SMU

Cox School of Business

Graduate Programs

Southern Methodist University

2010–2011

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BULLETIN OF SOUTHERN METHODIST UNIVERSITY

VOL. XCV 2010–2011

The following catalogs constitute the General Bulletin of the University:

Undergraduate Catalog
Dedman College Graduate Catalog
Dedman School of Law Graduate Catalog
Cox School of Business Graduate Catalog
Meadows School of the Arts Graduate Catalog
Perkins School of Theology Graduate Catalog
Annette Caldwell Simmons School of Education and Human Development Graduate Catalog
Lyle School of Engineering Graduate Catalog

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There is no single office that serves the needs of all students. Catalogs may be obtained by writing to the appropriate school listed above at the following address:

Southern Methodist University
Dallas TX 75275

For information concerning Cox School of Business admissions, financial aid and student records, contact:

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 and records)
E-mail: mbainfo@cox.smu.edu
cox.smu.edu

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Southern Methodist University, Dallas TX 75275

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Cox School of Business
Graduate Programs
2010–2011 Academic Calendar

FALL TERM 2010

August 20, Fri., Last day to withdraw from the term (drop all classes) with full refund

Module A – Fall 2010

August 21, Sat., First day of module A
August 30, Mon., Last day to late enroll or to add/drop courses for both fall modules A and B without penalty
August 31, Tues., Makeup for September 4 (Sat.) for Dallas campus required courses P.M.B.A. and part-time M.S. programs
September 4, Sat., No classes held
September 6, Mon., University holiday – Labor Day (no classes held)
September 7, Tues., Makeup for September 6 (Mon.) for Plano campus required courses
September 10, Fri., Makeup for September 6 (Mon.) for all Dallas campus courses (required and elective)
October 1, Fri., Last day to drop module A courses with a grade of *W* (no refund)
October 7, Thurs., Last day of class instruction for module A
October 9–14, Sat.–Thurs., Exams for module A
October 15–18, Fri.–Mon., Graduate Cox fall weekend break

Module B – Fall 2010

October 19, Tues., First day of module B
October 22, Fri., Monday elective classes for first week of B module will meet
October 26, Tues., Last day to swap for fall module B courses
November 12, Fri., Makeup for November 24 (Wed.) Dallas day and evening elective courses
November 19, Fri., Makeup for November 25 (Thurs.) Dallas day and evening elective courses
November 22–23, Mon.–Tues., Makeup for November 24–25 (Wed.–Thurs.) full-time M.B.A. required courses
November 22–23, Mon.–Tues., Evening makeup for November 24–27 (Wed.–Sat.) required courses for P.M.B.A. and part-time M.S. programs
November 23, Tues., Last day to withdraw from the University for the term or drop module B courses with a grade of *W* (no refund)
November 24, Wed., No classes held
November 25, Thurs., University holiday – Thanksgiving (no classes held)
November 27, Sat., No classes held
December 4, Sat., Last day of class instruction
December 6–11, Mon.–Sat., Exams for module B
December 18, Sat., Graduation ceremony for August and December graduates (tentatively, late morning ceremony)
December 12–January 9, Winter break

SPRING TERM 2011

January 7, Fri., Last day to withdraw from the term (drop all classes) with full refund

Module A – Spring 2011

January 10, Mon., First day of module A
January 14, Fri., Makeup for January 17 (Mon.) for all Dallas campus courses (required and elective)
January 15, Sat., Classes meet
January 17, Mon., University holiday – birthday of Martin Luther King, Jr. (no classes held)
January 18, Tues., Last day to late enroll or to add/drop courses for both spring modules A and B without penalty
January 18, Tues., Makeup for January 17 (Mon.) for Plano campus required courses

February 18, Fri, Last day to drop module A courses with a grade of *W* (no refund)
February 26, Sat., Last day of instruction for module A
February 28–March 5, Mon.–Sat., Exams for module A
March 6–13, Sun.–Sun., Graduate Cox spring break

Module B – Spring 2011

March 14, Mon., First day of module B
March 21, Mon., Last day to swap for module B courses
April 21, Thurs., Last day to withdraw from the University for the term or drop module B courses with a grade of *W* (no refund)
April (date TBA), Makeup for April 23 (Sat.) for required courses P.M.B.A. and part-time M.S. programs
April 22, Fri., University holiday – Good Friday (no classes held)
April 23, Sat., No classes held
April 30, Sat., Last day of instruction for module B
May 2–7, Mon.–Sat., Exams for module B
May 14, Sat., Commencement (Cox ceremony in midafternoon)

SUMMER TERM 2011

May 6, Fri., Last day to withdraw from the term (drop all classes) with full refund

Module A – Summer 2011

May 9, Mon., First day of module A
May 16, Mon., Last day to late enroll or to add/drop courses for both summer modules A and B without penalty
May 24, Tues., Makeup for May 28 (Sat.) for Dallas campus required courses P.M.B.A. and part-time M.S. programs
May 28, Sat., No classes held
May 30, Mon., University holiday – Memorial Day (no classes held)
May 31, Tues., Makeup for May 30 (Mon.) for Plano campus required courses
June 3, Fri., Makeup for May 30 (Mon.) for Dallas campus courses
June 10, Fri., Last day to drop module A courses with a grade of *W* (no refund)
June 18, Sat., Last day of class instruction for module A
June 20–25, Mon.–Sat., Exams for module A

Module B – Summer 2011

June 27, Mon., First day of module B
June 28, Tues., Makeup for July 2 (Sat.) for Dallas campus required courses P.M.B.A. and part-time M.S. programs
July 2, Sat., No classes held
July 4, Mon., University holiday – Independence Day (no classes held)
July 5, Tues., Last day to swap for summer module B courses
July 5, Tues., Makeup for July 4 (Mon.) for Plano campus required courses
July 8, Fri., Makeup for July 4 (Mon.) for Dallas campus courses
July 29, Fri., Last day to withdraw from the University for the term or drop module B courses with a grade of *W* (no refund)
August 6, Sat., Last day of class instruction
August 8–13 Mon.–Sat., Exams for module B
August 14–19, Sun.–Fri., Summer break for P.M.B.A. and part-time M.S. students
August 19 (tentative), Fri., Degree conferral date for August graduates

PROGRAM

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 (4) courses in each module earning two (2) 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, recommendations that speak to a 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 limited basis. The applications for study in the M.B.A. program are accepted only for fall admission. For complete details and an application packet, visit www.coxmba.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

Full-Time M.B.A. Class 2012: Entry Fall 2010, Graduate Spring 2012
Full-Time M.B.A. Class 2011: Entry Fall 2009, Graduate Spring 2011

Total Credit Hours: 61

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

Year 1 – Spring Term		
Module A Courses		
ITOM 6203 Operations Management		2
MNO 6201 Organizational Behavior		2
Electives – 2 courses		4
Module B Courses		
MNGT 6210 Global Leadership Program		2
STRA 6201 Strategic Management		2
MNGT 6020 First Year Foundations*		0
Electives – 2 courses		4
	Term Total	**16**
Year 1 – Summer Term: Internships are required.		
MNGT 6150 Graduate Corporate Internship Program		1
	Term Total	**1**
Year 2 – Fall Term		
Modules A and B Courses		
Electives – 7 courses		14
	Term Total	**14**
Year 2 – Spring Term		
Modules A and B Courses		
Electives – 7 courses		14
	Term Total	**14**

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

25 credit hours of required courses
36 credit hours of elective courses**

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

+ *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 section for specific information on which second accounting course is required for each concentration.*

* *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.*

** *Of these elective courses, students **complete one concentration.** Each concentration requires 12–16 specific credit hours. (See Concentrations section.)*

INTERNATIONAL EXCHANGE PROGRAM FOR FULL-TIME M.B.A. STUDENTS

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 Full-Time M.B.A. International Exchange Program, 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 3.2. 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. For more information, visit www.cox.smu.edu/web/global-programs/mba-exchange-program.

Full-Time J.D./M.B.A.

PROGRAM

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 (4) academic years.

This degree plan must be pursued on a full-time basis. (See the Professional M.B.A. section for the part-time dual-degree program.) 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 16 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 2010, 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, see the Admissions section at www.law.smu.edu. For Cox School of Business admissions information, 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: telephone 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: telephone 214-768-1214 or 1-800-472-3622; fax 214-768-3956; mbainfo@cox.smu.edu.

CURRICULUM

Full-Time J.D./M.B.A. Class 2012: Entry Fall 2010 in Cox, Graduate Spring 2013

Full-Time J.D./M.B.A. Class 2011: Entry Fall 2009 in Cox, Graduate Spring 2012

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
ITOM 6201 Managerial Statistics		2
MKTG 6201 Marketing Management		2
MNGT 6101 Managing Your Career		1
Module B Courses		
ACCT 2nd required accounting course+		2
BUSE 6202 Managerial Economics		2
ITOM 6202 Management Decision Analysis		2
MNGT 6103 Business Presentation Techniques		1
	Term Total	**16**
Year 2 – Spring Term at Cox Business		
Module A Courses		
ITOM 6203 Operations Management		2
MNO 6201 Organizational Behavior		2
Electives – 2 courses		4
Module B Courses		
MNGT 6210 Global Leadership Program		2
STRA 6201 Strategic Management		2
MNGT 6020 First Year Foundations*		0
Electives – 2 courses		4
	Term Total	**16**
Year 3 – Fall and Spring Terms at Cox Business and Dedman Law		
Cox Business electives – 4 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 – 4 courses	**Cox Year Total**	**8**
Dedman Law courses	**Dedman Year Total**	**22**
	Year Total	**30**

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

24 credit hours of required Cox courses
24 credit hours of elective Cox courses**

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

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**

[+] *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 section for specific information on which second accounting course is required for each concentration.*

[*] *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.*

[**] *Of these elective courses, students* ***complete one concentration.*** *Each concentration requires 12–16 specific credit hours. (See Concentrations section.)*

M.A./M.B.A.

PROGRAM

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 administration. Through the Department of Arts Administration, 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 (5) 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 Arts Administration 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, recommendations that speak to a 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 Administration 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. For more information, visit the Meadows website smu.edu/meadows and select Arts Administration or e-mail arad@smu.edu. Information can also be found on the Cox website coxmba.com, or e-mail mbainfo@cox.smu.edu.

CURRICULUM

M.A./M.B.A. Class 2012: Entry Fall 2010, Graduate Spring 2012
M.A./M.B.A. Class 2011: Entry Fall 2009, Graduate Spring 2011

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

Year 1 – Fall Term	*Credit Hours*
Module A Courses	
ARAD 6201 Introduction to Arts Management	2
ACCT 6201 Financial Accounting I	2
FINA 6201 Managerial Finance	2
ITOM 6201 Managerial Statistics	2
MKTG 6201 Marketing Management	2
MNGT 6101 Managing Your Career	1

Year 1 – Fall Term	*Credit Hours*
Module B Courses	
ARAD 6223 Fundraising in the Arts	2
ACCT 2nd required accounting course+	2
BUSE 6202 Managerial Economics	2
ITOM 6202 Management Decision Analysis	2
MNGT 6103 Business Presentation Techniques	1
Term Total	**20**

Year 1 – Spring Term	
ARAD 6051 Practica (10 hours per week)	0
Module A Courses	
ARAD 6205 Nonprofit Financial Management	2
ITOM 6203 Operations Management	2
MNO 6201 Organizational Behavior	2
MKTG 6233 Nonprofit Marketing Strategy	2
Module B Courses	
ARAD 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
Modules A and B Courses	
Business electives – 2 courses	4
Term Total	**18**

Year 1 – Summer Term	
ARAD 6304 Arts Administration Internship	3
Term Total	**3**

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

Year 2 – Spring Term	
ARAD 6054 Practica (10 hours per week)	0
Module A Course	
ARAD 6215 Independent Study: In-Depth Industry Exploration *or* elective option of **ARAD 6321** or **6325**	2
Module B Course	
ARAD 6202 Strategic Planning in the Arts	2
Modules A and B Courses	
Business electives – 7 courses	14
Term Total	**18**

Cox Credit Hours Summary for M.A./Full-Time M.B.A. Program

24 credit hours of required Cox courses
24 credit hours of elective Cox courses**

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

Credit Hours Summary by School

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

[+] *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 section for specific information on which second accounting course is required for each concentration.*

[*] *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.*

[**] *Of these elective courses, students* ***complete one concentration.*** *Each concentration requires 12–16 specific credit hours. (See Concentrations section.)*

ARTS ADMINISTRATION (ARAD) COURSES

Professor Zannie Giraud Voss, **Division Chair**
Assistant Professors: Susan Benton Bruning, Elisabetta Lazzaro

The following courses for the M.A./M.B.A. program are taught in the Meadows School. The business courses are listed in this catalog under the section Departments and Courses.

Courses: 2 Credit Hours Each

ARAD 6201. Introduction to Arts Management. Integrates arts management theory and practices from a variety of arts disciplines. Explores management of arts organizations locally, nationally and internationally.

ARAD 6202. Strategic Planning in the Arts. The role of long-range planning in arts institutions, including alignment of organizational mission with strategic objectives, organizational capacity and capital structure. An opportunity to analyze an arts organization in-depth and then construct an appropriate, detailed strategic plan.

ARAD 6205. Nonprofit Financial Management. The financial and operational management of nonprofit arts organizations. Emphasizes budgeting as a reflection of the art form; as a means of fiscal prediction and control; and as a vehicle of communication among staff, trustees and the organization's other constituencies.

ARAD 6215. Independent Study: In-Depth Industry Exploration. Fully explores the structural and managerial specifics of the student's arts industry discipline of choice, including collective bargaining agreements, current trends and pressing issues, programming management, and technology.

ARAD 6222. Audience Development and Marketing in the Arts. The development of external and internal marketing plans, including the following topics: audience development, market segmentation, promotional strategies, sponsorships, e-market research, customer service and media relations.

