Official University correspondence may be sent to students' mailing addresses or SMU email addresses on file. It is the responsibility of students to keep all their addresses current and to regularly check communications sent to them since they are responsible for complying with requests, deadlines and other requirements sent to any of their mailing addresses on file or to their SMU email.

Cell Phones

The University requests that students provide cellular telephone numbers, as they are one means of communicating with students during an emergency. Cellular telephone numbers may also be used by University officials conducting routine business. Students who do not have cellular telephones or do not wish to report the numbers should provide this information to the University through My SMU Self-Service. Students may be prevented from enrolling if their cellular telephone numbers are not on file or if they have not declared "no cellular telephone" or "do not wish to report cellular number" in My SMU.

Ethnicity

SMU requires that a valid ethnic group category be on file for all students. SMU's policies and the Family Educational Rights and Privacy Act of 1974 protect the confidentiality and privacy of this information. A student's ethnic group category can be viewed in My SMU Self-Service Student Center.

U.S. Citizens or Permanent Residents. Ethnicity is self-determined. Students of multiple ethnic backgrounds may select multiple ethnic group categories. If the ethnic group value is incorrect, the student should go to the University Registrar's Office in the Laura Lee Blanton Student Services Building and complete an Ethnic/Racial Category Update Form.

International Students Living in the U.S. While Attending School. Selecting an ethnic group category is not required unless the student becomes a U.S. citizen or permanent resident.

Transcript Service

A transcript is an official document of the permanent academic record maintained by the University Registrar's Office. The permanent academic record includes all SMU courses attempted, all grades assigned, degrees received and a summary of transfer hours accepted. Official transcripts and certifications of student academic records are issued by the University Registrar's Office for all students. Copies of high

school records and transfer transcripts from other schools must be requested from the institutions where the coursework was taken.

Transcripts are $12.25 per copy. Additional copies in the same request mailed to the same address are $3.50. Additional copies mailed to different addresses are $12.25 a copy. PDF transcripts are $16.00 per email address and are available only for students who attended after summer 1996. **Note:** No incomplete or partial transcripts, including only certain courses or grades, are issued. Transcripts cannot be released unless the student has satisfied all financial and other obligations to the University. Instructions for requesting a transcript to be mailed or picked up on campus are available at www.smu.edu/registrar ("Transcript Requests" link). A student may request his or her official transcript through the online My SMU Student Center. Requests are processed through the National Student Clearinghouse. Telephone and email requests are not accepted. Students or their specified third party can pick up their transcripts at the University Registrar's Office, 101 Blanton Student Services Building. Transcripts may be delayed pending a change of grade, degree awarded or term grades.

SMU is permitted, but not required, to disclose to the parents of a student any information contained in the education records of the student if the student is a dependent as defined in the Internal Revenue Code.

Transcripts may be released to a third party as specified by the student on the Student's Consent for SMU to Release Information to Student's Specified Third Party form accessible at www.smu.edu/LegalDisclosures/FERPA/Forms.

Note: Chapter 675, S.B. 302. Acts of the 61st Texas Legislature, 1969 Regular Session, provides as follows: *Section I.* No person may buy, sell, create, duplicate, alter, give or obtain; or attempt to buy, sell, create, duplicate, alter, give or obtain a diploma, certificate, academic record, certificate of enrollment or other instrument which purports to signify merit or achievement conferred by an institution of education in this state with the intent to use fraudulently such document or to allow the fraudulent use of such document. *Section II.* A person who violates this act or who aids another in violating this act is guilty of a misdemeanor and upon conviction is punishable by a fine of not more than $1,000 and/or confinement in the county jail for a period not to exceed one year.

Veterans

The University Registrar's Office certifies veterans each term for their benefits under federal programs, including the Yellow Ribbon Program. Most academic programs at SMU qualify for U.S. Department of Veterans Affairs benefits, making an SMU education accessible and affordable. Veterans are required to provide specific documents before they can be certified with the VA's Veterans Benefits Administration. Specific information regarding the certification process is available from the University Registrar's Office at www.smu.edu/registrar ("Veterans Affairs" link).

Final Examinations

Final course examinations shall be given in all courses where they are appropriate, must be administered as specified on the official examination schedule and shall not be administered during the last week of classes. Exceptions to the examination schedule may be made only upon written recommendation of the chair of the department sponsoring the course and with the concurrence of the associate dean of master's programs, who will allow exceptions only in accordance with guidelines

from the Office of the Provost. The Cox graduate examination schedule is published at the start of each term; note that an exam may be held on a day and/or at a time different from the regular class time.

Academic Grievance and Appeals Procedures for Students With Disabilities

The University policy for academic grievance and appeals procedures for students with disabilities is available in the Office of Disability Accommodations and Success Strategies and the University Registrar's Office.

Term Hour Loads

The unit of measure for the valuation of courses is the *term hour*, i.e., one lecture hour or three laboratory hours per week for a term of approximately 16 weeks (including final examinations).

Cox graduate programs have two eight-week modules in each term, and two term credit hours are earned by 24 classroom contact hours in each eight-week module. Each classroom contact hour generally requires a minimum of two to three hours of advance preparation time on the part of the student. A student must be enrolled in at least 10 credit hours in a term to have full-time academic status; this is true for all Cox graduate programs, full-time and part-time.

Due to the structure of the Cox graduate programs, students must follow the appropriate degree curriculum as outlined in the Academic Programs section of this catalog. These programs do not include thesis, dissertation, performance recitals, co-op programs or fellowships that other SMU graduate programs might utilize for a full-time status equivalent. There is a one-hour summer internship required of all students in the full-time M.B.A. program, which is included in the curriculum.

Cautionary Note. Federal financial aid agencies and some other agencies require a minimum number of hours of enrollment for full-time status and do not make exceptions for internship, co-op or student-teaching enrollments. Students on financial aid should consult a Financial Aid Office adviser regarding minimum enrollment requirements for their situation.

Minimum and Maximum Course Loads. Minimum and maximum course loads allowed are based on the school of record.

Stop Enrollment/Administrative Withdrawal

Insufficient or improper information given by the student on any admission or enrollment form – or academic deficiencies, disciplinary actions and financial obligations to the University – can constitute cause for the student to be determined ineligible to enroll or to be administratively withdrawn.

Transfer Courses From Other Institutions

The policy for transfer coursework is found under Transfer Courses From Other Institutions in the Cox Graduate Programs Policies and Procedures section of this catalog. Official college transcripts are required for all college-level work attempted, regardless of transferability. Military transcripts are also required for students receiving VA benefits; more information is available at www.smu.edu/registrar ("Veterans Affairs" link). Students are responsible for making sure a transcript of all transfer work attempted is sent to the University Registrar's Office immediately following completion of the work.

ENROLLMENT POLICIES

Course Scheduling and Enrollment Cycles

Students should consult with the Graduate Student Services Office for course scheduling, schedule changes, petitions, degree requirements and other such academic concerns. The academic dean's office or the records office monitors academic progress and maintains official degree plans for all students in a school.

Each fall, spring and summer term has an enrollment period during which the formal process of enrollment in the University is completed. Prior to each enrollment period, the Cox Graduate Student Services Office will publish enrollment instructions. Additional information about enrollment cycles is found under Course Enrollment in the Cox Graduate Programs Policies and Procedures section of this catalog.

Each student is personally responsible for complying with enrollment procedures and for ensuring the accuracy of his or her enrollment. Students are expected to confirm the accuracy of their enrollment each term. Students who discover a discrepancy in their enrollment records after the close of enrollment for the term should immediately complete an Enrollment Discrepancy Petition. Petitions are to be submitted to the appropriate academic dean's office or records office within six months of the term in which the discrepancy appeared; contact information for submission of an Enrollment Discrepancy Petition can be viewed on the University Registrar's Office website at www.smu.edu/EnrollmentDiscrepancy. Petitions submitted later than six months after the discrepancy may not be considered.

Schedule Changes

The deadline for adding courses, dropping courses without grade record and changing sections for each enrollment period is listed in the Cox Graduate Programs Academic Calendar. Students are encouraged to seek assistance from the Graduate Student Services Office when considering whether to add or drop a course. A student may drop a course with a grade of *W* (Withdrew) by using the student My SMU Self-Service by the specific deadline listed in the Cox Graduate Programs Academic Calendar.

After the deadline date on the Cox Graduate Programs Academic Calendar, the student may not drop a class. All schedule changes must be processed by the deadline date specified on the Cox Graduate Programs Academic Calendar. **Note:** Schedule changes are not complete for official University record purposes unless finalized in the University Registrar's Office.

Additional information about schedule changes is found under Course Enrollment in the Cox Graduate Programs Policies and Procedures section of this catalog.