ARAD 6223. Fundraising in the Arts. Strategies for raising funds in the private and public sectors, including the process of researching, preparing and managing individual and corporate gifts as well as foundation and government grants.

Courses: 3 Credit Hours Each

ARAD 6304. Arts Administration Internship. Internship with a professional arts organization in the field of the student's specialty. Past internships (partial list): American Association of Museums, Washington, D.C.; Arena Stage, Washington, D.C.; Art Institute of Chicago; Dallas Symphony Orchestra; Guthrie Theatre; Lyric Opera of Chicago; and Philadelphia Orchestra.

ARAD 6321. Law and the Arts. An analysis of legal implications of managing an arts institution, including the following topics: tax-exempt structure; contracts; copyright, trademark and ownership for the performing and visual arts; royalties and artist's economic rights; first-amendment issues; and international regulations.

ARAD 6325. Cultural Economics. This course explores the influence of cultural economics on the production, financing and consumption of arts and culture, and their mechanisms. In particular, it will focus on these topics: The demand and supply of art; the market of visual arts; the market of the performing arts; the audiovisual industry and other cultural industries; cultural heritage and cultural tourism; art value and pricing; copies and fakes; artists' labor market; and habits, dynamics and social interactions in cultural consumption. *Prerequisite:* Enrollment in the M.A./M.B.A. program or permission of instructor.

ARAD 6331, 6332, 6333, 6334. International Arts Exchange Bocconi.

Courses: 0 Credit Hours Each

ARAD 6051. Practica. 10 hours per week, spring of first year.
ARAD 6053. Practica. 10 hours per week, fall of second year.
ARAD 6054. Practica. 10 hours per week, spring of second year.

PROFESSIONAL M.B.A.

PROGRAM

The Professional 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 (6) 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 (2) 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 offered Thursday evenings and Saturday mornings at the Dallas campus and Monday and Wednesday evenings at the Plano campus. Note: The Plano campus cohort begins only in the fall term. The elective courses meet once a week usually on the Dallas campus, Monday through Thursday evenings, with limited offerings on Saturday morning. 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, recommendations that speak to a candidate's professional performance, and self-evaluation essays. For complete details and an application packet, 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 Curriculum

P.M.B.A. Class 67: Entry August 2010, Graduate August 2012
P.M.B.A. Class 65: Entry August 2009, Graduate August 2011

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	
ITOM 6201 Managerial Statistics	2
MNO 6201 Organizational Behavior	2
Term Total	**8**

Term 2	
Module A Courses	
ACCT 2nd 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**
Term 3		
Module A Courses		
ITOM 6203 Operations Management		2
STRA 6201 Strategic Management		2
Module B Courses		
Electives – 2 courses		4
	Term Total	**8**
Term 4		
Modules A and B Courses		
Electives – 4 courses		8
	Term Total	**8**
Term 5		
Modules A and B Courses		
Electives – 4 courses		8
	Term Total	**8**
Term 6		
Modules A and B Courses		
Electives – 4 courses		8
	Term Total	**8**

Spring Entry Curriculum

P.M.B.A. Class 68: Entry January 2011, Graduate December 2012
P.M.B.A. Class 66: Entry January 2010, Graduate December 2011
P.M.B.A. Class 64: Entry January 2009, Graduate December 2010

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		
ITOM 6201 Managerial Statistics		2
MNO 6201 Organizational Behavior		2
	Term Total	**8**
Term 2		
Module A Courses		
ACCT 2nd 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**

Term 3		
Module A Courses		
ITOM 6203 Operations Management		2
STRA 6201 Strategic Management		2
MNGT 6003 Business Presentation Techniques^		0
Module B Courses		
Electives – 2 courses		4
	Term Total	**8**
Term 4		
Modules A and B Courses		
Electives – 4 courses		8
	Term Total	**8**
Term 5		
Modules A and B Courses		
Electives – 4 courses		8
	Term Total	**8**
Term 6		
Modules A and B Courses		
Electives – 4 courses		8
	Term Total	**8**

Credit Hours Summary for P.M.B.A. Program Classes 64, 65, 66, 67 and 68

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

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

+ *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 Concentration listing 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. The course earns the grade of Pass or Fail.

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

** *Of these elective courses, students complete one concentration. Each concentration requires 12–16 specific credit hours. (See Concentrations section.)* ***One elective must be an international business course.***

INTERNATIONAL PROGRAMS FOR P.M.B.A. STUDENTS

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 (2) 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 3.2 or better 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. For more information, visit www.cox.smu.edu/web/global-programs/professional-mba.

PART-TIME J.D./P.M.B.A.

PROGRAM

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 (5) years, including summer enrollment.

This degree plan is for the student attending school on a part-time basis. (See the Full-Time M.B.A. section for the full-time dual-degree program.) 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 third year of the dual-degree program and must be taken in the same order as listed below. The remaining 18 credit hours of elective courses are taken during the fourth and fifth years of the dual-degree program. Elective courses are scheduled Monday through Thursday evenings and on Saturday mornings.

Under the structure of the dual program for students entering the Business School in the fall of 2010, 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 requires 48 hours of academic credit for the P.M.B.A. degree. For additional information, see the Professional M.B.A. section.

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, see the Admissions section at www.law.smu.edu. For Cox School of Business admissions information, 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: telephone 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 2010 in Cox, Graduate Spring 2013

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

Year 1 – Fall, Spring and Summer Terms at Dedman Law	*Credit Hours*
Dedman Law courses	26
Year Total	**26**
Year 2 – Fall, Spring and Summer Terms at Dedman Law	
Dedman Law courses	25
Year Total	**25**

Year 3 – Fall Term at Cox Business

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

Year 3 – Spring Term at Cox Business

Module A Courses		
ACCT 2nd required accounting 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
	Term Total	**8**

Year 3 – Summer Term at Cox Business

Module A Courses		
ITOM 6203 Operations Management		2
STRA 6201 Strategic Management		2
Module B Courses		
Electives – 2 courses		4
	Term Total	**8**

Year 4 – Fall, Spring and Summer Terms at Cox Business and Dedman Law

Cox Business electives – 6 courses	**Cox Year Total**	**12**
Dedman Law courses	**Dedman Year Total**	**12**
	Combined Year Total	**24**

Year 5 – Fall, Spring and Summer Terms at Cox Business and Dedman Law

Cox Business electives – 6 courses	**Cox Year Total**	**12**
Dedman Law courses	**Dedman Year Total**	**12**
	Combined Year Total	**24**

Cox Credit Hours Summary for Part-Time J.D./P.M.B.A. Program

20 credit hours of required Cox courses
28 credit hours of elective Cox courses[**]

48 credit hours total for Cox toward part-time J.D./P.M.B.A. degree

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**

[+] *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 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. degree. Students earn the grade of Pass or Fail. All P.M.B.A. students MUST complete this course.*

** *Of these elective courses, students complete one concentration. Each concentration requires 12–16 specific credit hours. (See Concentrations section.)* ***One elective must be an international business course.***

Executive M.B.A.

PROGRAM

The Executive 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 two required international trips: one in the fourth term and one in the fifth 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 2012: Entry Fall 2010, Graduate Spring 2012
E.M.B.A. Class 2011: Entry Fall 2009, Graduate Spring 2011

Total Credit Hours: 48

Term 1 – Fall		*Credit Hours*
Module 1		
BA 6322 Financial Accounting Part I		1.5
BA 6325 Organizational Behavior Part I		1.5
BA 6326 Statistics Part I		1.5
Module 2		
BA 6322 Financial Accounting Part II		1.5
BA 6325 Organizational Behavior Part II		1.5
BA 6326 Statistics Part II		1.5
	Term Total	**9**
Term 2 – Spring		
Module 3		
BA 6050 Decision Modeling		1.5
BA 6303 Managerial Accounting Part I		1.5
BA 6324 Fundamentals of Marketing Part I		1.5
Module 4		
BA 6079 Microeconomics		1.5
BA 6303 Managerial Accounting Part II		1.5
BA 6324 Fundamentals of Marketing Part II		1.5
	Term Total	**9**
Term 3 – Summer		
Module 5		
BA 6039 Macroeconomics		1.5
BA 6077 Legal Environment of Business		1.5
BA 6323 Business Finance Part I		1.5

Module 6		
BA 6015 Executive Leadership		1.5
BA 6030 Operations Management		1.5
BA 6323 Business Finance Part II		1.5
	Term Total	**9**
Term 4 – Fall		
Module 7		
BA 6331 Business Policy Part I		1.5
BA 6352 Marketing Strategy Part I		1.5
BA 6375 Case Studies in Financial Management Part I		1.5
Module 8		
BA 6331 Business Policy Part II		1.5
BA 6352 Marketing Strategy Part II		1.5
BA 6375 Case Studies in Financial Management Part II		1.5
	Term Total	**9**
Term 5 – Spring		
Module 9		
BA 6005 Strategic Human Capital		1.5
BA 6074 Mergers and Acquisitions		1.5
Entrepreneurship Options*		1.5
BA 6336 Entrepreneurship Part I – Track 1		
BA 6024 Entrepreneurial Strategy – Track 2		
Module 10		
BA 6073 Negotiations		1.5
BA 6310 Global Business Environments		3.0
Entrepreneurship Options*		1.5
BA 6336 Entrepreneurship Part II – Track 1		
BA 6028 Corporate Entrepreneurship: Intrapreneuring – Track 2		
Elective – 1 course		1.5
	Term Total	**12**

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

* *Students choose either Entrepreneurship Track 1: BA 6336 Part 1 and 2, or Track 2: BA 6024 and BA 6028.*

BUSINESS ADMINISTRATION (BA) COURSES

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.

Required: 1.5 Credit Hours Each

BA 6005. Strategic Human Capital. The techniques, policies, processes, strategies and practices used by companies and managers to effectively and efficiently use human resources. Shows how the various "core" areas of human resource management, including staffing, performance management, work and job design, training, compensation, and labor relations, are aligned to accomplish business objectives. Explains 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 a manager's responsibility, shows how these theories and techniques are applicable for many positions in a wide variety of organizations.

BA 6015. Executive Leadership. The study of leadership in such a way as to promote both an academic and practical understanding of the subject. Discusses the similarities and differences between effective management and leadership. Gives students the opportunity to explore and work to improve the 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 6024. Entrepreneurial Strategy. An integration of a number of approaches while addressing strategic issues facing new and small businesses. The goal is to understand enduring factors that influence entrepreneurial and small business management. Topics include business strategy, strategies particular to entrepreneurship, market and industry analysis, and organizing to implement innovative ideas. The course assumes the perspective of the entrepreneur. Uses a blend of cases and other readings.

BA 6028. Corporate Entrepreneurship: Intrapreneuring. A course that examines in detail the challenges and tradeoffs a corporation faces when trying to implement and manage for corporate entrepreneurship. Key elements for intrapreneurship, success drivers, as well as business frameworks and models are developed and analyzed. Topics for discussion include: definition of intrapreneurship and comparing and contrasting it with traditional entrepreneurship; the impact of corporate culture, processes and systems 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 or she works.

BA 6030. 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. Macroeconomics. Contemporary issues in macroeconomics, with special emphasis on monetary policy and financial-side macro issues. Provides students with an understanding of the intersection between 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. 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 6073. 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 counter-tactics 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. 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. 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. 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.

Required: 3 Credit Hours Each

BA 6303. 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 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. 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. Probably will use a case study orientation.

BA 6310. Global Business Environments. Focuses on two field experiences abroad and gives students the opportunity to meet with local business and government leaders, visit manufacturing facilities and come 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. 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. 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. 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. 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. 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. Business Policy. A focus on problems of strategic management in the modern corporation. Places primary emphasis on cases of success and failure in developing and executing single- and multibusiness strategies. Uses related readings to underline common dimensions of the cases and highlight current theoretical concepts, methods and frameworks.

BA 6336. 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. 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 hyper-competition and co-competition. 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. Case Studies in Financial Management. A practical overview of corporate finance. Draws together the various topics in managerial finance and presents a unified, integrated view of the overall subject area. Builds upon and reinforces the theoretical and institutional framework learned in introductory business and finance courses and, primarily through case analyses, seeks to apply these concepts to real or simulated business situations. Covers topics: 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 that, 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 3.0 or better. A student with a cumulative GPA below 3.0 (without rounding) upon completion of 48 hours may take up to eight (8) additional credit hours in order to raise his or her GPA to the required level. The eight (8) 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 (8) 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 3.0 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 2.0 GPA at the end of 9 GPA hours or the first term.
- Less than a cumulative 2.25 GPA at the end of 18 GPA hours or the second term.
- Less than a cumulative 2.5 GPA at the end of 27 GPA hours or the third term.
- Less than a cumulative 2.75 GPA at the end of 36 GPA hours or the fourth term.
- Less than a cumulative 2.95 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 2.95 GPA at the end of 48 GPA hours or the fifth term.
- Less than a cumulative 2.97 GPA at the end of 50 GPA hours (+ 2 hours).
- Less than a cumulative 2.98 GPA at the end of 52 GPA hours (+ 4 hours).
- Less than a cumulative 2.99 GPA at the end of 54 GPA hours (+ 6 hours).
- Less than a cumulative 3.0 GPA at the end of 56 GPA hours (+ 8 hours).

E.M.B.A. students MUST have a cumulative GPA of 3.0 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.

M.S. IN ACCOUNTING

PROGRAM

The curriculum of the M.S. in Accounting 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 (2) 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 (6) hours of introductory accounting courses, six (6) hours of intermediate accounting, three (3) hours of tax accounting and three (3) hours of cost 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, 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 2011: Entry Fall 2010, Graduate Spring 2011

Total Credit Hours: 32

Term 1 – Fall		*Credit Hours*
Module A Courses		
ACCT 6226 Accounting Information Systems		2
ACCT 6248 Graduate Seminar in Taxation I		2
Electives – 2 courses		4
Module B Courses		
ACCT 6214 Mergers and Acquisitions I		2
ACCT 6249 Graduate Seminar in Taxation II		2
Electives – 2 courses		4
	Term Total	**16**
Term 2 – Spring		
Module A Courses		
ACCT 6215 Mergers and Acquisitions II		2
ACCT 6243 Auditing I		2
Electives – 2 courses		4
Module B Courses		
ACCT 6246 Graduate Seminar in Financial Accounting		2
ACCT 6244 Auditing II		2
Electives – 2 courses		4
	Term Total	**16**

Credit Hours Summary for M.S.A. Program

16 credit hours of required accounting courses
16 credit hours of elective courses*

32 credit hours total for Cox M.S. in accounting degree

* *Students who want to complete the tax concentration will need to take all four (4) courses listed below as part of their elective course selections.*

ACCT 6239. Tax Research. Fall module A.
ACCT 6240. Advanced Corporate and Partnership Tax. Fall module B.
ACCT 6241. Seminar in International and State Taxation. Spring module A.
ACCT 6242. Accounting for Income Taxes. Spring module B.

For planning assistance regarding the elective course options, visit the M.S.A. website cox.smu.edu/web/msa/master-of-science-in-accounting 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 C.P.A. vary by state, it is the student's responsibility to ensure that the requirements are met.

M.S. IN ENTREPRENEURSHIP

PROGRAM

The curriculum of the M.S. in Entrepreneurship 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.E. program is a part-time program that starts only in the spring. 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 (2) 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, recommendations that speak to a 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.E. Admissions Committee. For complete details and an application packet, visit www.coxmsie.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

M.S.E. Class 2012: Entry Spring 2011, Graduate Spring 2012
M.S.E. Class 2011: Entry Spring 2010, Graduate Spring 2011

Total Credit Hours: 32

Term 1 – Spring	*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
MKTG 6201 Marketing Management	2
Term Total	**8**

Term 2 – Summer	
Module A Courses	
ACCT 6205 Managerial Accounting I	2
CISB 6216 Managing the Entrepreneurial Business I	2
Module B Courses	
CISB 6217 Managing the Entrepreneurial Business II	2
FINA 6201 Managerial Finance	2
Term Total	**8**

Term 3 – Fall

Module A Courses		
ITOM 6203 Operations Management		2
STRA 6201 Strategic Management		2
Module B Courses		
CISB elective course		2
STRA 6224 Entrepreneurial Strategy		2
	Term Total	**8**

Term 4 – Spring

Module A Courses		
CISB elective course		2
CISB or **STRA** elective course		2
Module B Courses		
MNO 6201 Organizational Behavior		2
Approved elective course*		2
	Term Total	**8**

Credit Hours Summary for M.S.E. 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. in entrepreneurship degree

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

M.S. in Management

PROGRAM

The curriculum of the M.S. in Management 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. The M.S.M. program is part-time program that starts only in the fall. Students will take a total of 30 credit hours following the semi-lockstep program over 12 months. Each 16-week term is divided into two eight-week modules, A and B, with each module course being two (2) credit hours. The classes are scheduled for Thursday evening and Saturday morning; starting in the fourth module, a self-selected third class, an elective course, is taken on Monday, Tuesday or Wednesday evening. 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, recommendations that speak to a 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, visit www.coxmsm.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

M.S.M. Class 2011: Entry Fall 2010, Graduate Summer 2011

Total Credit Hours: 30

Term 1 – Fall	*Credit Hours*
Module A Courses	
ACCT 6201 Financial Accounting I	2
BUSE 6202 Managerial Economics	2
Module B Courses	
ITOM 6201 Managerial Statistics	2
MNO 6201 Organizational Behavior	2
Term Total	**8**
Term 2 – Spring	
Module A Courses	
ACCT 2nd required accounting course+	2
ITOM 6202 Management Decision Analysis	2
Module B Courses	
FINA 6201 Managerial Finance	2
MKTG 6201 Marketing Management	2
Elective – 1 course from ACCT/CISB/MNO/nonoperations ITOM	2
Term Total	**10**

Term 3 – Summer

Module A Courses	
ITOM 6203 Operations Management	2
STRA 6201 Strategic Management	2
Elective – 1 course from offerings except STRA or ITOM operations	2
Module B Courses	
Electives – 3 courses from offerings; must meet course prerequisites	6
Term Total	**12**

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. in management degree

[+] *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.*

The following business courses have been approved by the Cox School of Business faculty for the Full-Time and Professional M.B.A. programs and the M.S. programs in accounting, management and entrepreneurship. 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)
- 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)
  - Risk Management and Insurance (RMI)
- Strategy, Entrepreneurship and Business Economics
  - Strategy (STRA)
  - Entrepreneurship (CISB)
  - Business Economics (BUSE)

Accounting (ACCT)

Professor Hemang Desai, **Department Chair**

Professors: Joseph Magliolo, Wayne Shaw. **Associate Professors:** Nilabhra Bhattacharya, J. Douglas Hanna, Michael van Breda. **Assistant Professors:** Zining Li, Hyungshin Park, Mina Pizzini, Ramgopal Venkataraman, Wendy Wilson, Jeff Yu. **Clinical Professor:** Gregory Sommers. **Professor of Practice:** Barry Bryan. **Senior Lecturer:** Susan Riffe.

Required: 2 Credit Hours Each – All M.B.A. students take ACCT 6201 Financial Accounting I as part of the core curriculum. For the second required accounting course, students choose either ACCT 6202 Financial Accounting II or ACCT 6205 Managerial Accounting I depending upon their concentration and degree plan. (See the Concentrations section for more information.)

ACCT 6201. Financial Accounting I. This course introduces students to the fundamentals of preparing and understanding financial statements targeted to external users.

ACCT 6202. Financial Accounting II. This course builds upon ACCT 6201 Financial Accounting I and provides more in-depth coverage of how individual asset, liability and equity accounts are measured and recognized in the financial statements. *Prerequisite:* Financial Accounting I.

ACCT 6205. Managerial Accounting I. 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 identification of the costs and revenues relevant to decisions. Uses a case-study orientation. *Prerequisite:* Financial Accounting I.

Required for Concentration: 2 Credit Hours – For the accounting concentration, the required courses are ACCT 6201, 6202, 6205 and 6206.

ACCT 6206. Managerial Accounting II. A continuation of the study begun in ACCT 6205 Managerial Accounting I. Explores the use of cost data in planning and controlling operations. Describes techniques of cost measurement (variable costing, activity-based costing, relevant costing) along with their implications for cost management. Additionally, introduces the topic of management control (strategy implementation) in the decentralized organization. Includes topics such as variable costing, activity-based costing, activity-based management, strategic cost analysis, divisional profit center evaluation and transfer pricing. Uses a case study orientation. Offered on an irregular basis. *Prerequisite:* Managerial Accounting I.

Electives: 2 Credit Hours Each – The appropriate required courses must be successfully completed to enroll in elective ACCT courses.

ACCT 6208. Introduction to Auditing. 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 PCAOB Audit Standard 5. In addition, students will learn fundamental auditing theory, practice and procedures as they are applied to financial statement audits. *Prerequisite:* Financial Accounting II or currently enrolled in M.S.A. program.

ACCT 6210. 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, 6202 Financial Accounting I and II). 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 encouraged to consider taking ACCT 6211 Financial Statement Analysis and ACCT 6212 Financial Reporting and Analysis II.) *Prerequisite:* Financial Accounting II or currently enrolled in M.S.A. program.

ACCT 6211. Financial Statement Analysis. The course 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. This course is recommended to be taken immediately following the module in which ACCT 6210 Financial Reporting and Analysis I is taken and along with ACCT 6212 Financial Reporting and Analysis II, which covers a number of topics central to conducting financial statement analysis. *Prerequisite:* Financial Reporting and Analysis I or currently enrolled in M.S.A program.

ACCT 6212. Financial Reporting and Analysis II. This course is a continuation of ACCT 6210 Financial Reporting and Analysis I and, like ACCT 6210, it is a course 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 Financial Accounting I and II). Specific topics include off-balance sheet financing, accounting for pensions and postretirement benefits, accounting for stock options, and earnings per share. *Prerequisite:* Financial Reporting and Analysis I.

ACCT 6214. Mergers and Acquisitions I. This course examines in detail the controversial nature of mergers, acquisitions and consolidations accounting. In particular, the course examines 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, for valuation and for investors. The revised merger accounting standards (SFAS 141/142) require that all mergers be accounted for using one method; however, GAAP still affords significant discretion to managers in implementing these standards, which are reviewed in the class. 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 FASB's harmonization project with IASB, the course will also examine the important differences in U.S. GAAP 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:* Financial Accounting II or currently enrolled in M.S.A. program.

ACCT 6215. Mergers and Acquisitions II. The course begins with securitization and variable interest entities, including the controversial accounting issues associated with these transactions in recent years. It continues building on the material covered in ACCT 6214 Mergers and Acquisitions I, including the recurring theme of the role of discretion in financial reporting. Examines accounting issues associated with translating financial statements denominated in foreign currency as well as with foreign currency transactions and derivative securities. The course concludes with a discussion of accounting issues associated with corporate bankruptcy, including the legal framework of corporate bankruptcy in the United States, United Kingdom and Continental Europe, along with their important differences and implications. *Prerequisite:* Financial Accounting II or currently enrolled in M.S.A. program.

ACCT 6217. 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. GAAP 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 between the underlying transactions, the application of international reporting standards for those transactions, and the financial reports obtained. *Prerequisite:* Financial Reporting and Analysis I or currently enrolled in M.S.A. program.

ACCT 6218. Forensic Accounting and Financial Statement Fraud. The objective of this course is to impart a detailed understanding of forensic accounting, with particular emphasis on the methodologies of financial statement fraud. The course is designed to demonstrate the various aspects of fraud, i.e., fraudulent financial reporting; the various types of fraud schemes, including computer fraud and methods of concealment; and the analytical techniques utilized in uncovering fraud and its prevention through effective internal control systems. The course also includes an analysis of the general techniques used in the field litigation support services. *Prerequisite:* Financial Accounting II or currently enrolled in M.S.A. program.

ACCT 6221. Management Control Systems. In this course, control is defined broadly to include everything managers do to help ensure that the organization's strategies and plans are carried out. Most of the course, however, focuses on the use and effects of accounting-related controls – that is, those involving measurement and evaluation of performance in financial terms. Explores the critical decisions that must be made in using accounting-related controls, such as choices of responsibility structures, performance measures, performance standards and the "internal controls" that help ensure measurement reliability. The course also presents situations in which accounting controls are not effective and includes discussions of various forms of nonaccounting controls. *Prerequisite:* Managerial Accounting I or currently enrolled in M.S.A. program.

ACCT 6226. Accounting Information Systems. This course enhances students' auditing, SOX 404 consulting and enterprise risk mitigation skills. It focuses on business processes, internal controls and information technology, and teaches 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 C.P.A. exam. *Prerequisite:* Currently enrolled in M.S.A. program.

ACCT 6239. Tax Research. This course is designed to provide a foundation from which students can effectively identify, research and resolve tax issues. Students 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:* Currently enrolled in M.S.A. program or by permission.

ACCT 6240. Advanced Corporate and Partnership Tax. This course builds on ACCT 6248 Graduate Seminar in Taxation I and provides more in-depth coverage of tax issues related

to the formation, operation and dissolution of corporations and partnerships. *Prerequisite:* Graduate Seminar in Taxation I.

ACCT 6241. Seminar in International and State Taxation. This course provides a survey of basic issues in international, 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 vs. nonunitary tax regimes and the allocation and apportionment of income and expenses. *Prerequisite:* Currently enrolled in M.S.A. program or by permission.

ACCT 6242. 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:* Currently enrolled in M.S.A. program or by permission.

ACCT 6243. Auditing I. This course focuses on an auditor's decision-making process. The fundamental concepts of auditing and other assurance services are reviewed, including auditing standards and procedures, professional ethics, audit reports, auditor's legal liability, client acceptance and retention decisions, internal control and risk considerations, and pronouncements of major authoritative bodies. Suggested knowledge prerequisites: One or more of ACCT 6221 Management Control Systems or any financial reporting courses. *Prerequisite:* Financial Accounting II or currently enrolled in M.S.A. program.

ACCT 6244. Auditing II. This course examines recent events and current issues impacting the auditing and assurance profession. Recent legislation has resulted in significant changes to the structure and responsibilities of audit firms in the United States. This course explores these issues through the perspective of the audit firm, and uses case material to address the impact of various legislative and regulatory changes. *Prerequisite:* Auditing I.

ACCT 6246. Graduate Seminar in Financial 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. This course is required for M.S.A. students and recommended for anyone interested in bank lending. *Prerequisite:* Financial Accounting II or currently enrolled in M.S.A. program.

ACCT 6248. Graduate Seminar in Taxation I. 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 ACCT 6248, 6249 Graduate Seminar in Taxation I and II 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:* Currently enrolled in M.S.A. program or by permission.

ACCT 6249. Graduate Seminar in Taxation II. 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 ACCT 6248, 6249 Graduate Seminar in Taxation I and II 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:* Graduate Seminar in Taxation I.

Finance (FINA)

Professor William Maxwell, **Department Chair**

Professors: Andrew Chen, Darius Miller, Albert Niemi, James Smith, Rex Thompson, Michel Vetsuypens. **Associate Professors:** Chun Lam, Kumar Venkataraman. **Assistant Professors:** Indraneel Chakraborty, Amar Gande, Swaminathan Kalpathy, Qin Lei, Natalia Reisel, Johan Sulaeman. **Visiting Professor:** Jeff Harris. **Clinical Professors:** Jeffrey Allen, Michael Davis, Charles Ruscher. **Senior Lecturer:** Brian Bruce.