Student-Athletes. Students must consult with the Athletic Compliance Office prior to dropping a course. In the consultation, the student will review the effects the drop might have on his or her athletic participation and financial aid. After the consultation, the Athletic Compliance Office will update My SMU Self-Service to allow the student to process the drop, if necessary. The consultation is advisory; students are responsible for their enrollment. For assistance regarding scholarships or other aspects of being a student-athlete, students should contact the Office of the Assistant Athletic Director for Student-Athlete Development.

International Students. Students must consult with the International Center prior to dropping a course. If dropping a course will cause the student to be enrolled in fewer than the required number of hours to remain a full-time student, the student's immigration status could be affected. After the consultation, the International Center will update My SMU to allow the student to process the drop, if necessary. The consultation is advisory; students are responsible for their enrollment.

Students on Merit or Need-Based Financial Aid. Students should consult with their financial aid adviser prior to dropping a course. If dropping a course will cause the student to be enrolled in fewer than the required number of hours to remain in status, the student's financial aid status may be affected. After the consultation, the student may drop a course through My SMU Self-Service. The consultation is advisory; students are responsible for their enrollment. Questions regarding this procedure or financial aid should be directed to the Office of the Associate Financial Aid Director.

Withdrawal From the University

Note: Policies on refunds for withdrawal from the University are found in the Financial Information section of this catalog and in the *Financial Information Bulletin*, which can be accessed online at www.smu.edu/bursar ("Financial Bulletin" link). No refunds are made without an official withdrawal.

Students should be aware of the difference between a *drop* and a *withdrawal* and remember that they have different deadlines and separate financial policies. The deadlines for each are posted each term on the Cox Graduate Programs Academic Calendar. A *drop* occurs when a student removes one or more courses from his or her schedule and remains enrolled in at least one credit hour for the term. A *withdrawal* occurs when removing the course or courses will result in the student being enrolled in **zero** hours for the term.

If a student removes all courses from his or her schedule **prior to the first day of the term**, the transaction is considered a *cancellation* and does not result in financial penalty or impact the student's transcript. The Cox modules within the term can be negatively affected by the withdrawal process; therefore, students should always contact the Cox Graduate Student Services Office prior to initiating this transaction.

A student who wishes to withdraw (resign) from the University before the end of a term or session must initiate a Student Petition for Withdrawal form and secure approval from his/her academic dean. The academic dean's office will then submit the form to the Office of the University Registrar. The effective date of the withdrawal is the date on which the Student Petition for Withdrawal is processed in the University Registrar's Office. Discontinuance of class attendance or notification to the instructors of intention to withdraw does not constitute an official withdrawal.

The enrollment of students who withdraw on or before the sixth day of regular classes as listed on the Cox Graduate Programs Academic Calendar will be canceled. Courses and grades are not recorded for canceled enrollments; however, the student will owe a portion of his/her tuition and fees. Additional information is available in the *Financial Information Bulletin*, which can be accessed at www.smu.edu/bursar ("Financial Bulletin" link). A student who withdraws after the sixth class day will receive the grade of *W* in each course in which he or she enrolled.

Medical withdrawals and mandatory administrative withdrawals allow a prorated refund of tuition and fees and have conditions that must be met prior to re-enrollment at SMU. Medical withdrawals can only be authorized by a licensed physician or psychologist counselor in the SMU Memorial Health Center. Mandatory administrative withdrawals can be authorized only by the vice president for student affairs. As a matter of University policy, and in compliance with federal regulations, retroactive medical withdrawals cannot be granted. The last day for a medical withdrawal is the last day of class instruction for the term from which the student is withdrawing.

Withdrawing students living in SMU housing must check out of the residence halls with the Department of Residence Life and Student Housing per established procedures.

Audit Enrollment (Course Visitor)

Cox School of Business students currently enrolled in one of the graduate programs who want to audit a course (take a course without credit) must complete and submit a Class Auditor Form for Current Cox Students to obtain permission through the Cox Graduate Programs registrar, who coordinates with the instructor the availability of the course for auditing. Audit enrollment will be permitted only on a space-available basis. Audit enrollment starts on the first class day of the term, and there is no tuition charge for a currently enrolled student.

Individuals not currently matriculated graduate students in a Cox School of Business program who desire to audit a course are required to submit a Class Auditor Form for Non-Cox Students to obtain permission through the Cox Graduate Programs registrar, who coordinates with the instructor the availability of the course for auditing. Audit enrollment starts on the first class day of the term and will be permitted on a space-available basis. If the course is approved for audit, the individual must pay the current published audit fee to the Cox School of Business. The following regulations are applicable:

1. Classroom recitation and participation are restricted; availability of course handouts, tests and other materials is restricted; no grade is assigned and no credit is recorded; no laboratory privileges are included.
2. The individual's name does not appear on class rosters or grade rosters.
3. Regular admission and enrollment procedures are not conducted for auditors.
4. The audit fee is nonrefundable.
5. If credit is desired, the course must be enrolled for and repeated as a regular course, and the regular tuition must be paid.
6. Some courses are not available for auditing.
7. Courses in starting a business are offered through a certificate program in the Caruth Institute for Entrepreneurship.

Class Attendance

Regular class attendance is required. The instructor of each class announces at the beginning of the course policies regarding the effect of class attendance on the student's standing in the course. These policies may include dropping a student from the course for nonattendance after a certain number of absences. All reasons for absence should be submitted at once to the instructor.

The satisfactory explanation of absence may release a student from disciplinary action but does not relieve a student from responsibility for the work of the course during his or her absence. A student who misses an announced test, examination or laboratory period in a regular course of study and has the permission of the instructor may be given an opportunity to make up the work at the instructor's convenience. The instructor determines in all instances the extent to which absences and tardiness affect each student's grade.

Students may be dropped by a course instructor or academic dean for nonattendance or tardiness with a grade of *W* until the calendar deadline to drop. After the deadline, students must remain enrolled in the course.

Students may also be dropped by a course instructor for inappropriate classroom behavior. The instructor must submit the request by the University deadline to drop. After the deadline, the student must remain enrolled in the class and receive a final grade of *F*.

A student who has a passing grade in a course at the time of the final examination, but who misses the examination due to an unavoidable situation, should immediately contact the instructor and the assistant dean of the Cox Graduate Student Services Office to determine what accommodations may be available.

Absence Due to Illness

SMU's Memorial Health Center does not provide documentation for granting excused absences from class. If students are absent for illness, they should talk to their professors about how they might catch up with the material missed. If students are seriously ill and require hospitalization or an extended absence, students should talk to their professors and the assistant dean of the Cox Graduate Student Services Office to decide how to deal with the interruption in their studies. To facilitate communication with their professors about their absence, students may submit the Absence from Class Form available at www.smu.edu/healthcenter.

Interpretation of Course Numbers

Each SMU course has a four-digit course number. The first number indicates the general level of the course.

1000–1999	First-year
2000–2999	Sophomore
3000–3999	Junior
4000–4999	Senior
5000–5999	Senior or Graduate
6000–9999	Graduate

The second digit specifies the number of credit hours; exceptions are noted below.

Digit	*Credit Hours*
0	0, .5 or 10–15
1	1 or 1.5

The third and fourth digits are used to make the course number unique within the department.

GRADE POLICIES

A student's grades are available to him or her through My SMU Student Center.

Grade Scale

The grade of a student in any course is determined by the instructor of the course. The following grades are authorized for recording on the student's official graduate academic record maintained by the University Registrar's Office. In order for a course to count toward a Cox graduate degree, a grade of *C-* or above must be earned. Any grade lower than a *C-* is not passing.

Grades	*Description*	*Grade Points per Term Hour*
A	Excellent Scholarship	4.000
A-	Excellent Scholarship	3.700
B+	Good Scholarship	3.300
B	Good Scholarship	3.000
B-	Good Scholarship	2.700
C+	Fair Scholarship	2.300
C	Fair Scholarship	2.000
C-	Fair Scholarship	1.700
D+	Poor Scholarship	1.300
D	Poor Scholarship	1.000
D-	Poor Scholarship	0.700
F	Fail	0.000
P, CR	Pass, Credit	*
I	Incomplete	*
NC	No Credit Received	*
X	No Grade Received in Registrar's Office	*
WP/W	Withdrawal Passing/Withdrew	*

Note: Asterisks denote grades not included in a student's GPA.

All graduate courses in the Cox School of Business, except those noted in this paragraph, are assigned a letter grade with grade point value and cannot be taken as pass/fail. The courses specifically established with the pass/fail grading basis are all BAEX courses, and MNGT 6001, 6003, 6011, 6020, 6101, 6103 and 6150.

Grade of F, D or W

Failing is graded *F*. If the student's work is incomplete, poor quality and not acceptable, a grade of *F* will be given. After such a grade, credit may be obtained only by repeating the course.

When the Cox School of Business assigns the grade of *D*, *D-* or *D+* for poor scholarship, it is not a passing grade. For more details, students should see Course Grades Not Meeting Degree Requirement in the Cox Graduate Program Policies and Procedures section of this catalog.