Required: 2 Credit Hours – This course is required of all M.B.A. students.

FINA 6201. 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.

Required for Concentrations: 2 Credit Hours Each – The three courses are required for finance concentrations.

FINA 6205. 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. *Prerequisite:* Managerial Finance.

FINA 6206. Uncertainty and Strategic Decision-Making. This course sets forth the principles of decision-making under uncertainty and an explanation of 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:* Managerial Economics.

FINA 6216. Portfolio Theory and Asset Pricing. This is a course in 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 will stress the use of portfolio theory and asset pricing models in contemporary investment decisions. This course will also examine the empirical evidence as it pertains to these theories and practices. *Prerequisite:* Finance Theory and Practice.

Electives: 2 Credit Hours Each – All FINA elective courses require the prerequisite course FINA 6205 Finance Theory and Practice, and some courses may have additional prerequisites.

FINA 6211. 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 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. FINA 6212 Corporate Financial Policies highly recommended as a sequel course. *Prerequisite:* Finance Theory and Practice.

FINA 6212. Corporate Financial Policies. This course addresses advanced topics in corporate financial management. It relies primarily on the case method of analysis and may be supplemented by mini-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. FINA 6211 Valuation and Analysis not required but highly recommended as a prequel course. *Prerequisite:* Finance Theory and Practice.

FINA 6213. Corporate Restructuring and Value Creation. This course examines several restructuring options available to organizations, including mergers and acquisitions, leveraged buyouts, management buyouts, spin-offs, tracking stock, equity carve-outs, joint ventures and alliances, cross-ownership, toeholds, and divestiture strategies. The content material consists of case studies and evidence on the value impact of the alternatives. Students gain an understanding of the alternatives used by many organizations to maintain their competitive edge and enhance shareholder value. *Prerequisites:* Finance Theory and Practice and Valuation and Analysis.

FINA 6214. 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:* Finance Theory and Practice.

FINA 6215. Emerging Markets Finance. This course is designed to explore and explain financial decision-making in emerging economies. Topics include how to assess risk and return in developing economies, determining the international cost of capital, large-scale direct investment using project finance, and sourcing debt and equity globally using international financial engineering and risk management. *Prerequisite:* Finance Theory and Practice.

FINA 6217. Leveraged Finance. Broadly defined leverage finance deals with the riskiest forms of debt financing. This debt financing encompasses original issue debt from either investment bank issued debt (high-yield bonds) or bank issued debt (leveraged loans) and debt that has fallen from investment grade to high-yield status ("fallen angels"). Credit default swaps also play an important role in these markets as they are derivative contracts deriving their value from the risk of specific firm default, industry default rates or aggregate default rates. As such, they provide an alternative mechanism for investors to take short or long positions on the underlying assets. Most collateralized debt obligations are constructed using leveraged finance instruments so the course also examines the basics of collateralized debt obligations and more specifically collateralized leveraged loans. Next, the course examines what happens when these risky debt instruments default or are restructured, which entails debtor-in-possession financing and vulture investing. Finally, the course discusses how these instruments trade in the primary and secondary markets. The course follows the required book, *Leveraged Financial Markets: A Comprehensive Guide to Loans, Bonds, and Other High-Yield Instruments,* by Maxwell and Shenkman, McGraw-Hill, 2010. *Prerequisite:* Finance Theory and Practice.

FINA 6218. Fixed Income Securities. This course provides an analysis of fixed-income securities and interest rate derivatives. Topics covered 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:* Finance Theory and Practice.

FINA 6219. Forwards, Futures and Swaps. This course provides an in-depth analysis of forwards, futures and swaps. The course focuses 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 includes an analysis of the pricing of interest rate, and currency and commodity swaps and their use in asset and liability management. *Prerequisite:* Finance Theory and Practice.

FINA 6220. 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 for students 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:* Finance Theory and Practice.

FINA 6222. 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:* Finance Theory and Practice.

FINA 6223. Game Theory for Business Managers. This course applies and extends the tools of modern game theory that are introduced in FINA 6206 Uncertainty and Strategic Decision-Making. 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:* Managerial Economics and Uncertainty and Strategic Decision-Making.

FINA 6226. Alternative Asset Management. This course focuses on techniques for alternative asset management and security selection. Topics include: tools and techniques for valuing individual securities; popular approaches to security selection; measurement of risk and return in the context of long-only, market neutral strategies; and performance. The course emphasizes contemporary real-world applications. *Prerequisite:* Finance Theory and Practice.

FINA 6227. Hedge Funds. This course is an in-depth study of 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. The course pays attention to issues at the operational level and examines specific controlled-risk strategies, including statistical arbitrage, convertibles arbitrage and risk arbitrage. *Prerequisite:* Finance Theory and Practice.

FINA 6228. 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 non-recourse financing (project financing) versus corporate financing, and surveys the major institutions and international organizations that are relevant to energy investment and finance. *Prerequisites:* Finance Theory and Uncertainty and Strategic Decision-Making.

FINA 6229. 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. The course also introduces the application of real options analysis as an alternative to conventional discounted cash flow analysis of risky projects. *Prerequisites:* Finance Theory and Practice, Uncertainty and Strategic Decision-Making, and Energy Project Valuation and Finance.

FINA 6230. Practicum in Portfolio Management I. *(fall term)* The first course, taught in the fall term, 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 course tasks involve sector analysis, the evaluation of existing securities, the analysis and due diligence underlying security transactions into and out of the portfolio, and performance assessment. With a directed-study flavor, the contact hours of a two-hour course are spread across the entire fall term by meeting 1.5 hours per week instead of the regular three hours per 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. Practicum in Portfolio Management II. *(spring term)* The second course, taught in the spring term, 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 course tasks involve sector analysis, the evaluation of existing securities, the analysis and due diligence underlying security transactions into and out of the

portfolio, and performance assessment. With a directed-study flavor, the contact hours of a two-hour course are spread across the entire spring term by meeting 1.5 hours per week instead of the regular three hours per 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.

Information Technology and Operations Management (ITOM)

Professor John Semple, **Department Chair**

Professors: Amit Basu, Bezalel Gavish, Marion Sobol. **Associate Professors:** R. Canan Savaskan-Ebert, Ulrike Schultze. **Assistant Professors:** Aydin Alptekinoğlu, Sreekumar Bhaskaran, Karthik Ramachandran. **Clinical Professors:** Ellen Allen, Amy Puelz. **Senior Lecturer:** James Collins.

Required: 2 Credit Hours Each – All three of the following courses are required of all M.B.A. students.

ITOM 6201. 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.

ITOM 6202. 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 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 learn to develop spreadsheet models for making complex business decisions as well as to interpret the results of such models.

ITOM 6203. Operations Management. The main objective of this course is to help students understand the fundamental concepts and techniques necessary for attaining a world-class performance in service and manufacturing operations. The course adopts a "process management" viewpoint to address a variety of strategic and operational issues. It consists of two interlinked modules: 1) process analysis, design and improvement, with exercises and cases to illustrate concepts such as capacity, cycle time, bottlenecks and theory constraints; and 2) improving 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.

Electives: 2 Credit Hours Each – The appropriate required courses must be successfully completed to enroll in elective ITOM courses.

ITOM 6205. Introduction to e-Business. The Internet is an increasingly popular medium for businesses to interact with their customers. Empowering customers has provided some companies with significant opportunities. Other companies and industries face stronger competitive challenges from reduced barriers to entry and increased availability of information. This course introduces students to the technological and strategic issues relating to the use of the Internet from a business perspective. The objective of this course is to introduce decision-making tools for how businesses use the Internet. Topics include Internet technologies, strategic implications of e-business, pricing strategy, information-intense products, online marketplaces, and issues of Internet privacy and security.

ITOM 6207. 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:* Operations Management.

ITOM 6214. Business Modeling Using Spreadsheets. The objective of this course is to gain experience using spreadsheets to model and analyze quantitative business problems. It is intended to augment skills for managers in operations, finance, marketing and strategy. The course covers various modeling techniques, including linear programming, nonlinear programming, real options, integer programming and simulation. These techniques are applied to various industries, including operations, technology, finance and marketing. Some of the applications developed in the course pertain to monitoring mutual fund managers, building flexible manufacturing facilities and constructing financial portfolios. The course requires basic comfort with spreadsheets, including fixed and relative cell copying, functions and formatting. *Prerequisite:* Management Decision Analysis.

ITOM 6215. Database Design for Business Applications. This course covers fundamental issues in database creation and design. The course begins with mapping data collection in organizations onto a database with the objective of storing data consistently over time then proceeds to study methods for information extraction from databases. In terms of practical skills, the course covers how to import spreadsheet data into Microsoft Access and generate summary reports to answer business questions related to data. The use of homework assignments and an implementation project in Microsoft Access reinforce the design issues and the practical skills covered in the course.

ITOM 6217. Business Intelligence and Data Mining. This course examines how companies can effectively leverage their information technology resources to gain better operational and competitive intelligence. Several technologies for enhancing organizational intelligence, such as machine learning, neural networks, clustering and association-based reasoning, are surveyed. Considerations that managers must make in applying these technologies to different types of decision and planning problems are discussed using lectures, cases and hands-on exercises with appropriate software.

ITOM 6218. 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 focuses particularly on information technology's role in enabling business processes.

ITOM 6220. Revenue Management. This course discusses various methods for modeling and analyzing pricing, capacity planning and resource allocation in a variety of industries. Methods include yield management models, various auction and other dynamic pricing methods, and game theory applications in pricing. *Prerequisites:* Managerial Statistics and Management Decision Analysis.

ITOM 6224. Managing Service Operations. A course that focuses on the variety of tasks involved in managing service operations within both the "pure" service sector companies and the service functions of manufacturing firms. The course is designed for students who plan to work as managers in service firms. It is also of value to individuals who need to understand and evaluate service organizations from an external perspective. The course explores the following topics: strategic service vision, design and delivery of services, managing capacity and demand, service quality and productivity, customer service management, technology in service operations, and globalization of services. The course also develops hands-on understanding of some powerful analytical techniques, including process analysis, waiting line models, simulation and yield management. *Prerequisites:* Management Decision Analysis and Operations Management.

ITOM 6225. 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 an understanding of how to allocate financial, material and time-based resources, and the ability to motivate and maintain the focus of the project team. This course provides relevant project management skills by examining project decisions at three levels: 1) structuring and managing the task and leading the project team in an individual project, 2) aggregating linkages across a portfolio of projects and managing programs, and 3) making alliances across

firms, contracting a project and managing 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:* Operations Management.

ITOM 6226. Operations Management Strategy. This course deals with operations issues and their long-term or irreversible impact on the corporate strategy and on the competitive viability of the firm. The course approaches these matters 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. During the course, students develop a general framework for creating and analyzing strategies for managing domestic and international manufacturing and services-based companies. Among the strategic decision categories to be examined are product-process technology strategies, facilities and capacity management, performance measurement, managing quality and productivity, and system design. Emphasis is on the application of systems thinking to case studies and the design of world-class operations. *Prerequisite:* Operations Management.

ITOM 6230. Business Process Outsourcing and Offshoring. The course will focus on business process outsourcing/offshoring. Examines 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. Considers five application areas: 1) information technology, 2) customer care, 3) finance and accounting, 4) human resources, and 5) transaction processing. Uses a combination of lectures, case analyses, guest lectures and student presentations.

ITOM 6231. Special Topics in Information Technology and Operations Management. A survey of 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:* Management Decision Analysis and Operations Management.

Management (MNGT)

Required: 1 Credit Hour Each – Full-Time M.B.A. program only

MNGT 6101. Managing Your Career. Empowers students with the knowledge and tools to effectively manage their own careers. Includes topics: how to find career focus, exploring career options for M.B.A. students, building and leveraging a professional network, and developing a personal marketing plan. Graded on a pass/fail basis.

MNGT 6103. 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. Helps students achieve proficiency in oral presentation techniques to enhance academic and career success. Graded on a pass/fail basis.

MNGT 6150. Graduate Corporate Internship Program. A degree requirement for all students in the Full-Time M.B.A. program during the third term (summer) in the program. Provides compensated or noncompensated career experience related to a student's 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.

Required: 2 Credit Hours – Full-Time M.B.A. program only

MNGT 6210. Global Leadership Program. A two-week field 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.

Required: 0 Credit Hours – Full-Time M.B.A. program only

MNGT 6020. First Year Foundations. A noncredit degree requirement of the Full-Time M.B.A. program. Gives a grade of *P* (Pass) for successful completion. Provides various required activities to enhance professional development. Scheduled most Fridays during the first year of the M.B.A. program.

Required: 0 Credit Hours – Professional M.B.A. program only

MNGT 6003. 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. Helps students achieve proficiency in oral presentation techniques to enhance academic and career success. Graded on a pass/fail basis.

Elective: 0 Credit Hours – This course must be completed prior to a Professional M.B.A. student utilizing on-campus recruiting options.

MNGT 6001. Managing Your Career. Empowers students with the knowledge and tools to effectively manage their own careers. Includes topics: how to find career focus, exploring career options for M.B.A. students, building and leveraging a professional network, and developing a personal marketing plan. Graded on a pass/fail basis.

Management and Organizations (MNO)

Associate Professor Don VandeWalle, **Department Chair**

Professors: Robin Pinkley, Miguel Quiñones, Linda Stearns. **Associate Professors:** Mel Fugate, Ellen Jackofsky. **Assistant Professors:** Jay Carson, Peter Heslin, Maribeth Kuenzi, Robert Rasberry.

Required: 2 Credit Hours – This course is required of all M.B.A. students.

MNO 6201. 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.

Required for Concentration: 2 Credit Hours – This course is required if concentrating in management.

MNO 6202. 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. *Prerequisite:* Organizational Behavior.

Electives: 2 Credit Hours Each – The core required course, MNO 6201 Organizational Behavior, must be successfully completed to enroll in elective MNO courses.

MNO 6210. 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 leaders, the more successful the organizations they lead. A leader as coach is one who develops and enables his or her 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 was 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.

MNO 6212. Introduction to Consulting. 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.

MNO 6214. Strategic Human Resources Management. This course encompasses the policies and practices that high-performing organizations use to attract, retain and gain a sustainable competitive advantage. Particular attention is paid toward aligning human resource systems and processes needed to develop organizational capabilities to execute strategies The overall goal of the course is to shift the focus of human resources toward that of a strategic partner.

MNO 6215. Master Negotiation. This course gives students the conceptual foundation and basic tools needed to negotiate like a master negotiator, an elite class of negotiators most capable of obtaining substantial value through negotiation. Master negotiators use a flexible set of strategies that allow them to: 1) be proactive and reactive; 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.

MNO 6216. Advanced Master Negotiation. This course builds on the basic knowledge and experience acquired in MNO 6215 Master Negotiation. Advanced topics and related strategies are covered, including topics such as how to enhance or decrease power differences and how to capitalize on common negotiator biases. Significant time and attention are given to successful implementation of strategies covered in both courses. *Prerequisite:* Master Negotiation.

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

MNO 6220. Corporate Governance. This course is designed to help students understand how to make informed decisions about corporate governance issues. It highlights critical governance issues, including ethical behaviors and communications. Topics include how to evaluate board roles, attributes of effective boards, and evaluating and rewarding board effectiveness. The course includes participation by CEOs from the community. *Prerequisite:* Organizational Behavior or currently enrolled in M.S.A. program.

MNO 6226. Managing Across Cultures. During their careers, students will work with customers, suppliers, colleagues, employees and/or bosses who have a wide range of cultural backgrounds and whose actions can often appear strange, biased, illogical and unethical when viewed from a contrasting cultural perspective. Through a combination of readings, self-assessment, lectures, presentations, role-play, guest lectures and case/video analysis, this rigorous course is designed to equip students with knowledge and skills to 1) diagnose and understand cultural differences and 2) continually learn how to work more effectively with people whose cultural background differs from their own.

MNO 6232. Corporate Ethics and Organizational Responsibility. This course offers a set of readings, cases and movies aimed at integrating ethical reflection with business decision-making. It examines 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.

Marketing (MKTG)

Associate Professor Raj Sethuraman, **Department Chair**

Professors: Thomas Barry, William Dillon, Daniel Howard, Roger Kerin, Zannie Voss. **Associate Professors:** Richard Briesch, Edward Fox, Tasadduq Shervani, Jacquelyn Thomas, Glenn Voss. **Assistant Professors:** Joonwook Park, T. Andrew Poehlman, Priyali Rajagopal, Morgan Ward. **Senior Lecturers:** Charles Besio, Sonja Corbin, Judith Foxman.

Required: 2 Credit Hours – This course is required of all M.B.A. students.

MKTG 6201. Marketing Management. This course introductions 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, 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.

Required for Concentrations: 2 Credit Hours Each – All three courses are required for marketing concentrations.

MKTG 6204. Consumer Behavior. This course is the study of why people buy what they buy. It examines in depth 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:* Marketing Management.

MKTG 6205. Consumer Insights and Market Intelligence. Sound marketing decisions are based on information gathered about customers and competitors. This course exposes students to important data sources and techniques used by companies for gathering customer insights and market intelligence, and then illustrates through cases and real-world scenarios how such information may be used to make marketing decisions. *Prerequisite:* Marketing Management.

MKTG 6206. Marketing Management 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 will be assigned to groups – each group representing a firm. Each firm will compete with other firms in the market over several rounds (years) and make marketing decisions to achieve the company's objectives. This dynamic game will prepare students to make, modify and implement marketing decisions over time. *Prerequisite:* Marketing Management.

Electives: 2 Credit Hours Each – Students must have successfully completed MKTG 6201 Marketing Management to enroll in elective MKTG courses. Some of the courses have additional prerequisites or concurrent enrollment. Check the individual course descriptions for details.

Marketing Functions Courses for the Concentration: 2 Credit Hours Each

MKTG 6212. Advanced Marketing Communications Management. A review and integration of basic promotional tools, including advertising and sales promotion. The course focuses on both practical and conceptual issues in the development of communications and a corresponding strategy. Media planning, evaluation and budgeting are discussed. *Prerequisite:* Consumer Behavior.

MKTG 6214. 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 integrate knowledge acquired in marketing and other business courses.

MKTG 6215. Advanced Product and Brand Management. A focus 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.

MKTG 6218. Advanced Sales and Distribution Management. Focuses on the management of sales forces engaged primarily in business-to-business selling by analyzing the tools required of a modern sales manager. Topics include organizational structures; forecasting; recruiting, selection, hiring and training of sales people; territory design and management; and compensation, motivation and recognition of sales people, as well as leadership and ethics in selling. The course also reviews the various distribution systems that are used to get goods to market in the United States as well as analyzes the "globalization" of distribution organizations and systems. The course is taught using lectures, cases and exercises to reinforce the information presented in the course.

Marketing Topics Courses for the Concentration: 2 Credit Hours Each

MKTG 6222. 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.

MKTG 6223. 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 managers 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.

MKTG 6224. Marketing Research. 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? Are customers satisfied with service? What price should be charged for a brand? A course that develops skills in the following areas so that students can competently implement effective 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 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, and 7) collect and analyze data using spreadsheets or statistical packages.

MKTG 6225. Retailer Behavior and Sales Promotion. The vast majority of consumer expenditures, which represent more than $5 trillion dollars and 68 percent of the United States gross domestic product, are made though 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. Explores issues in sales promotion, pricing, product mix and store location while gaining an understanding of consumer response in these areas. This course will be useful to students who plan to work in retailing, consumer marketing, brand or product management, or sales and distribution.

MKTG 6226. Marketing Strategy. The course focuses on the strategic marketing choices that are made by top management and 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 how to access a market, and addressing issues of timing and pace of strategy execution. Taught with 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 or concurrent enrollment:* Advanced Marketing Management.

MKTG 6227. Global Marketing Management. The course examines the major marketing issues and opportunities facing companies that sell products outside their domestic markets. Students will 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.

MKTG 6229. 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, select target markets, compare customers' value to the company, and 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 much more data is maintained, and the data is processed and used in new and more sophisticated ways. This course teaches students several techniques and tools of database marketing, such as 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. *Prerequisite:* Managerial Statistics.

MKTG 6230. 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 will develop an understanding of customer relationship management. Through the consulting project, they will analyze real customer data using linear and logistic regression and summary statistics. They will also calculate customer lifetime value for individual customers, then will segment customers based on CLVs. In a final group presentation to corporate sponsors of the project, students will draw customer insights from their analysis and propose strategic and tactical recommendations for profitable growth.

MKTG 6233. 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.

Marketing Unrestricted Elective – Not used toward the concentration: 2 Credit Hours

MKTG 6241. Sports Marketing and Management. A focus on an industry framework to understand the market dynamics, trends, structure, delivery systems, consumer preferences and marketing, and promotional strategies that shape and drive the sports industry. Covers how businesses that do not develop and package sports as a core product leverage "market-based assets," such as paid endorsers, strategic partnerships and event sponsorship properties, to advance distinct marketing objectives and build brand awareness. Also provides students with exposure to leading sports marketing practitioners who will bring tangible, real-world experience into the classroom to support lectures. Engages students in an experiential, real-world class project to apply sports marketing techniques and learning gleaned in the classroom.

Real Estate, Risk Management and Business Law

Professor William Brueggeman, **Department Chair**

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

Real Estate (RE)

Electives: 2 Credit Hours Each – The appropriate required courses must be successfully completed to enroll in elective RE courses.

RE 6211. Real Estate Investment. A survey of 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. Serves as the prerequisite course for RE 6212, RE 6213 and RE 6215. *Prerequisite:* Managerial Finance.

RE 6212. Real Estate Analysis and Strategy. The physical and financial aspects of real estate development from the perspective of the equity investor. Focuses on land use concepts critical to the physical development of land and buildings, such as comprehensive planning, zoning, subdivision regulations and overall physical feasibility. Provides substantial course time to introduce ARGUS cash flow modeling software and the subsequent property valuation using an Excel pricing model. Allows students to be conversant in relevant investment return metrics and applied valuation methodology by completion of the course. *Prerequisite:* Real Estate Investment.

RE 6213. 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:* Real Estate Investment.

RE 6215. Real Estate Transactions. A survey of topics relating to due diligence in real property acquisition, zoning and land use law, contracts, and agency and leases. Addresses topics from a legal perspective. *Prerequisite:* Real Estate Investment.

Business Law (BL)

Electives: 2 Credit Hours Each

BL 6224. Managerial Perspectives on Law and the Workplace. In this course, students hone their ability to recognize, critically assess and manage many of the significant and recurring legal issues that arise in the employment context. The professor takes a practical approach: the aim is to equip managers to effectively handle workplace issues so as to mitigate the risk of litigation while simultaneously protecting the business's legal position in the event litigation does ensue. Topics covered include: protecting intellectual property in a competitive environment; strategic principles for designing, drafting, negotiating and administering employment contracts, including noncompete and confidentiality agreements; recent developments in discrimination and sexual harassment law; and the competing interests of the employees' right to privacy and the employers' right to know, e.g., the content of employees' e-mail messages or what Internet sites they visit. The inherent risks in terminating an employee and the use of a release of liability as a risk mitigation device are also discussed. The format of the class is a combination of lecture, informal class discussion and case studies.

BL 6225. 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. Related legal issues, including accounting malpractice and liability to third parties such as the creditors or investors of the accounting client, are also discussed.

Risk Management and Insurance (RMI)

Electives: 2 Credit Hours

RMI 6230. Corporate Risk Management and Insurance. An exploration of the evolution of business risk management. Students gain insight into the risk management process by focusing on expense-inducing problems that exist for most business firms. Practice meets theory during the class through a series of interactions with corporate risk managers representing a variety of industry sectors. *Prerequisite:* Completion of core required courses.

Strategy, Entrepreneurship and Business Economics

Professor Gordon Walker, **Department Chair**

Professor: Maria Minniti. **Associate Professors:** David Croson, David Lei. **Assistant Professor:** Qi Zhou. **Visiting Assistant Professor:** Panayiota Kiousis. **Scholars in Residence:** W. Michael Cox, Dwight Lee.

Strategy (STRA)

Required: 2 Credit Hours – This course is required of all M.B.A. students.

STRA 6201. Strategic Management. An examination of the fundamental concepts of the strategy of the firm as they are applied in domestic and global markets. Includes topics such as business strategy, industry analysis, vertical integration, strategy execution and diversification. Taught using cases, text and readings.

Required for Concentration: 2 Credit Hours – This also is a prerequisite course for some of the STRA elective courses. Check the individual course descriptions for details.

STRA 6202. Advanced Strategic Management. Follows directly from and builds on STRA 6201 Strategic Management, which focuses on issues of strategy at the business-unit level. Topics include: global strategy, technology strategy, management of the multibusiness firm, and strategic alliances and networks. Additional topics may be introduced at the instructor's discretion. *Prerequisite:* Strategic Management.

Electives: 2 Credit Hours Each – Students must have successfully completed STRA 6201 Strategic Management to enroll in elective STRA courses. Some of the courses have additional prerequisites. Check the individual course descriptions for details.

STRA 6219. 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. It focuses on the strategic and organizational issues associated with the firms that provide private equity to entrepreneurial firms. The course examines the process by which private equity firms raise money from their investors, including a discussion of the associated agency problems, as well as the private equity firm's decision to invest in a new venture. The course also includes a discussion of how to evaluate the strategy of the new venture and its likelihood for success or failure. Also includes the process by which the private equity firm exits from its investments and how nonfinancial corporations can use a private-equity model to finance new business ventures.

STRA 6220. Strategic Mergers and Acquisitions. A focus on the strategic and organizational issues associated with mergers and acquisitions. Students 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. Uses a case-study approach. *Prerequisite:* Advanced Strategic Management.

STRA 6224. Entrepreneurial Strategy. An integration of a number of approaches while addressing strategic issues facing new and small businesses. The goal is to understand enduring factors that influence entrepreneurial and small business management. Topics include business strategy, strategies particular to entrepreneurship, market and industry analysis, and organizing to implement innovative ideas. The course assumes the perspective of the entrepreneur. Uses a blend of cases and other readings.

STRA 6225. Strategic Alliances. A course that focuses on the planning and execution of strategic alliances, especially in high-technology industries. Addresses issues of partner selection, performance evaluation and adaptation of the partnership over time. Emphasizes alliances between large and small firms.

STRA 6226. Developing Business Unit Strategy in a Competitive Environment. A course that focuses on decision-making at the strategic business-unit level by top managers. Designed to allow students to use all the skills learned thus far in the program and apply them to a broad array of business policy problems. Asks students to place themselves in the position of decision-makers to set corporate strategy in specific situations. Uses cases drawn from a variety of industries and situations and involves all facets of corporate strategy, including marketing, operations, finance, information technology and organizational structure. Emphasizes understanding the competitive dynamics of the current environment and recommending strategy that considers the resources at the organization's disposal. This course is discussion-based, case-method approach with occasional supplemental readings.

STRA 6228. Global Strategy. A course that focuses on issues related to competing in global industries for both single and multibusiness firms. Key topics addressed are: sources and dynamics of comparative advantages; modes of entry into foreign markets, such as joint venture, acquisition and greenfield investment; global sourcing for operations and information technology; and the structure of multinational firms. Uses cases and readings.