The grade of *W* cannot be recorded unless completion of the official drop or withdrawal process has occurred by the applicable deadline *during the module of enrollment*. Only the grade of *W* may be recorded if the student has officially dropped courses from the schedule or withdrawn (resigned) from the University. The grade of *W* may not be revoked or changed to another grade because the act of officially dropping/withdrawing is irrevocable.

Grade of Incomplete

A student may temporarily receive a grade of Incomplete (*I*) if the majority (90 percent) of the course requirements have been completed with passing grades, but for some justifiable reason acceptable to the instructor, the student has been unable to complete the full requirements of the course. The grade of *I* is normally changed to a final grade within one year but no later than the time of graduation. The grade of *I* can be requested and given only at the end of the module.

At the time a grade of *I* is given, the instructor must stipulate in writing to the student the requirements and completion date that are to be met and the final grade that will be given if the requirements are not met by the completion date. The instructor and the student sign the Incomplete Grade Agreement form, with a copy of the form given to the student and to the Graduate Student Services Office and with the instructor retaining the original form.

The maximum period of time allowed to clear the Incomplete is until the end of the next term. If the Incomplete grade is not cleared by the date set by the instructor or by the end of the next term, the grade of *I* will be changed to the grade provided by the instructor at the time the Incomplete was assigned or to a grade of *F* if no alternate grade was provided.

The grade of *I* is not given in lieu of a grade of *F* or *W*, or other grade, each of which is prescribed for other specific circumstances.

The grade of *I* in a course does not authorize a student to attend or enroll in the course during a later term. Graduation candidates must clear all Incompletes prior to the deadline on the Cox Graduate Programs Academic Calendar. Failure to do so can result in removal from the degree candidacy list and/or conversion of the grade of *I* to the grade indicated by the instructor at the time the grade of *I* was given.

Grade Point Average

A student's grade point average (cumulative GPA) is computed by multiplying the term hours of each course attempted by the grade points earned in the particular course and then dividing the total number of grade points by the total number of hours attempted, excluding those hours for which grades are shown with an asterisk on the grade chart. The GPA is truncated, not rounded, at three decimal places.

Grade Changes

Changes of grades, including change of the grade of *I*, are initiated by the course instructor and filed in the Graduate Student Services Office for processing under the authorization of the dean of the Cox School. If a student requests a grade change, the instructor may ask the student to provide the request as a written petition, which may become an official part of any further process at the instructor's discretion. Changes of grades may be made only for the following authorized reasons: to clear a grade of *I*, to correct a processing error or to reflect a re-evaluation of the student's original work. A change of grade will not be based on additional work options beyond those originally made available to the entire class. Changes of grades of *I* should be processed within a calendar year of the original grade assignment. Other changes of grades must be processed by the end of the next regular term. No grade will be changed after 12 months or after a student's graduation, except in cases where a grade is successfully appealed – provided that written notice of appeal is given within six months following graduation – and in extenuating circumstances authorized by the academic dean and approved by the University Registrar's Office.

Grade Appeals

A student who feels that an assigned grade is other than the grade earned must first discuss the matter with the course instructor to determine if the discrepancy is caused by error or misunderstanding. At the time of the initial discussion, the student may be asked to provide a written petition requesting the change of grade.

A student who is not satisfied by the instructor's decision on a request for a grade change, and who maintains that the original grade was capriciously or unfairly determined, may appeal to the chair of the department in which the course was offered (or, in the case of a nondepartmental course, to a faculty agent designated by the dean of the school offering the course). After discussing the matter with the student, and bearing in mind that the final authority in matters of academic judgment in the determination of a grade rests with the course instructor, the chair (or faculty agent) will consult with the course instructor, who will subsequently report to the student the disposition of the appeal.

A student who is not satisfied by the disposition of the appeal may appeal the decision to the associate dean of the master's programs. The associate dean will take action as he or she deems appropriate, but the action taken must respect the principle that the determination of a grade rests with the course instructor.

SATISFACTORY PROGRESS POLICIES

Leave of Absence

A leave of absence is a temporary leave from the University – a kind of "time out" – that may be necessary during an academic career. Students may elect to take leaves of absence for a variety of reasons, including 1) medical reasons due to accident or illness, 2) family crises or other personal situation that requires an extended absence from school, 3) financial issues that may take time to resolve, and 4) academic difficulties that may best be handled by taking time to refocus on college work.

The process to return to SMU after a leave-of-absence period can be an easy one, especially if the student has gone through the steps to file for a leave of absence and planned ahead for the return. Following Cox's leave-of-absence guidelines helps 1) assure that the degree requirements per the catalog of record when the student initially matriculated at SMU still apply upon return, 2) assist with financial aid processing, and 3) provide the support needed to return to Cox and successfully finish the degree. The first step to effect a leave of absence is for the student to arrange an appointment to meet with staff in the Graduate Student Services Office, who will assist the student with the process.

Students in good standing may take a leave of absence for up to 12 months by sending a written notice to the Cox Graduate Student Services Office. To be in good standing, a student must have a cumulative GPA of 3.000 or higher, must have earned eight or more hours, and must have a clear student financial record. Students seeking to re-enroll after a leave of absence must notify the Graduate Student Services Office in writing. A leave of absence does not affect the statute of limitations established by the initial enrollment. Any former student with less than the criteria outlined herein for good standing must reapply to the program. Students who have not enrolled for more than 12 months must follow the guidelines for readmission.

Academic Progress

Failure to meet established minimum acceptable standards of academic or disciplinary performance can result in probation or dismissal. Information regarding disciplinary action can be found under the Cox Graduate Honor Code and Charter of Community Conduct on the Cox School of Business website.

Graduate students must maintain a cumulative GPA of 3.000. If in any term the student falls below this cumulative GPA, the student will be placed on probation.

To graduate from a Cox School of Business graduate program, students must earn a cumulative GPA of 3.000 or higher (without rounding) with no grade less than a *C-* (1.700) applying toward the degree. The academic performance of all graduate students is reviewed at the end of each term. All calculations for academic performance evaluations are based on grades earned in Cox programs. Grades earned in accepted transfer courses are not counted in Cox School of Business cumulative GPA calculations.

A student in a graduate Cox program with a cumulative GPA below 3.000 upon completion of the credit hours required for the degree may petition the Cox Graduate Policy Committee to take additional credit hours at Cox to raise his or her cumulative GPA to 3.000, the required level. Students who receive approval to take additional hours will not be permitted to earn more than the maximum hours allowed toward their degree for GPA purposes. A chart of maximum hours allowed is found under Course Grades Not Meeting Degree Requirement in the Cox Graduate Programs Policies and Procedures section of this catalog.

Academic Probation and Academic Dismissal

Academic Probation

Academic probation is a serious warning that the student is not making satisfactory academic progress. A student on academic probation is still eligible to enroll and is considered in good standing for enrolling in classes and for certification purposes. Academic probation is not noted on the permanent academic record; however, a student on academic probation may be subject to certain conditions.

In addition, any student with a scholarship who goes on academic probation will have one term to raise the cumulative GPA above 3.000 to retain the scholarship. If the student does not raise the cumulative GPA above 3.000 and remains on academic probation at the end of the term, the scholarship is lost. However, the student may regain the scholarship in a subsequent term if the cumulative GPA later increases to 3.000 or higher.

Cox graduate students on academic probation are not permitted to serve in any student leadership position of any organization representing either Cox or SMU. A student on academic probation is not permitted to enroll in a directed study. **Note:** Full-time M.B.A. students are still required to enroll in the internship course as part of the full-time M.B.A. curriculum in the summer term between the first and second year of the program. Additional information about probation policies is found in the Cox Graduate Programs Policies and Procedures section of this catalog.

Academic Dismissal

Academic dismissal is final, with no possibility of reinstatement or readmission. Academic dismissal is recorded on the student's permanent academic record. Additional information is found under Academic Dismissal From the Cox School of Business in the Cox Graduate Programs Policies and Procedures section of this catalog.

Academic Petitions and Waivers

Petitions and/or waiver requests concerning academic issues should be submitted to the Graduate Student Services Office.

Transfer Coursework

The policy for transfer coursework is found under Transfer Courses From Other Institutions in the Cox Graduate Programs Policies and Procedures section of this catalog.

GRADUATION POLICIES

Apply to Graduate

Students must file an Application for Candidacy to Graduate with the Cox Graduate Student Services Office no later than the last day of the first week of the term in which they will complete all degree requirements. Applications are filed through My SMU Self-Service by the posted deadline.

Students who file an application after the published deadline may be required to pay a nonrefundable late fee. Late applications may be denied after the start of the next term, and the Application for Candidacy to Graduate applied to the next conferral date. Students taking coursework at another institution and transferring the course(s) back to SMU are responsible for ensuring that the University Registrar's Office receives their official transcript in order for their degree to be conferred for the anticipated graduation term.

SMU has three degree conferral periods for most programs: fall (December), spring (May) and summer (August).

Prior to approving a graduate business student for degree conferral, Cox faculty and administration will consider any documented judicial or disciplinary complaints on record and audit the student's academic standing, including satisfactory completion of the required but noncredit-bearing aspects of the Cox program.

Commencement Participation

The Cox School of Business holds a diploma ceremony each year in May following the Universitywide commencement program. Students in good academic standing, within eight credit hours of graduating and enrolled to complete all degree requirements during the following summer term may also participate in the May ceremonies, although their degrees will not be conferred until August.

To participate in a ceremony, a student must file with the Cox Graduate Student Services Office an Application for Candidacy to Graduate or Intent to Participate Form.

Statute of Limitations for Degree Plans

The maximum length of time for degree completion in any and all graduate business degree programs is six calendar years. All course and degree requirements must be completed in this time period, which begins at the time of initial enrollment, with no absence greater than three consecutive calendar years.

COX GRADUATE PROGRAMS POLICIES AND PROCEDURES

Honor Code of Cox School of Business

By becoming members of the Cox School of Business, students are bound to hold intellectual integrity to the highest standard and commit to uphold the Cox School of Business Honor Code. Any actions committed by a member of the student body in violation of the Honor Code degrades the principles underlying the mission of the University and profoundly affects the integrity and reputation of the degrees to be earned, as well as the reputation of the institution. **At the core of the Cox School Honor Code is the student who will not lie, cheat, steal or tolerate those who do. Not reporting an honor violation is an honor violation.** New graduate students receive a copy of the entire Honor Code at orientation and review all standards and policies. For more information, students should contact the assistant dean of the Graduate Student Services Office or see the Honor Code in the Student Life section at www.cox.smu.edu/web/full-time-mba-students/student-life.

Admissions Information

The Cox School of Business seeks candidates who show a strong potential for success in today's global business environment. Candidates who demonstrate analytical capabilities, leadership experience, interpersonal and communication skills, and personal commitment and motivation are invited to apply. The Admissions Committee seeks candidates who possess outstanding academic achievement and potential, leadership qualities, and management potential. To assess these characteristics, the committee will look to the following elements to help identify a candidate's potential to succeed in the program: test scores, previous academic records, references who can speak to the candidate's professional performance and self-evaluation essays. Complete details and an application packet are available from the Cox Admissions Office: www.coxgrad.com; telephone 214-768-1214 or 1-800-472-3622; fax 214-768-3956; mbainfo@cox.smu.edu.

Deferral of Admission

An accepted graduate business applicant must enter the program for the specific term of acceptance. If extenuating circumstances prevent the student from matriculating for the specific term, he or she must petition the graduate Admissions Committee for deferral prior to the first day of instruction of that term. This petition should state the reason for requesting a deferral to the next entering term. If the applicant fails to matriculate for the deferred term, the deposit is forfeited and the applicant must reapply for acceptance to the Cox School of Business.

Course Enrollment

Students process their own enrollment transactions, including add, drop and swap, on the Web-based My SMU (my.smu.edu). Prior to each term, there is a period during which the formal process of course enrollment is completed. The Graduate Student Services Office distributes by email enrollment information and dates for that term's enrollment transactions.

The enrollment information is distributed in October for the spring term for the registration that starts in November with a week of priority registration. In March, the information is distributed for the summer and fall terms for the registration that starts in April with a week of priority registration. In both November and April, after

the week of priority registration, open enrollment starts and continues until the first week of classes. P.M.B.A. and M.S. students enroll for the summer term prior to the fall enrollment in April.

Cox graduate students have priority for course enrollment until the week prior to the start of classes. Options for enrolling in courses for credit are available for other students as follows: 1) an M.B.A. graduate of an AACSB accredited school, 2) visiting students in the P.M.B.A. program and 3) *approved* non-Cox SMU graduate students taking graduate Cox courses. Other individuals interested in taking a Cox graduate course may be able to do so as an auditor. Policies for these student classifications are included in this catalog.

Changes can be made to enrollments without penalty through the first week of class. In addition, an elective course may be dropped with no refund given and assigned a grade of *W* (Withdrew) through the deadline listed in the Cox Graduate Programs Academic Calendar. After the deadline date, students may not drop a class. Note that students cannot drop required core courses without the specific written permission of the Graduate Student Services Office.

After the deadline date in the Cox Graduate Programs Academic Calendar, a student may not drop a class. All schedule changes must be processed by the deadline date specified in this calendar.

Additional information is found in the Enrollment Policies section of this catalog.

Course Loads and Scheduling

Students need to be aware that examinations, special class meetings, and other informal and formal events may be scheduled for alternate times than stated for the course schedule.

Full-time M.B.A. Program. Students complete 34 credit hours in the first year (16 credit hours in the first term and 18 credit hours in the second term), one credit hour internship in the summer (third term) and 28 credit hours in the second year (14 credit hours per term) plus one noncredit-bearing requirement (First-Year Foundations) for a total of 63 credit hours for the two-year program. The maximum hours of course enrollment allowed during the program is 71 credit hours. The required core courses and some elective courses are scheduled for weekdays, with additional elective courses offered in the evenings and Saturday mornings.

Professional M.B.A. Program. Students complete six terms of eight credit hours each term, including summer terms, for a total of 48 credit hours for the part-time program. The maximum hours of course enrollment allowed during the program is 56 credit hours. The usual schedule for the required core curriculum is Thursday evening and/or Saturday morning. Elective courses are offered Monday through Thursday evenings with limited offerings Saturday mornings.

Master of Science in Accounting. M.S.A. students complete 16 credit hours each term for a total of 32 credit hours for the full-time, one-year program. The maximum hours of course enrollment allowed during the program is 36 credit hours. The courses for this program are generally offered Monday through Thursday during the day and evening.

Master of Science in Business Analytics. M.S.B.A. students complete 17 credit hours in the fall and 16 credit hours in the spring for a total of 33 credit hours for the full-time, one-year program. The maximum hours of course enrollment allowed during the program is 37 credit hours. The courses for this program are generally offered Monday through Thursday during the evening and Saturday mornings.

Master of Science in Entrepreneurship. M.S.Ent. students complete four consecutive terms of eight credit hours each term for a total of 32 credit hours for the part-time program. The maximum hours of course enrollment allowed during the program is 36 credit hours. This structured program has courses scheduled Monday through Thursday evenings and Saturday mornings.

Master of Science in Finance. M.S.F. students complete 16 credit hours and 14 credit hours in two consecutive terms for a total of 30 credit hours for the full-time, one-year program. The maximum hours of course enrollment allowed during the program is 34 credit hours. The courses for this program are generally offered Monday through Thursday during the day and evening.

Master of Science in Management. M.S.M. students complete 16 credit hours and 14 credit hours in two consecutive terms for a total of 30 credit hours for the full-time, one-year program. The maximum hours of course enrollment allowed during the program is 34 credit hours. The courses for this program are generally offered Monday through Thursday (day and evening) and Saturday mornings.

Master of Science in Sport Management. M.S.S.M. students complete 16 credit hours in the fall, 17 credit hours in the spring and a four credit hour internship in the summer for a total of 37 credit hours for the full-time, one-year program. The maximum hours of course enrollment allowed during the program is 41 credit hours. The courses for this program are generally offered Monday through Thursday during the evening and Saturday mornings.

Course Overloading

Full-time M.B.A. Program. After successfully completing the first term of the full-time M.B.A. program, students with a cumulative GPA of 3.500 or higher may elect to take more than the normal load of 14–16 credit hours, with a maximum of 20 credit hours in one future term. The total number of overload hours can be no more than eight hours during the two-year program. Full-time M.B.A. students may overload at no additional cost as they are charged a flat-rate tuition per term and pay the full flat-rate tuition for that term, regardless of the number of hours in which the student is enrolled. Students should contact the Graduate Student Services Office for assistance.

Professional M.B.A. Program. After successfully completing all 20 credit hours of required core courses with a cumulative GPA of 3.200 or higher, students in the P.M.B.A. program may elect to take up to three courses or six credit hours in a module, a total of 12 credit hours in a term. Students need to contact Graduate Student Services Office staff for override permission when taking 12 credit hours. P.M.B.A. students are not permitted to transfer into the full-time M.B.A. program. However, with approval from the Graduate Student Services Office, an unemployed student may be granted permission to carry a full-time academic course load of up to 16 credit hours per term. P.M.B.A. students who take additional credit hours (maximum is 56 allowed in the program) will continue to pay the published hourly tuition rates.