STRA 6232. Innovation and Strategic Change. A course that focuses on the challenge of introducing new technologies and processes in single and multibusiness firms. It explores a range of companies selling both services and products. The approach of the course is to examine changes in firm's strategic and organizational context, especially regarding issues of path dependence, absorptive capacity, appropriability and, more generally, the stages of industry evolution.

STRA 6236. 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. Answers questions such as: "Where does one start? 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.

Electives: 4 Credit Hours

STRA 6410. Venture Capital Practicum. A hands-on venture capital experience, applying the skills developed in finance, strategy and entrepreneurship courses. Offers students the opportunity to 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 Private Equity and Venture Capital. An application does not guarantee admission.

Entrepreneurship (CISB)

Electives: 2 Credit Hours Each – The general expectation is that students have completed the core set of required courses prior to enrolling in CISB courses. Check the individual course descriptions for any additional prerequisites.

CISB 6210. Essential Law for the Entrepreneur. A course that provides a broad awareness of and skill in coping with critical legal issues encountered by the entrepreneur building a growth-oriented business. Also helps students develop skills in the practice of minimizing exposure to liability and litigation and in working effectively with attorneys and regulators. Addresses venture initiation through expansion stage. Topics covered 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. Enhancing Operational Performance for Entrepreneurial Companies. A course that addresses 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 is 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. International Entrepreneurship. A course that provides students with an understanding of the complexities faced by entrepreneurs doing business in a global environment and knowledge that will help them to successfully cope with that environment. Focuses on and emphasizes the perspective of the entrepreneur. Topics covered from an international perspective are: entrepreneurial opportunity identification and evaluation; market analysis and intelligence; joint ventures and partnerships; agents, value added resellers and representatives; regulations, laws and customs; regional and cultural issues; financing foreign ventures; and choice of domestic and international legal entities.

CISB 6214. Law of Financial Transactions for Entrepreneurs. A course that teaches students what issues determine the proper entity for their businesses (corporation, partnership, LLC); the legal and practical issues in funding their businesses in the start-up phase; how venture capital funding works and how to negotiate with venture capitalists; 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. Managing the Entrepreneurial Business I. A focus on entrepreneurial management and leadership issues in a rapidly changing micro and macro environment. Topics covered include: managing rapid growth, managing adversity, entrepreneurial leadership and contemporary management theories applied to the entrepreneurial setting.

CISB 6217. Managing the Entrepreneurial Business II. The course addresses legal and financial issues encountered by entrepreneurs trying to professionalize and grow an existing enterprise. Topics covered include: turnaround strategies and approaches, development of visionary skills, protection of intellectual property, and current practices for managing rapid change. *Prerequisite:* Managing the Entrepreneurial Business I.

CISB 6218. Managing the Family-Owned and Closely Held Business. The course explores the unique challenges and opportunities involved in the management and ownership of family-owned and closely held enterprises. It examines the key business, personal and interpersonal issues relevant to the continuity and management of these firms. The course emphasizes family business systems and family dynamics as well as keys to building long-term successful family businesses.

CISB 6219. Business Decision-Making. A class that provides students with the tools needed to make better business decisions. 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. Places particular emphasis on how to process information effectively, when to use rules of thumb and how to detect biased judgments. Uses simulations and in-class experiments.

CISB 6222. Starting a Business I. This course provides students with an awareness of what it takes to be a successful entrepreneur and explores the creation of value through the process of starting a new business venture. Topics covered include: personal characteristics of successful entrepreneurs, identification of windows of opportunity, development of a viable business concept, analysis of competition and market opportunities, evolution of an entrepreneurial strategy, creation of a marketing plan for an entrepreneurial venture, development of a sales forecast and preparation of comprehensive financial forecasts.

CISB 6223. Starting a Business II. This course teaches students the skills required to prepare and present a professional business plan for an entrepreneurial venture. Enhances the analytical skills needed to identify and properly evaluate a new business opportunity. Topics covered include: exploration of financing options for the entrepreneurial company and development of a financing plan, overview of the venture capital process, and preparation and presentation of a professional business plan. Includes guest lectures from practicing entrepreneurs who have sought venture capital. *Prerequisite:* Starting a Business I.

CISB 6224. Venture Financing. A course that teaches students to evaluate opportunities and develop a business concept, as well as assess and acquire financial resources. It takes a case approach to understanding the most important financing concepts for the entrepreneur, including the entrepreneur's career start-up, expansion, leveraged buyouts, mergers and acquisitions, and other opportunities present in situations in which proper venture financing can mean the difference between success and failure.

CISB 6225. Entrepreneurial Exit Strategies. An examination of 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. The strategies and methodologies for each of the major types of exit transactions are covered in depth. The types of transactions covered include: the leveraged buyout, the sale of the business, the use of an IPO, the recapitalization of the firm and the liquidation of the business.

CISB 6226. Evaluating Entrepreneurial Opportunities. A course that provides students with the knowledge and skills necessary for selecting viable opportunities and evolving them into high potential concepts and business models. Topics addressed include: 1) identifying opportunities, 2) evaluating opportunities, 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. Corporate Entrepreneurship: Intrapreneuring. A course that examines in detail the challenges and tradeoffs a corporation faces when trying to implement and manage for corporate entrepreneurship. Key elements for intrapreneurship, success drivers, as well as business frameworks and models are developed and analyzed. Topics for discussion include: definition of intrapreneurship and comparing and contrasting it with traditional entrepreneurship; the impact of corporate culture, processes and systems 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 or she works.

CISB 6230. Teaming With Venture Investors. A course that 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 covered are: what the venture investor looks for; evolution of the entrepreneur's role as the CEO; and board responsibilities, leadership and behavior. The 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. 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. It focuses on the investment process and the 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 assisting management to achieve their business objectives, and 5) monitoring those investments (in particular through an initial public offering). Teaches students how to develop a market entry plan for entering a specific industry and a specific geography in China.

Business Economics (BUSE)

Required: 2 Credit Hours – This course is required of all M.B.A. students

BUSE 6202. Managerial Economics. An examination of the basic principles behind the operating and pricing decisions of firms in a market economy. Applies methods of marginal analysis and optimization 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.

Business Administration Exchange (BAEX)

Elective Credit Hours – The credit hour value varies from one (1) to four (4) hours per course.

Students in the Full-Time and Professional 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.

PROFESSIONAL M.B.A.
INTERNATIONAL ELECTIVE COURSE LIST

Below are the current courses that satisfy the Professional M.B.A. degree requirement to take at least one elective course with an international business focus. Note that these courses are not offered every term. For more information on the International Program courses, visit www.cox.smu.edu/web/global-programs/professional-mba.

Course Number and Catalog Course Title

ACCT 6217 International Financial Reporting
CISB 6212 International Entrepreneurship
CISB 6231 Venturing in China
FINA 6214 International Financial Markets
FINA 6215 Emerging Markets Finance
ITOM 6230 Business Process Outsourcing and Offshoring
MKTG 6227 Global Marketing Management
MNO 6226 Managing Across Cultures
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	*Program Course Title*
BAEX 6251 WHU Koblenz-Germany	Changing Environment/Intl Business/ Europe
BAEX 6252 Chinese U – Hong Kong	Management in Chinese Contexts
BAEX 6255 Tongji U – Shangai	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

M.B.A. CONCENTRATIONS

- Accounting
  Specialization option: Financial statement analysis
- Finance
  Specialization options: 1) alternative assets, 2) investments, 3) corporate finance or 4) energy finance
- Financial Consulting
- General Business
- Information Technology and Operations Management – Primary
  Information Technology and Operations Management – Secondary
  With first concentration in accounting, finance or marketing
- Management
- Marketing
- Strategy and Entrepreneurship

New concentration effective fall 2010:

- Real Estate

Listed below are the requirements for each concentration. Every M.B.A. student begins with a general business concentration. In each fall and spring term, students have a designated time when the concentration selection can be changed. Required core courses are not included in the concentrations lists of courses other than the recommended second required accounting course, which is not included in the total hours required for each concentration. A directed study course does not count toward a concentration requirement. M.B.A. students complete one concentration. Only Full-Time M.B.A. students with 36 credit hours of elective courses may be able to complete a second concentration. Concentrations and specializations do not appear on diplomas; however, the concentration does appear on transcripts. (Note: While the Cox School encourages all students to select the concentration of their choosing, it cannot ensure that all classes will be available in every term to meet the concentration requirements.)

ACCOUNTING DEPARTMENT

Concentration in Accounting – 12 credit hours

Requirements

ACCT 6202 Financial Accounting II (required core course , not included in 12-hour total)
ACCT 6205 Managerial Accounting I
ACCT 6206 Managerial Accounting II (**ACCT 6221** may substitute for this course.)

Plus any 8 hours of courses from the following list, including M.S.A. tax courses:

ACCT 6208 Introduction to Auditing
ACCT 6210 Financial Reporting and Analysis I
ACCT 6211 Financial Statement Analysis
ACCT 6212 Financial Reporting and Analysis II
ACCT 6214 Mergers and Acquisitions I
ACCT 6215 Mergers and Acquisitions II
ACCT 6217 International Financial Reporting
ACCT 6218 Forensic Accounting and Financial Statement Fraud
ACCT 6221 Management Control Systems
ACCT 6243 Auditing I
ACCT 6244 Auditing II
ACCT 6246 Graduate Seminar in Financial Accounting
ACCT 6248 Graduate Seminar in Taxation I
ACCT 6249 Graduate Seminar in Taxation II

M.S.A. tax courses:

ACCT 6239 Tax Research
ACCT 6240 Advanced Corporate and Partnership Tax
ACCT 6241 Seminar in International and State Taxation
ACCT 6242 Accounting for Income Taxes

The accounting concentration supports further specialization in the following area: financial statement analysis.

Financial Statement Analysis – 12 credit hours

Requirements

ACCT 6202 Financial Accounting II (required core course, not included in 12-hour total)

Plus the 12 hours of courses in the following list:

ACCT 6205 Managerial Accounting I
ACCT 6206 Managerial Accounting II (**ACCT 6221** may substitute for this course.)
ACCT 6210 Financial Reporting and Analysis I
ACCT 6211 Financial Statement Analysis
ACCT 6212 Financial Reporting and Analysis II
ACCT 6214 Mergers and Acquisitions I

Concentration in Financial Consulting – 12 credit hours

Requirements

ACCT 6202 Financial Accounting II (required core course, not included in 12-hour total)

Plus the 12 hours of courses in the following list:

ACCT 6210 Financial Reporting and Analysis I
ACCT 6211 Financial Statement Analysis
ACCT 6212 Financial Reporting and Analysis II
FINA 6205 Finance Theory and Practice
FINA 6211 Valuation and Analysis
FINA 6212 Corporate Financial Policies

FINANCE DEPARTMENT

Concentration in Finance – 16 credit hours

For the second accounting core requirement, a student may take ACCT 6202 Financial Accounting II or ACCT 6205 Managerial Accounting I. However, ACCT 6202 Financial Accounting II is a prerequisite for ACCT 6210 Financial Reporting and Analysis I and ACCT 6211 Financial Statement Analysis, which are highly recommended courses for students concentrating in finance, although these two accounting courses do not count toward the finance concentration.

Requirements

ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I (required core course, not included in 16-hour total)
FINA 6205 Finance Theory and Practice (MUST be taken before all other FINA electives)
FINA 6206 Uncertainty and Strategic Decision-Making (taken after completing the prerequisite, **BUSE 6202**)
FINA 6216 Portfolio Theory and Asset Pricing

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

FINA 6211 Valuation and Analysis
FINA 6212 Corporate Financial Policies
FINA 6213 Corporate Restructuring and Value Creation
FINA 6214 International Financial Markets
FINA 6215 Emerging Markets Finance
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 6223 Game Theory for Business Managers
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)

The finance concentration supports further specialization in the following four areas: 1) alternative assets, 2) investments, 3) corporate finance or 4) energy finance.

1. Alternative Assets – 16 credit hours

Requirements

ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I (required core course)
FINA 6205 Finance Theory and Practice
FINA 6206 Uncertainty and Strategic Decision-Making
FINA 6216 Portfolio Theory and Asset Pricing
FINA 6226 Alternative Asset Management
FINA 6227 Hedge Funds

Plus any 6 hours of elective courses from the following list:

FINA 6214 International Financial Markets
FINA 6215 Emerging Markets Finance
FINA 6217 Leveraged Finance
FINA 6218 Fixed Income Securities
FINA 6219 Forwards, Futures and Swaps
FINA 6220 Options
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)

2. Investments – 16 credit hours

Requirements

ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I (required core course)
FINA 6205 Finance Theory and Practice
FINA 6206 Uncertainty and Strategic Decision-Making
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)

3. Corporate Finance – 16 credit hours

Requirements

ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I (required core course)
FINA 6205 Finance Theory and Practice
FINA 6206 Uncertainty and Strategic Decision-Making
FINA 6211 Valuation and Analysis
FINA 6216 Portfolio Theory and Asset Pricing

Plus any 8 hours of elective courses from the following list:

FINA 6212 Corporate Financial Policies
FINA 6213 Corporate Restructuring and Value Creation
FINA 6214 International Financial Markets
FINA 6215 Emerging Markets Finance
FINA 6217 Leveraged Finance
FINA 6219 Forwards, Futures and Swaps
FINA 6220 Options
FINA 6222 Financial Markets and Monetary Policy
FINA 6223 Game Theory for Business Managers
FINA 6228 Energy Project Valuation and Finance
FINA 6229 Energy Risk Management

4. Energy Finance – 16 credit hours

Requirements

ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I (required core course)
FINA 6205 Finance Theory and Practice
FINA 6206 Uncertainty and Strategic Decision-Making
FINA 6216 Portfolio Theory and Asset Pricing
FINA 6228 Energy Project Valuation and Finance
FINA 6229 Energy Risk Management

Plus any 6 hours of elective courses from the following list:

FINA 6211 Valuation and Analysis
FINA 6212 Corporate Financial Policies
FINA 6213 Corporate Restructuring and Value Creation
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 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 Information Technology and Operations Management – 12 credit hours

Requirements

ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I (required core course, not included in 12-hour total)

Primary Concentration

Any 12 hours of courses from the following list:

ITOM 6205 Introduction to e-Business
ITOM 6207 Supply Chain Management
ITOM 6214 Business Modeling Using Spreadsheets
ITOM 6215 Database Design for Business Applications
ITOM 6217 Business Intelligence and Data Mining
ITOM 6218 Business Process Consulting
ITOM 6220 Revenue Management
ITOM 6224 Managing Service Operations
ITOM 6225 Project Management
ITOM 6226 Operations Management Strategy
ITOM 6230 Business Process Outsourcing and Offshoring
ITOM 6231 Special Topics in Information Technology and Operations Management

Secondary Concentration Options

Any 12 hours of courses from one of the following options:

Option One: For students with a concentration in finance, seeking skills in quantitative financial modeling, this option requires at least four (4) ITOM M.B.A. electives, plus, at most, two (2) courses from one of the following sets.