Master of Science in Accounting, Business Analytics, Finance, Management or Sport Management. After successfully completing the first term of the M.S.A., M.S.B.A., M.S.F., M.S.M. or M.S.S.M. programs, students with a cumulative GPA of 3.500 or higher may elect to take more than the normal load of 14–17 credit hours, with a maximum of 20 credit hours in one future term. The total number of overload hours can be no more than four credit hours or two courses during the program.

Students may overload at no additional cost if they are enrolled in 12–18 credit hours, including their overload credit hours, as they are charged a flat-rate tuition. If 18 credit hours per term are exceeded, students will pay the hourly tuition rate for the hours in excess of 18 credit hours. Students should contact the Graduate Programs Office for assistance.

Master of Science in Entrepreneurship. After successfully completing the first term of the M.S.Ent. program, students with a cumulative GPA of 3.200 or higher may elect to take up to three courses or six credit hours in a module, with a maximum of 12 credit hours in one term. Students who take additional credit hours (maximum is 34 allowed in the program) will continue to pay the published hourly tuition rate. Students should contact the Graduate Programs Office staff for assistance.

Acceleration

Acceleration of the M.B.A. degree is defined as a P.M.B.A. student with enough additional credit hours to advance his or her expected graduation date by at least one term. P.M.B.A. students are not permitted to transfer into the full-time M.B.A. program. However, with approval from the Graduate Student Services Office, an unemployed student may be granted permission to carry a full-time academic course load of up to 16 credit hours per term, paying the published hourly tuition rates. Additional information is available online at www.smu.edu/bursar/GR_tuitionfees.asp.

Readmission

Students in good standing who have not enrolled in more than 12 months must complete a Readmission Request Form. To be in good standing, a student must have a cumulative GPA of 3.000 or higher, must have earned eight or more hours, and must have a clear student financial record. After receiving the Readmission Request Form, the Graduate Student Services Office will review the student's request and academic record to determine the student's eligibility to be readmitted to the same program. If approval to return to the Cox graduate program is granted, the student will receive information detailing her or his new degree plan, including any updates to the curriculum that must be followed. Readmitted students are charged a rematriculation fee of $75. Readmission does not affect the statute of limitations established by the initial enrollment.

Any former student with less than the criteria outlined for good standing must reapply to the program. **Note:** For coursework to count toward a degree, it must be completed within six years of matriculation with no absence greater than three consecutive calendar years. Coursework completed more than three years prior to readmittance to a graduate program may need to be repeated or replaced with current coursework, at the discretion of the associate dean for master's programs.

Students seeking readmission to the same Cox program within 12 months of the last term of attendance should follow the guidelines for leave of absence.

Student in Good Standing Criteria

To be in good standing, a student must have a cumulative GPA of 3.000 or higher, must have earned eight or more credit hours, and must have a clear student financial record.

Second Master's Degree

Graduates of Cox M.S. Programs Applying to the Cox Professional M.B.A. Program. Students who are graduates of a Cox M.S. program and who want to pursue a Cox M.B.A. degree may apply to the P.M.B.A. program. Students must complete the application and satisfy all application criteria to be considered for admission. The full-time M.B.A. and the E.M.B.A. programs are excluded from this option.

When a graduate of one of the M.S. programs is accepted into the P.M.B.A. program, the student will be required to complete a minimum of 34 additional credit hours, 17 courses, in order to earn the M.B.A. degree. These hours will consist of M.B.A. core academic courses not taken as part of the M.S. degree plus elective courses not previously taken. All degree requirements of the M.B.A. program will need to be met for successful completion of the M.B.A. degree program.

Students will not need to retake successfully completed core required courses if the M.S. and the M.B.A. degrees are completed within six years from the original matriculation date of the M.S. program with no absence greater than three consecutive calendar years. Coursework completed more than three years prior to admittance into the M.B.A. program may need to be repeated or replaced with current courses at the discretion of the associate dean for master's programs.

The M.S. graduate admitted to the P.M.B.A. program will pay the current P.M.B.A. tuition rate at the time of matriculation.

Graduates of SMU's Master of Science in Sport Management Program Applying to the Cox Professional M.B.A. Program. Students who are graduates of the University's M.S.S.M. program and who want to pursue a Cox M.B.A. degree may apply to the P.M.B.A. program. Students must complete the application and satisfy all application criteria to be considered for admission. The full-time M.B.A. and E.M.B.A. programs are excluded from this option.

When a graduate of the M.S.S.M. program is accepted into the P.M.B.A. program, the student will be required to complete 36 additional credit hours, 18 courses, in order to earn the M.B.A. degree. All degree requirements of the M.B.A. program will need to be met for successful completion of the M.B.A. degree program.

Students will not need to retake successfully completed core required courses if the M.S.S.M. and the M.B.A. degrees are completed within six years from the original matriculation date of the M.S.S.M. program with no absence greater than three consecutive calendar years. Coursework completed more than three years prior to admittance into the M.B.A. program may need to be repeated or replaced with current courses at the discretion of the associate dean for graduate programs.

The M.S.S.M. graduate admitted to the P.M.B.A. program will pay the current P.M.B.A. tuition rate at the time of matriculation.

Graduates of Cox M.S. Programs Applying to Another Cox M.S. Program. Students who are graduates of a Cox M.S. program and who want to pursue another Cox M.S. degree may apply to the specific M.S. program. Students must complete the application and satisfy all application criteria to be considered for admission. When a graduate of one of the M.S. programs is accepted into another M.S. program, the student will be required to complete a minimum of 26 additional credit hours, a minimum of 13 courses, in order to earn another M.S. degree. These hours will consist of courses not previously taken as part of the initial M.S. degree. All degree requirements of the subsequent M.S. program will need to be met for successful completion of the M.S. degree program.

Students will not need to retake successfully completed core required courses if the two M.S. degrees are completed within six years from the original matriculation date of initial M.S. program with no absence greater than three consecutive calendar years. Coursework completed more than three years prior to admittance into the subsequent M.S. program may need to be repeated or replaced with current courses at the discretion of the associate dean for graduate programs.

The student admitted to a subsequent M.S. degree program will pay the current M.S. program tuition rate at the time of matriculation.

Graduates of Cox M.B.A. Programs Applying to Cox M.S. Programs. Students who are graduates of a Cox M.B.A. program and who want to pursue a Cox M.S. degree may apply to the specific M.S. program. Students must complete the application and satisfy all application criteria to be considered for admission.

When a graduate of one of the M.B.A. programs is accepted into an M.S. program, the student will be required to complete 18–26 additional credit hours, nine to 13 courses, in order to earn the M.S. degree. These hours will consist of courses not previously taken as part of the M.B.A. degree. All degree requirements of the specific M.S. program will need to be met for successful completion of the M.S. degree program.

Students will not need to retake successfully completed core required courses if the M.S. and the M.B.A. degrees are completed within six years from the original matriculation date of the M.B.A. program with no absence greater than three consecutive calendar years. Coursework completed more than three years prior to admittance into the M.S. program may need to be repeated or replaced with current courses at the discretion of the associate dean for master's programs.

There are constraints on what M.S. degrees an M.B.A. graduate will be able to complete based on coursework taken during the M.B.A. program. If a student took most of the entrepreneurial courses, a Master of Science in Entrepreneurship would not be possible. Likewise, if a student took most of the finance courses, a Master of Science in Finance would not be possible. Students who apply to an M.S. degree program with a potential conflict can request an evaluation of their academic record. The Master of Science in Management is not an option for M.B.A. graduates.

The M.B.A. graduate admitted to an M.S. degree program will pay the current M.S. program tuition rate at the time of matriculation.

Course Waiver for Required Core Courses

While the Cox School is not obligated to grant any waiver credit, in certain cases, up to eight credit hours for full-time and P.M.B.A. students and up to four credit hours for M.S. students of required core courses may be waived, at entrance only, thereby eliminating the need to take a specific required course. This does not reduce the total number of credit hours required for the degree; it allows only for another course(s) to be substituted for the required course(s) as determined in the waiver process. Requests for waived credit are reviewed and processed only after the student's enrollment deposit is received in the Admissions Office. For complete details and a Course Waiver Petition Request Form, students should contact the Graduate Student Services Office at gradcox@cox.smu.edu.

Transfer Courses From Other Institutions

Although the Cox School of Business is not obligated to accept any transfer credit, in certain cases coursework may be transferred, at entrance only, thereby reducing the number of credit hours required to be taken at Cox for the degree. Transferable hours, up to eight credit hours for full-time and P.M.B.A. students and up to four credit hours for M.S. students, will be considered only if the following criteria are met: 1) graduate course taken at an institution accredited by AACSB International, 2) course must have a grade better than *B-*, 3) course was completed within the three years prior to matriculation at Cox and 4) course was not credited toward a previous degree. Requests for transfer credit are reviewed and processed only after the student's enrollment deposit is received in the Admissions Office. For complete details and a Transfer Credit Petition Request Form, students should contact the Graduate Student Services Office at gradcox@cox.smu.edu.