1. **FINA 6211** Valuation and Analysis, **FINA 6212** Corporate Financial Policies *or* **FINA 6213** Corporate Restructuring and Value Creation – Corporate Finance Specialization
2. **FINA 6216** Portfolio Theory and Asset Pricing, **FINA 6218** Fixed Income Securities or **FINA 6226** Alternative Asset Management – Investment Specialization

Recommended ITOM electives are:

ITOM 6214 Business Modeling Using Spreadsheets
ITOM 6215 Database Design for Business Applications
ITOM 6217 Business Intelligence and Data Mining
ITOM 6220 Revenue Management

Option Two: For students with a concentration in marketing, seeking skills in hi-tech marketing, this option requires at least four (4) ITOM M.B.A. electives plus **MKTG 6224** Marketing Research and/or **MKTG 6229** Database Marketing.

Recommended ITOM electives are:

ITOM 6205 Introduction to e-Business
ITOM 6214 Business Modeling Using Spreadsheets
ITOM 6215 Database Design for Business Applications
ITOM 6217 Business Intelligence and Data Mining
ITOM 6220 Revenue Management

Option Three: For students with a concentration in accounting, seeking skills in management control, at least four (4) ITOM M.B.A. electives, plus **ACCT 6206** Managerial Accounting II and **ACCT 6221** Management Control Systems.

Recommended ITOM electives are:

ITOM 6214 Business Modeling Using Spreadsheets
ITOM 6215 Database Design for Business Applications
ITOM 6218 Business Process Consulting
ITOM 6220 Revenue Management
(also suitable course options for electives in the M.S. in Accounting program)

NOTE: *Students who wish to substitute other courses for those in the above recommended sets are encouraged to consult the department chair or other faculty members in the ITOM department.*

MANAGEMENT AND ORGANIZATIONS DEPARTMENT

Concentration in Management – 12 credit hours

Requirements

ACCT 6202 Financial Accounting II or **ACCT 6205** Managerial Accounting I (required core course, not included in 12-hour total)
MNO 6202 Managing Organizations

Plus any ten 10 hours from the following list with at least 6 hours from MNO courses:

MNO 6210 Leader as Coach
MNO 6212 Introduction to Consulting
MNO 6214 Strategic Human Resources Management
MNO 6215 Master Negotiation
MNO 6216 Advanced Master Negotiation
MNO 6218 Organizational Leadership
MNO 6220 Corporate Governance
MNO 6226 Managing Across Cultures
MNO 6232 Corporate Ethics and Organizational Responsibility
BL 6224 Managerial Perspectives on Law and the Workplace
MKTG 6218 Advanced Sales and Distribution Management
STRA 6202 Advanced Strategic Management

MARKETING DEPARTMENT

Concentration in Marketing – 16 credit hours

Requirements

ACCT 6205 Managerial Accounting I (required core course, not included in 16-hour total)

Plus 6 hours of marketing foundation courses:

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

Plus any 4 hours of marketing functions courses from the following list:

MKTG 6212 Advanced Communication Management
MKTG 6214 Advanced Pricing Management
MKTG 6215 Advanced Product and Brand Management
MKTG 6218 Advanced Sales and Distribution Management

Plus any 6 hours of marketing topics courses from the following list:

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

NOTES:

1. It is strongly recommended that students take the foundation courses before taking the functional and topics courses, but it is not required.
2. Any course from the marketing functions list beyond the required 4 hours may be substituted for a course from the marketing topics list.
3. Unrestricted elective – does not count toward the marketing concentration: **MKTG 6241** Sports Marketing and Management

STRATEGY, ENTREPRENEURSHIP AND BUSINESS ECONOMICS DEPARTMENT

Concentration in Strategy and Entrepreneurship – 14 credit hours

Requirements

ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I (required core course, not included in 14-hour total)
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 6224 Entrepreneurial Strategy
STRA 6225 Strategic Alliances
STRA 6226 Developing Business Unit Strategy in a Competitive Environment
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 the 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 I
FINA 6206 Uncertainty and Strategic Decision-Making
FINA 6213 Corporate Restructuring and Value Creation
FINA 6223 Game Theory for Business Managers
ITOM 6226 Operations Management Strategy
MKTG 6222 New Product Development
MKTG 6223 Understanding What Customers Value
MKTG 6226 Marketing Strategy
MNO 6214 Strategic Human Resources Management
MNO 6215 Master Negotiation
MNO 6216 Advanced Master Negotiation

ACROSS ACADEMIC DEPARTMENTS

Concentration in General Business – 12 credit hours

Requirements

ACCT 6202 Financial Accounting II or **ACCT 6205** Managerial Accounting I (required core course, not included in 12-hour total)

Select any elective courses, adhering to the prerequisites listed with the course catalog descriptions, for a total of 12 elective credit hours.

List of courses not included in specific concentrations:

BL 6224 Managerial Perspectives on Law and the Workplace (course option in management concentration)
BL 6225 Legal and Ethical Environment of Business for Accountants
RMI 6230 Corporate Risk Management and Insurance

New concentration effective fall 2010:

REAL ESTATE, RISK MANAGEMENT AND BUSINESS LAW DEPARTMENT

Concentration in Real Estate – 14 credit hours

Requirements

ACCT 6202 Financial Accounting II *or* **ACCT 6205** Managerial Accounting I (required core course, not included in 14-hour total)

Plus the 14 hours of courses in the following list:

FINA 6205 Finance Theory and Practice
FINA 6206 Uncertainty and Strategic Decision-Making
FINA 6211 Valuation and Analysis
RE 6211 Real Estate Investment
RE 6212 Real Estate Analysis and Strategy
RE 6213 Real Estate Finance and Development
RE 6215 Real Estate Transactions

MATRICULATION

Matriculation in the University is a declaration of acceptance of all University rules and regulations. (See the University's undergraduate catalog for a complete listing.) Additional information regarding rules and regulations of the University may be found in this catalog.

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, recommendations that speak to a candidate's professional performance and self-evaluation essays. For complete details and an application packet, visit www.coxgrad.com or contact the Cox Admissions Office: 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 Business School.

ACADEMIC RECORDS

The University registrar maintains the official permanent academic records for all students. This record includes all SMU courses attempted, grades assigned, degrees received and a summary of transfer hours accepted. Official transcripts and certifications of students' academic records are issued by the Office of the Registrar for all students of the University.

CONFIDENTIALITY OF EDUCATION RECORDS

The Family Educational Rights and Privacy Act of 1974 (also known as FERPA) is a federal law that protects the privacy of student education records and affords students attending postsecondary institutions certain rights with respect to their education records. SMU has posted information and guidelines on the University registrar's website at smu.edu/registrar/ferpa. Students are responsible for acquainting themselves with the guidelines.

In general, no personally identifiable information from a student's education record is disclosed to a third party without written consent from the student. Exception is made regarding information defined by SMU as directory information that may be released unless the student requests in writing that it be withheld. SMU defines the following student information as directory information under FERPA: personal data (name, address, telephone and campus e-mail), enrollment data (academic program, degree objectives, attendance dates, degree and awards received, and previous education) and participation data (officially recognized activities and sports).

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, because it 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 Office of the Registrar his or her Social Security card or the form issued by the Social Security Administration. Enrollment or records services for the student under a name different from the last enrollment cannot be accomplished without 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.

MAILING ADDRESSES, TELEPHONE AND E-MAIL ADDRESS

Students are required to provide the University a current permanent home address and a current local mailing address; a billing address can be provided if it differs from the home address. In addition, a residence address (not a post office box number) is required for international students. Students are required to provide a local telephone number and a cell telephone number. **Students who do not have cellular telephones or do not wish to report the numbers must declare this information in lieu of providing cellular telephone numbers.**

The SMU e-mail address issued to each student is the only e-mail address maintained by the University. Official correspondence from the University may be sent to any of the student's mailing addresses or the SMU e-mail address. It is the student's responsibility to regularly check both their mail and SMU e-mail address for correspondence from the University.

Students should use access.smu.edu to verify and update as appropriate their address and telephone information.

Emergency Contact. University policy requires all students to provide the name, address and telephone number of a primary emergency contact (student maintains online at access.smu.edu). Students enrolling at SMU authorize the University to contact their emergency contact in the event of a situation affecting the student's health, safety, or physical or mental well-being and to provide that contact with information related to the situation.

TRANSCRIPT SERVICE

Official transcripts are issued by the University Registrar's Office and bear the University seal and registrar signature. Official transcripts are not processed if the student has an outstanding obligation, financial or otherwise. Enrolled students can obtain an unofficial transcript online at access.smu.edu.

SMU has authorized the National Student Clearinghouse to provide transcript ordering via the Internet. Walk-in requests for transcripts can be made at the Student Service Counter of the Laura Lee Blanton Student Services Building located at 6185 Airline. Telephone and e-mail requests are not accepted. No partial or incomplete transcripts including only certain courses or grades are issued. Complete details are found at www.smu.edu/registrar/transcripts.asp.

DISABILITY ACCOMMODATIONS AND SUCCESS STRATEGIES

Students who have disabilities and need special accommodations, such as extended time to take exams or other reasonable academic accommodations, should contact the Office of Disability Accommodations and Success Strategies 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.

The documentation review process for establishing eligibility for receiving reasonable accommodation can take as long as two weeks and is required before reasonable accommodations may be arranged. In order to determine their eligibility for reasonable accommodations, students who have disabilities and would like to be considered for services must request services themselves by phone or letter and submit appropriate, current documentation of their disability directly to the Office of Disability Accommodations and Success Strategies. In their requests, students should indicate what assistance is being sought and provide information on how to be contacted after the documentation is reviewed. Documentation will not be reviewed unless students make such a request.

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.

Additional information and documentation guidelines are available at www.smu.edu/alec/dass.asp. The Office of Disability Accommodations and Success Strategies is located in the Altshuler Learning Enhancement Center; telephone 214-768-1470.

The director is Rebecca Marin; rmarin@smu.edu.

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 Honor Code at orientation and review all standards and policies. For additional information, contact the assistant dean of Graduate Student Services or see the Honor Code in the Student Life section at the website cox.smu.edu/web/current-students/graduate-students.

STATUTE OF LIMITATIONS

The maximum length of time for degree completion in any and all graduate business degree programs is six (6) 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 (3) consecutive calendar years.

TERM CREDIT HOUR LOADS

The unit of measure for the valuation of courses is the credit hour; for example, two (2) credit hours are earned by 24 classroom contact hours in an eight-week module. There are two eight-week modules in each term. 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 graduate Cox programs, full-time and part-time.

Full-Time M.B.A. Students complete 32 credit hours in the first year (16 credit hours per 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 61 credit hours for the two-year program. The maximum hours of course enrollment allowed during the program is 69 credit hours.

Professional M.B.A. Students complete six terms of eight (8) credit hours each term, including summer terms, for a total of 48 credit hours for this part-time program. The maximum hours of course enrollment allowed during the program is 56 credit hours.

M.S. in Accounting. 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.

M.S. in Entrepreneurship. Students complete four consecutive terms of eight (8) 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.

M.S. in Management. Students complete eight (8) credit hours, 10 credit hours and 12 credit hours in three consecutive terms for a total of 30 credit hours for the part-time 12-month program. The maximum hours of course enrollment allowed during the program is 34 credit hours.

The credit hour load requirements may be different in regards to student financial accounts and loans. Students should refer to the catalog supplement *Bursar's Financial Information: Southern Methodist University* for additional information (www.smu.edu/bursar/financialinformation.asp).

COURSE OVERLOADING FOR FULL-TIME M.B.A. STUDENTS

After successfully completing the first term of the Full-Time M.B.A. program, students with a cumulative GPA of 3.5 or higher may elect to take more than the normal load of 14–16 credit hours with a maximum of 20 credit hours in a future term. However, the total number of overload hours can be no more than eight (8) hours during the two-year program. (For additional information, see the section on Academic Performance Standards and Probation.) Each 16-week term is divided into two eight-week modules, A and B, with four (4) courses in each module earning two (2) credit hours per course. Exceptions to the stated curriculum schedule must be approved in advance by the Graduate Student Services Office. Full-Time M.B.A. students may overload at no additional cost as they are charged a flat-rate tuition per term. (For the current rate, see currently published tuition rates at www.smu.edu/bursar/gradtuit.asp.) A Full-Time M.B.A. student electing to enroll in any given term must pay the full flat-rate tuition for that term, regardless of the number of hours in which the student is enrolled.

COURSE OVERLOADING FOR PROFESSIONAL M.B.A. STUDENTS

After successfully completing all 20 credit hours of required core courses with a cumulative GPA of 3.2 or better, Professional M.B.A. students may elect to take up to three (3) courses or six (6) credit hours in a module, a total of 12 credit hours in a term. Students need to contact the Graduate Student Services staff for override permission when taking 12 credit hours. Professional 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; see www.smu.edu/bursar/gradtuit.asp.