Southwestern Graduate School of Banking Credit

For candidates admitted to the full-time M.B.A. program or P.M.B.A. program, the Cox School of Business will grant six graduate credit hours (equivalent to three graduate elective module courses) to graduates of the Southwestern Graduate School of Banking who completed the SWGSB program no more than two years prior to admission to the full-time M.B.A. program or P.M.B.A. program. The credits will be treated as general graduate elective credits and will not be counted toward any specific area of concentration. The credit may not be applied to the E.M.B.A. program.

Taking Courses in Other SMU Graduate Programs

M.B.A. students may petition to take one course offered in another SMU graduate or professional program that is specifically relevant to the student's academic business goals. Each petition will be reviewed on an individual basis. Additional information is available from the Graduate Student Services Office (gradcox@cox.smu.edu).

Directed Studies

Although faculty members generally discourage the use of directed studies to replace regularly scheduled elective courses, some students may benefit from a highly focused, specialized research-based project designed in conjunction with a full-time faculty member in a specific academic department of the Cox School of Business. These nonpaying academic projects may involve further study of a specific topic from a previous course or may deal with an area of business or management research not covered in regularly scheduled business courses. No more than four credit hours may be earned through directed study. In general, directed studies do not count toward a concentration; any exception to the policy must be approved by the respective department chair. Students must be in good standing academically and must have completed the required core course sequence prior to enrolling for a directed study. The Directed Study Request Form is available in the Graduate Student Services Office. The student must meet with the instructor to establish the course criteria, and the instructor must sign the Directed Study Request Form acknowledging approval of the request. The documented and signed Directed Studies Request Form is returned to the Graduate Student Services Office for processing.

Courses for Credit After Graduation

Cox M.B.A. graduates and graduates of other AACSB International accredited M.B.A. programs can apply to take graduate courses for credit by submitting the application and providing an official transcript listing the graduation date and program and documenting a final cumulative GPA of 3.000 or higher. Criteria for course enrollment include meeting the course prerequisites and earning grades of *B* and above in each postgraduate course taken. For Cox E.M.B.A. program graduates and non-Cox graduates, the academic department chair or designee will review prior coursework for meeting the course prerequisites. Enrollment is on a space-available basis one week prior to the start of the course.

For Cox M.B.A. graduates, an additional concentration may be earned and posted to their academic record with the successful completion of the credit hours and specific courses required for the concentration. (Additional details are found in the Concentrations and Minors section of this catalog.)

The enrollment charges include a one-time application fee, the published per credit hour tuition and general student fees at the P.M.B.A. program rate. For additional information, students should contact the Graduate Student Services Office at gradcox@cox.smu.edu.

Visiting Students

Students currently matriculated at an AACSB-accredited school not located in the greater metropolitan area of Dallas-Fort Worth may apply to take a limited number of courses at the Cox School of Business to transfer back to the student's home school. For details on this limited program, students should contact the Graduate Student Services Office at gradcox@cox.smu.edu.

Non-Cox SMU Graduate Students Taking Graduate Cox Courses

Matriculated graduate students in other SMU programs may request permission to enroll in elective courses on the first day of class for the term or module based on the Cox Graduate Programs Academic Calendar. Enrollment is on a space-available basis. For more information, students should contact the Graduate Student Services Office at gradcox@cox.smu.edu.

Course Grades Not Meeting Degree Requirement

All required core courses must be successfully completed with an earned grade of *C-* or above. Required core courses completed with grades of *D+*, *D*, *D-* or *F* have not been successfully completed and must be retaken the next time the course is taught. Additional information can be found in the policy section Grade Forgiveness Opportunity.

An elective course completed with a grade of *D+*, *D*, *D-* or *F* has not been successfully completed. The student has the option of taking either the same course or a different one, but must earn a grade of *C-* or above for a course to count toward the degree; therefore, a student must take an additional course and successfully complete it to earn the credit hours to count toward the degree.

In both situations of required and elective courses not successfully completed, these courses and grades are listed on the student's transcript. While the grades are included in the student's cumulative GPA, the credit hours of the unsuccessful attempt are not counted toward the degree. Students are permitted to take no more than the maximum hours allowed (listed below) toward their degree for GPA purposes.

Maximum Hours Allowed

Program	*Cox Hours Needed to Complete Degree*	*Maximum Hours Allowed*
Full-time M.B.A.	63 credit hours	71 credit hours
Full-time J.D./M.B.A.	48 credit hours	56 credit hours
M.A./M.B.A.	48 credit hours	56 credit hours
Professional M.B.A.	48 credit hours	56 credit hours
Part-time J.D./P.M.B.A.	48 credit hours	56 credit hours
Executive M.B.A.	48 credit hours	56 credit hours
Master of Science in Accounting	32 credit hours	36 credit hours
Master of Science in Business Analytics	33 credit hours	37 credit hours
Master of Science in Entrepreneurship	32 credit hours	36 credit hours
Master of Science in Finance	30 credit hours	34 credit hours
Master of Science in Management	30 credit hours	34 credit hours
Master of Science in Sport Management	15 credit hours	19 credit hours

Note: Cox hours needed could include transfer credit of up to eight hours for full-time and P.M.B.A. programs, and up to four hours for M.S. programs if approved by the Cox Graduate Policy Committee prior to enrollment in a Cox program.

Grade Forgiveness Opportunity for Required Core Courses

Students in the M.B.A. programs may repeat up to two different required core courses for which grades of *D*+ or lower were received, provided the first enrollment of the course was completed during a student's first three terms of enrollment, or for the E.M.B.A. during the student's first four terms of enrollment.

Students in the M.S. programs may repeat one course for which a grade of *D*+ or lower was received for any course completed during a student's first two terms of enrollment.

The student who repeats a course with the grade forgiveness option remains on academic probation until the course is successfully completed, even if the cumulative GPA is raised to 3.000 or higher. Note that the grade from the second time the course is taken, even if lower than the first attempt, will be the grade used to calculate the student's GPA.

A specific course may be repeated only once for grade forgiveness, and it must be repeated within the next two terms following the term in which the course was initially taken. Exceptions to the two-term restriction may be requested from the program registrar if the course is not taught again within that period. The student must declare which course(s) he or she will repeat under this policy with the program registrar by the seventh day of classes in the module or term of the repeated course enrollment.

Under this policy, the course hours and grade from the second time the course is taken count toward the degree. However, the initial course and grade also are listed on the student's permanent academic record with an explanatory note. All completed attempts of the courses are included in the count of "Maximum Hours Allowed" listed under the Course Grades Not Meeting Degree Requirement Policy.

Academic Dismissal From the Cox School of Business

Failure to meet established minimum acceptable standards of academic or disciplinary performance will result in dismissal from the Cox School of Business. Dismissal is a permanent and involuntary separation of the student from the school. The student is not eligible for readmission to the Cox School and is not in good standing in the school. "Academic Dismissal" is permanently recorded on the student's transcript. The following criteria, also used for financial aid satisfactory progress, outline when graduate students will be dismissed from the Cox School of Business but does not limit dismissal to these criteria:

Full-time M.B.A. students will be dismissed if they achieve

- Less than a cumulative 2.250 GPA at the end of 14 GPA hours or the first term.
- Less than a cumulative 2.500 GPA at the end of 30 GPA hours or the second term.
- Less than a cumulative 2.750 GPA at the end of 44 GPA hours or the third term.
- Less than a cumulative 2.950 GPA at the end of 58 GPA hours or the fourth term.

With an approved petition to take up to 8 additional hours beyond the 58 GPA hours required for the degree, full-time M.B.A. students will be dismissed if they achieve

- Less than a cumulative 2.950 GPA at the end of 58 GPA hours or the fourth term.
- Less than a cumulative 2.970 GPA at the end of 60 GPA hours (+ 2 hours).
- Less than a cumulative 2.980 GPA at the end of 62 GPA hours (+ 4 hours).
- Less than a cumulative 2.990 GPA at the end of 64 GPA hours (+ 6 hours).
- Less than a cumulative 3.000 GPA at the end of 66 GPA hours (+ 8 hours).

Full-time M.B.A. students MUST have a cumulative 3.000 GPA at the end of 66 GPA hours.

M.A./M.B.A. and J.D./M.B.A. students will be dismissed if they achieve

- Less than a cumulative 2.250 GPA at the end of 14 GPA Cox hours or the first term.
- Less than a cumulative 2.500 GPA at the end of 24 GPA Cox hours or the second term.
- Less than a cumulative 2.750 GPA at the end of 34 GPA Cox hours or the third term.
- Less than a cumulative 2.950 GPA at the end of 46 GPA Cox hours or the fourth term.

With an approved petition to take up to 8 additional hours beyond the 46 GPA hours required for the degree, M.A./M.B.A. and J.D./M.B.A. students will be dismissed if they achieve

- Less than a cumulative 2.950 GPA at the end of 46 GPA Cox hours or the fourth term.
- Less than a cumulative 2.970 GPA at the end of 48 GPA Cox hours (+ 2 hours).
- Less than a cumulative 2.980 GPA at the end of 50 GPA Cox hours (+ 4 hours).
- Less than a cumulative 2.990 GPA at the end of 52 GPA Cox hours (+ 6 hours).
- Less than a cumulative 3.000 GPA at the end of 54 GPA Cox hours (+ 8 hours).

M.A./M.B.A. and J.D./M.B.A. students MUST have a cumulative 3.000 GPA at the end of 54 GPA hours.

P.M.B.A. students will be dismissed if they achieve

- Less than a cumulative 2.000 GPA at the end of 8 GPA hours or first term.
- Less than a cumulative 2.250 GPA at the end of 16 GPA hours or second term.
- Less than a cumulative 2.500 GPA at the end of 24 GPA hours or third term.
- Less than a cumulative 2.750 GPA at the end of 32 GPA hours or fourth term.
- Less than a cumulative 2.900 GPA at the end of 40 GPA hours or fifth term.
- Less than a cumulative 2.950 GPA at the end of 48 GPA hours or sixth term.

With an approved petition to take up to 8 additional hours beyond the 48 GPA hours required for the degree, P.M.B.A. students will be dismissed if they achieve

- Less than a cumulative 2.950 GPA at the end of 48 GPA hours or sixth term.
- Less than a cumulative 2.970 GPA at the end of 50 GPA hours (+ 2 hours).
- Less than a cumulative 2.980 GPA at the end of 52 GPA hours (+ 4 hours).
- Less than a cumulative 2.990 GPA at the end of 54 GPA hours (+ 6 hours).
- Less than a cumulative 3.000 GPA at the end of 56 GPA hours (+ 8 hours).

P.M.B.A. students MUST have a cumulative 3.000 GPA at the end of 56 GPA hours.

Part-time J.D./P.M.B.A. students will be dismissed if they achieve

- Less than a cumulative 2.000 GPA at the end of 8 GPA hours or first term.
- Less than a cumulative 2.250 GPA at the end of 16 GPA hours or second term.
- Less than a cumulative 2.500 GPA at the end of 24 GPA hours or third term.
- Less than a cumulative 2.750 GPA at the end of 32 GPA hours or fourth term.
- Less than a cumulative 2.900 GPA at the end of 40 GPA hours or fifth term.
- Less than a cumulative 2.950 GPA at the end of 48 GPA hours or sixth term.

With an approved petition to take up to 8 additional hours beyond the 48 GPA hours required for the degree, part-time J.D./P.M.B.A. students will be dismissed if they achieve

- Less than a cumulative 2.950 GPA at the end of 48 GPA hours or sixth term.
- Less than a cumulative 2.970 GPA at the end of 50 GPA hours (+ 2 hours).
- Less than a cumulative 2.980 GPA at the end of 52 GPA hours (+ 4 hours).
- Less than a cumulative 2.990 GPA at the end of 54 GPA hours (+ 6 hours).
- Less than a cumulative 3.000 GPA at the end of 56 GPA hours (+ 8 hours).

Part-time J.D./P.M.B.A. students MUST have a cumulative 3.000 GPA at the end of 56 GPA hours.

Master of Science in Accounting students will be dismissed if they achieve

- Less than a cumulative 2.500 GPA at the end of 16 GPA hours or first term.
- Less than a cumulative 2.950 GPA at the end of 32 GPA hours or second term.

With an approved petition to take up to 4 additional hours beyond the 32 GPA hours required for the degree, M.S.A. students will be dismissed if they achieve

- Less than a cumulative 2.950 GPA at the end of 32 GPA hours or second term.
- Less than a cumulative 2.980 GPA at the end of 34 GPA hours (+ 2 hours).
- Less than a cumulative 3.000 GPA at the end of 36 GPA hours (+ 4 hours).

M.S.A. students MUST have a cumulative 3.000 GPA at the end of 36 GPA hours.

Master of Science in Business Analytics students will be dismissed if they achieve

- Less than a cumulative 2.500 GPA at the end of 17 GPA hours or first term.
- Less than a cumulative 2.870 GPA at the end of 33 GPA hours or second term.

With an approved petition to take up to 4 additional hours beyond the 33 GPA hours required for the degree, M.S.B.A. students will be dismissed if they achieve

- Less than a cumulative 2.870 GPA at the end of 33 GPA hours or second term.
- Less than a cumulative 2.940 GPA at the end of 35 GPA hours (+ 2 hours).
- Less than a cumulative 3.000 GPA at the end of 37 GPA hours (+ 4 hours).

M.S.B.A. students MUST have a cumulative 3.000 GPA at the end of 37 GPA hours.

Master of Science in Entrepreneurship students will be dismissed if they achieve

- Less than a cumulative 2.500 GPA at the end of 8 GPA hours or first term.
- Less than a cumulative 2.750 GPA at the end of 16 GPA hours or second term.
- Less than a cumulative 2.900 GPA at the end of 24 GPA hours or third term.
- Less than a cumulative 2.950 GPA at the end of 32 GPA hours or fourth term.

With an approved petition to take up to 4 additional credit hours beyond the 32 GPA hours required for the degree, M.S.Ent. students will be dismissed if they achieve

- Less than a cumulative 2.950 GPA at the end of 32 GPA hours or fourth term.
- Less than a cumulative 2.980 GPA at the end of 34 GPA hours (+ 2 hours).
- Less than a cumulative 3.000 GPA at the end of 36 GPA hours (+ 4 hours).

M.S.Ent. students MUST have a cumulative 3.000 GPA at the end of 36 GPA hours.

Master of Science in Finance students will be dismissed if they achieve

- Less than a cumulative 2.500 GPA at the end of 16 GPA hours or first term.
- Less than a cumulative 2.900 GPA at the end of 30 GPA hours or second term.

With an approved petition to take up to 4 additional hours beyond the 30 GPA hours required for the degree, M.S.F. students will be dismissed if they achieve

- Less than a cumulative 2.900 GPA at the end of 30 GPA hours or second term.
- Less than a cumulative 2.950 GPA at the end of 32 GPA hours (+ 2 hours).
- Less than a cumulative 3.000 GPA at the end of 34 GPA hours (+ 4 hours).

M.S.F. students MUST have a cumulative 3.000 GPA at the end of 34 GPA hours.

Master of Science in Management students will be dismissed if they achieve

- Less than a cumulative 2.500 GPA at the end of 16 GPA hours or first term.
- Less than a cumulative 2.950 GPA at the end of 30 GPA hours or second term.

With an approved petition to take up to 4 additional credit hours beyond the 30 GPA hours required for the degree, M.S.M. students will be dismissed if they achieve

- Less than a cumulative 2.950 GPA at the end of 30 GPA hours or second term.
- Less than a cumulative 2.980 GPA at the end of 32 GPA hours (+ 2 hours).
- Less than a cumulative 3.000 GPA at the end of 34 GPA hours (+ 4 hours).

M.S.M. students MUST have a cumulative 3.000 GPA at the end of 34 GPA hours.

Master of Science in Sport Management students will be dismissed if they achieve

- Less than a cumulative 2.500 GPA at the end of 8 Cox GPA hours or first term.
- Less than a cumulative 2.950 GPA at the end of 15 Cox GPA hours or second term.

With an approved petition to take up to 4 additional hours beyond the 15 Cox GPA hours required for the degree, M.S.S.M. students will be dismissed if they achieve

- Less than a cumulative 2.950 GPA at the end of 15 Cox GPA hours or second term.
- Less than a cumulative 2.980 GPA at the end of 17 Cox GPA hours (+ 2 hours).
- Less than a cumulative 3.000 GPA at the end of 19 Cox GPA hours (+ 4 hours).

M.S.S.M. students MUST have a cumulative 3.000 GPA at the end of 19 Cox GPA hours.

Guidelines for In-class Use of Laptops, PDAs and Mobile Communication Equipment

All graduate students are expected to have access to a laptop computer for use in the classroom. The instructor has the right and responsibility to set the policy for the specific class, which should be included the course syllabus. Students are bound by the class policy regardless of what other instructors or courses may accept and/or require. This policy may include (but is not restricted to) the following alternatives:

- The use of laptop computers is limited to one of the following levels:
  - Laptop use is restricted to course-related (and possibly session-related) content and applications only.
  - If there is no course-related content that students can reasonably be expected to need during class sessions, laptop use can be restricted to note-taking use only.
  - If in-class tests are provided in electronic form, students may be allowed to take the exam on their laptops.
  - If none of the above uses is desired, the use of laptops can be prohibited during class sessions.
- The use of any text messaging services during class sessions is prohibited.
- Unless there are course-related applications of mobile phones, PDAs and smartphones, the use of such equipment during class sessions is prohibited. Mobile phones are required to be shut off or set to silent mode during class sessions, and answering telephone calls and text messages during class is prohibited.
- The use of cameras and video cameras on mobile phones and laptops during class sessions may be prohibited or allowed. For example, students may be allowed to take photos of the whiteboard and/or projected materials in the session.

The Cox School does not prescribe any specific brand or configuration of laptop hardware for student laptops. Rather, it is expected that student laptops will be able to reasonably execute all application programs that are site licensed by SMU for student use in business-related programs. Information about relevant application programs as well as suggested minimum functionality for laptop systems will be made available to incoming students prior to the beginning of their program and can be obtained from the Cox Computer Support staff at support@cox.smu.edu.

Awards

Students who excel during the course of their graduate work in the Cox School may be honored with awards available through the various subject areas. At graduation, students who reach high academic achievement are recognized through an invitation to join Beta Gamma Sigma, the business honor fraternity.

Merit-Based Scholarships

Scholarships are awarded by the Cox School to students entering the full-time M.B.A., P.M.B.A., Master of Science in Accounting and Master of Science in Finance programs on the basis of demonstrated academic achievement and capability as well as significant career experience and leadership achievement at the time of acceptance into the Cox program. Scholarships must be used in the term awarded.

Any student with a scholarship who goes on academic probation will immediately lose the scholarship but may be given an opportunity to regain the scholarship when his or her cumulative GPA is raised to 3.000 or higher.

Financial Aid

In addition to the merit-based scholarships described above, grants, private and federal loans, and employment programs may be available to Cox students. The Cox School of Business encourages all graduate students to complete the Free Application for Federal Student Aid form, which may be completed at www.fafsa.ed.gov. Students can obtain a personal identification number at www.pin.ed.gov, and it may be used to electronically sign the application. SMU's code number is 003613. Students should see www.smu.edu/bursar for more information.

Tuition Information

The Student Financials Office (also known as the Bursar's Office) provides information on tuition rates, general student fees, payment due dates and contact references as well as other relevant information to assist students with their financial planning on its website smu.edu/bursar/index.asp.

Accommodations for Students With Disabilities

Cox students who have disabilities and need special accommodations, such as extended time to take exams or other reasonable academic accommodations, should contact the Disability Accommodations and Success Strategies Office immediately after accepting admission to a Cox program or as soon as possible after arriving at Cox. Since Cox graduate courses are taught in eight-week modules, students may have projects due by the second class meeting or midterm exams three or four weeks after classes begin. It is necessary that students requesting reasonable accommodations do so as early as possible as the eligibility process must be completed prior to the arrangements being made.

In addition, because of the short duration of Cox modules and once-per-week class sessions, faculty must have a full week (seven calendar days) to arrange reasonable accommodations once students have been certified as eligible for reasonable accommodations and have notified their instructor.

More information about DASS is available at www.smu.edu/alec/dass.asp and in the University Life and Services section of this catalog.

Right to Know

Southern Methodist University is pleased to provide information regarding academic programs, enrollment, financial aid, public safety, athletics and services for persons with disabilities. Students also may obtain paper copies of this information by contacting the appropriate office listed below. Disclosure of this information is pursuant to requirements of the Higher Education Act and the Campus Security Act. More information is available at www.smu.edu/srk.

1. Academic Programs: www.smu.edu/srk/academics
Provost Office, Perkins Administration Building, Room 219
214-768-3219

a. Current degree programs and other educational and training programs.

b. Instructional, laboratory and other physical facilities relating to the academic program.

c. Faculty and other instructional personnel.

d. Names of associations, agencies or governmental bodies that accredit, approve or license the institution and its programs and the procedures by which documents describing that activity may be reviewed.

2. Enrollment: www.smu.edu/srk/enrollment
Registrar, Blanton Student Services Building, Room 101
214-768-3417

a. Graduation Rates: The completion or graduation rate of the institution's certificate-seeking or degree-seeking, full-time undergraduate students and students who receive athletically related financial aid.

b. Privacy of Student Education Records: The Family Educational Rights and Privacy Act governs SMU's maintenance and disclosure of a student's education records. FERPA provides students the right to inspect and review their education records and to seek amendment of those records that they believe to be inaccurate, misleading or otherwise in violation of their privacy rights. Further, FERPA prevents SMU from disclosing personally identifiable information about a student to outside third parties, except under specific circumstances outlined in SMU's Policy Manual.

c. Withdrawal: Requirements and procedures for officially withdrawing from the institution.

3. Financial Aid: www.smu.edu/srk/finaid
Director of Financial Aid, Blanton Student Services Building, Room 212
214-768-3417

a. Financial assistance available to students enrolled in the institution.

b. Cost of attending the institution, including tuition and fees charged to full- and part-time students; estimates of costs for necessary books and supplies; estimates of typical charges for room and board; estimates of transportation costs for students; and any additional cost of a program in which a student is enrolled or expresses a specific interest.

c. Terms and conditions under which students receiving Federal Direct Loan or Federal Direct Perkins Loan assistance may obtain deferral of the repayment of the principal and interest of the loan for
   i. Service under the Peace Corps Act;
   ii. Service under the Domestic Volunteer Service Act of 1973; or
   iii. Comparable service as a volunteer for a tax-exempt organization of demonstrated effectiveness in the field of community service.
d. The requirements for return of Title IV grant or loan assistance.
e. Enrollment status of students participating in SMU study abroad programs, for the purpose of applying for federal financial aid.

4. Student Financials/Bursar: www.smu.edu/srk; www.smu.edu/bursar
University Bursar, Blanton Student Services Building, Room 212
214-768-3417

a. Tuition and fees.
b. Living on campus.
c. Optional and course fees.
d. Financial policies.
e. Administrative fees and deposits.
f. Payment options.
g. Any refund policy with which the institution is required to comply for the return of unearned tuition and fees or other refundable portions of costs paid to the institution.

5. DASS: www.smu.edu/alec/dass
Disability Accommodations and Success Strategies
Altshuler Learning Enhancement Center
214-768-1470

a. Description of the process for establishing eligibility for services and documentation guidelines.
b. Listings of the various on- and off-campus resources.
c. Discussions of transitioning to postsecondary education.
d. Tips for faculty on teaching and making accommodations.

6. Athletics: www.smu.edu/srk/athletics
Associate Athletic Director for Student-Athlete Services, 316 Loyd Center
214-768-1650

a. Athletic program participation rates and financial aid support.
b. Graduation or completion rates of student athletes.
c. Athletic program operating expenses and revenues.
d. Coaching staffs.

7. Campus Police: www.smu.edu/srk; www.smu.edu/pd
SMU Police Department, Patterson Hall
214-768-1582

Southern Methodist University's Annual Security Report includes statistics for the previous three years concerning reported crimes that occurred on campus, in certain off-campus buildings or property owned or controlled by SMU, and on public property within or immediately adjacent to/accessible from the campus. The report also includes institutional policies concerning campus security, such as policies concerning alcohol and drug use, crime prevention, the reporting of crimes, sexual assault, and other related matters.

8. Student Appeals and Complaints

Southern Methodist University operates with integrity in all issues and is dedicated to preserving the rights of all members of the University community. Categories for which students may wish to reach out for advice and assistance and/or to submit an appeal or register a complaint are as follows: academics, code of conduct, discrimination, financial issues, honor code and privacy issues. An overview of the roles, responsibilities and procedures for complainants and the University is outlined in each of the areas below.

a. Academic Appeals and Petitions:
http://smu.edu/provost/acad_petitions.asp

b. Student Code of Conduct:
http://smu.edu/studentlife/studenthandbook/PCL_03_Conduct_Code.asp

c. Office of Institutional Access and Equity:
http://www.smu.edu/IAE

d. Financial Responsibility and Confidentiality:
http://www.smu.edu/LegalDisclosures/FinancialAndConfidentiality

e. Honor Code:
http://smu.edu/studentlife/studenthandbook/PCL_05_HC.asp

In addition to the right to use internal University complaint procedures, every student has the right under federal law to use complaint processes provided by the state in which his or her campus is located.

For complaints regarding programs in Texas, students should contact the Texas Higher Education Coordinating Board, Office of General Counsel, PO Box 12788, Austin TX 78711-2788; email: studentcomplaints@thecb.state.tx.us.

Additional information about the Texas student complaints process may be found at www.thecb.state.tx.us ("Communications and Policy" link).

For complaints regarding programs in New Mexico, students should contact the New Mexico Higher Education Department, 2048 Galisteo Street, Santa Fe NM 85705-2300; telephone 505-476-8400.

Additional information about the New Mexico student complaints process may be found at www.hed.state.nm.us/students/complaints.aspx.

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