ACCELERATION FOR PROFESSIONAL M.B.A. STUDENTS

Acceleration of the Professional M.B.A. degree is defined as a Professional M.B.A. student with enough additional credit hours to advance his or her expected graduation date by at least one term. Professional 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; see www.smu.edu/bursar/gradtuit.asp.

WITHDRAWAL FROM CURRENT TERM OR FROM PROGRAM

A student who wishes to withdraw from a Cox program must notify the Graduate Student Services Office, in writing, by completing the Cox Withdrawal Form.

A student who wishes to withdraw for a specific term from a Cox program before the end of the term must notify the Graduate Student Services Office in writing by completing the Student Petition for Withdrawal/Cancellation Form by the officially published date for that term. The Graduate Student Services Office will advise the student concerning withdrawal procedures applicable to his or her situation. The effective date of the term withdrawal is the date on which the Student Petition for Withdrawal/Cancellation is processed in the University Registrar's Office. To stop attending class or notifying an instructor does not constitute an official withdrawal. When the term withdrawal is complete, a grade of *W* (Withdrew) is recorded for every course in which the student was enrolled for that term.

Reduction of tuition and fees is based on the schedule listed in the publication *Bursar's Financial Information: Southern Methodist University* and is determined by the effective date of the withdrawal. Students receiving financial aid should refer to the Financial Information section of this catalog.

Students who withdraw on or before the sixth day of regular classes as listed in the Cox Graduate Programs Academic Calendar will have their enrollments canceled but this will NOT cancel all financial obligations. Courses and grades are not recorded for canceled enrollments.

Medical withdrawals provide a daily pro rata refund of tuition and fees and have conditions that must be met prior to re-enrollment at SMU. Medical withdrawals must be authorized by the medical director, psychiatric director, counseling and testing director, or vice president for Student Affairs.

For additional information, see the Withdrawal From a Course section of this catalog.

LEAVE OF ABSENCE

Students in good standing may take a leave of absence for up to 12 months by sending a written notice to Graduate Student Services. To be in good standing, a student must have a cumulative GPA of 3.0 or better, 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 Graduate Student Services 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.

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 3.0 or better, must have earned eight or more hours, and must have a clear student financial record. After receiving the Readmission Request Form, Graduate Student Services 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.

GRADUATES OF COX M.S. PROGRAMS APPLYING TO THE 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 Professional 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 Executive M.B.A. programs are excluded from this option.

When a graduate of one of the M.S. programs is accepted into the Professional 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 (6) 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 Professional M.B.A. will pay the current Professional M.B.A. 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, M.S. in Accounting or M.S. in Entrepreneurship. 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 a minimum of 18 additional credit hours, nine (9) 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 (6) 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.

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.

* *Note: There are situations that may preclude a Cox M.B.A. graduate's ability to complete an M.S. degree. For example, a student may have taken most of the entrepreneurial courses and that would disqualify that student from earning the M.S. in entrepreneurship degree. Students who apply to an M.S. degree program with a potential conflict can request an evaluation of their academic record. The M.S. in Management program is not an option for graduates of a Cox M.B.A. program.*

COURSE WAIVER FOR REQUIRED CORE COURSES

While the Cox School is not obligated to grant any waiver credit, in certain cases, up to eight (8) credit hours for Full-Time and Professional M.B.A. students and up to four (4) 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, contact the Graduate Student Services Office at gradcox@cox.smu.edu.

TRANSFER CREDIT

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 (8) credit hours for Full-Time and Professional M.B.A. students and up to four (4) 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, 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. or Professional M.B.A. programs, the Cox School of Business will grant six (6) graduate credit hours (equivalent to three graduate elective module courses) on a pass/fail basis to successful

graduates of the Southwestern Graduate School of Banking. This credit is awarded only to SWGSB graduates from the two graduating classes prior to the student's admission to the Full-Time or Professional M.B.A program. The credits will be treated as general graduate elective credits and will not count toward any specific area of concentration. The credit may not be applied to the Executive M.B.A. program.

M.B.A. STUDENTS TAKING COURSES IN OTHER SMU GRADUATE PROGRAMS

M.B.A. students may petition to take a course that is offered in another SMU graduate or professional program and that is specifically relevant to the student's academic business goals. Each petition will be reviewed on an individual basis. For additional information, contact the Graduate Student Services Office at gradcox@cox.smu.edu.

SCHEDULING OF CLASSES AND CLASS ATTENDANCE

Full-Time M.B.A. and M.S. in Accounting. Students have core required courses and some elective courses scheduled for weekdays. Additional elective courses will be offered in the evenings and on Saturday mornings. Examinations, special class meetings and required special events may be scheduled for different times, including evenings, Fridays and Saturdays. Students must plan to be available for scheduled events seven days a week – mornings, afternoons and evenings.

Professional M.B.A. Students have core required curriculum courses scheduled for Monday and Wednesday evenings on the Plano campus and Thursday evenings and Saturday mornings on the Dallas campus. Most elective courses are offered Monday through Thursday evenings on the Dallas campus, with limited course offerings on Saturday morning. Students must plan to allow time for additional formally and informally scheduled events during the evening and weekend hours.

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

M.S. in Entrepreneurship. Students are in a structured program taking courses that are scheduled Monday through Thursday evenings and on Saturday. Students must plan to allow time for additional formally and informally scheduled events during the evening and weekend hours.

M.S. in Management. Students are in a semi-lockstep program with courses scheduled for Thursday evenings and Saturday mornings, plus starting in the fourth module, a third course is taken on Monday, Tuesday or Wednesday evening. Students must plan to allow time for additional formally and informally scheduled events during the evening and weekend hours.

For All Graduate Students. Prompt and regular class attendance is considered necessary for satisfactory work. All absences should be explained to the instructor in advance if at all possible. The satisfactory explanation of absence may release students from disciplinary action but does not relieve the student from responsibility for the coursework during their absence.

A student who misses an announced test or examination with the instructor's prior permission 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 at any time by a course instructor or academic dean for nonattendance or tardiness, which automatically assigns a grade of *W* (Withdrew) for that course with no refund.

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 term.

FINAL EXAMINATIONS

The 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.

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 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 unless 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.

COURSE ENROLLMENT TRANSACTIONS

Students process their own enrollment transactions, including add, drop and swap, on the Web-based Access.SMU (access.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 e-mail enrollment information and dates for that term's enrollment transactions. Students are responsible for complying with enrollment procedures and for the accuracy and completeness of their enrollment.

The enrollment information is distributed in October for the November enrollment period for the following spring term. In March, the information is distributed for the April enrollment period for the following fall term. Professional M.B.A. and M.S. students enroll for the summer term prior to the fall enrollment process in April. A student may drop an elective course with a grade of *W* (Withdrew) through the deadline listed in the Cox Graduate Programs Academic Calendar. After the deadline date, the student may not drop a class. Note that students cannot drop required core courses without the specific written permission of the Graduate Student Services Office.

Current students matriculated in a Cox graduate program have priority for course enrollment. Additional options for students to enroll in courses for credit are: 1) an M.B.A. graduate of an AACSB accredited school, 2) visiting Students in the Professional 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.

COURSES FOR CREDIT AFTER GRADUATION FROM M.B.A. PROGRAM

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, program and final cumulative GPA which must be 3.0 or higher.

Criteria for course enrollment include meeting the course prerequisites and earning grades of *B* and above in each post-graduate course taken. For Cox Executive M.B.A. 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, with this decision made a 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. (See details in the section Concentrations Full-Time M.B.A. and Professional M.B.A. Programs.)

The enrollment charges include a one-time application fee, the published per credit hour tuition and general student fees at the Professional P.M.B.A. program rate. For additional information, contact the Graduate Student Services Office at gradcox@cox.smu.edu.

VISITING STUDENTS IN THE PROFESSIONAL M.B.A. PROGRAM

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, contact the Graduate Programs registrar at gradcox@cox.smu.edu or 214-768-2609.

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, contact the Graduate Student Services Office at gradcox@cox.smu.edu.

AUDIT ENROLLMENT

Cox School of Business students who are currently enrolled in one of the graduate programs and 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 who are not currently matriculated graduate students in a Cox School of Business program and 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.

Regulations for Course Auditors

1. Classroom recitation and participation are restricted; availability of course handouts, tests and other materials are restricted; no grade is assigned and no credit is recorded; no laboratory privileges are included.
2. If credit is desired, the student must enroll in the course, pay regular tuition and repeat it as a regular course.
3. The student's name does not appear on class rosters or grade rosters.
4. Regular admission and enrollment procedures are not conducted for auditors. Audit approval comes by completing one of the audit forms detailed above.
5. The audit fee is nonrefundable.
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.

STUDENT IN GOOD STANDING CRITERIA

To be in good standing, a student must have a cumulative GPA of 3.0 or better, must have earned eight or more credit hours, and must have a clear student financial record.

GRADES

Only the course instructor determines a student's grade in the course. The following grades are authorized for recording on Cox School of Business graduate students' transcripts maintained in the University's Office of the Registrar.

Grades	Description	Grade Point Per Term Hour
A, A-	Excellent Scholarship	4.0, 3.7
B+, B, B-	Good Scholarship	3.3, 3.0, 2.7
C+, C, C-	Fair Scholarship	2.3, 2.0, 1.7
D+, D, D-	Poor Scholarship	1.3, 1.0, 0.7
F	Fail	0.0
P	Pass	*
I	Incomplete	*
W	Withdrew	*

* *Grades not included in 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 BAEX, MNGT 6001, MNGT 6003, MNGT 6020, MNGT 6101, MNGT 6103 and MNGT 6150.

The student's grades are available to the student through the Web-based Access. SMU (access.smu.edu).

GRADE POINT AVERAGE

A student's GPA is computed by multiplying the term hours of each graded course taken by the grade points earned in the course and then dividing the total number of grade points by the total number of graded hours, excluding those hours for which grades are shown with an asterisk in the chart above.

GRADES FOR REPEATED COURSES

For required core courses, if a grade of *D+, D, D-* or *F* is earned, the course is not successfully completed, and the student must retake the same course the next time it is taught. All required core courses must be successfully completed with

an earned grade of *C-* or above. (Also see the policy section Grade Forgiveness Opportunity.)

For an elective course, if a grade of *D+, D, D-* or *F* is earned, the course is not successfully completed, therefore a student must take an additional course and successfully complete it to earn the credit hours to count toward the degree. 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.

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.	61 credit hours	69 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
M.S. in Accounting	32 credit hours	36 credit hours
M.S. in Entrepreneurship	32 credit hours	36 credit hours
M.S. in Management	30 credit hours	34 credit hours

* *Hours needed could include transfer credit of up to 8 hours for Full-Time and Professional M.B.A. programs, and up to 4 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 Executive 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 3.0 or above. 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 Grades For Repeated Courses Policy.

GRADE OF INCOMPLETE

A student may receive a grade of *I* (Incomplete) 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* (Incomplete) can be requested and given only at the end of the module. At the time the grade of *I* is given, the instructor must stipulate on an Incomplete Grade Assignment Report Form the requirements and completion date that must be met and the grade that will be given if the requirements are not met by the stated completion date. The instructor and the student sign the 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 grade is until the end of the next term. If the Incomplete grade is not cleared by the date set by the instructor or by at 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 grade was assigned or to a grade of *F* if no alternate grade was provided. The grade of *I* should be used only for incomplete coursework as set forth in the previous paragraph, not as a substitute for a grade of *F* (Fail) or *W* (Withdrew). If the student's work is incomplete, poor quality and not acceptable, a grade of *F* will be given. The grade of *I* does not authorize a student to attend the course during a later term.

Graduation candidates must clear all Incomplete grades prior to the Official University Calendar deadline, which may allow less time than one additional term. 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.

WITHDRAWAL FROM A COURSE (DROP A COURSE)

If a student is unable to complete the work in an elective course and is ineligible to receive a grade of *I* (Incomplete), he or she may withdraw from the course. Students cannot drop required core courses without the specific written permission of the Graduate Student Services Office. The official withdrawal process must be completed by the published deadline for the term. (See the Cox Graduate Programs Academic Calendar for more information on specific dates.) The grade of *W* (Withdrew) may not be revoked or changed to another grade, as the act of officially withdrawing is irrevocable.

In addition to a student processing an official withdrawal from a course, professors may administratively withdraw a student if he or she fails to attend class.

CHANGE OF GRADE

The course instructor can initiate a grade change for legitimate reasons, including a change for a grade of *I* (Incomplete). A Change of Grade Form is filed in the Graduate Student Services Office for processing under the authorization of the dean of the Cox School. No grade will be changed after 12 months or after a student's graduation.

APPEAL OF GRADES

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.

If the complaint is not satisfactorily answered by the instructor, and the student believes that an error has not been corrected or that the assigned grade was capriciously or unfairly determined, the student may appeal the decision to the chair of the department in which the course is offered (or, in cases pertaining to nondepartmental courses, to a faculty agent designated by the academic dean). After discussing the matter with the student, the chair (or faculty agent) will consult with the instructor, and the instructor will report a decision to the student.

A student who still is convinced that a complaint has not received a fair determination may appeal the decision to the associate dean of Master's programs. The associate dean will proceed as deemed appropriate, but the final authority in the determination of a grade must rest with the course instructor.

ACADEMIC PERFORMANCE STANDARDS AND PROBATION

To graduate from a Cox School of Business graduate program, students must earn a cumulative GPA of 3.0 or better (without rounding) with no grade less than a *C-* (1.7) 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 3.0 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 3.0, the required level. Students who receive approval to take additional hours will not be permitted to earn more than the maximum hours allowed (see 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.	61 credit hours	69 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
M.S. in Accounting	32 credit hours	36 credit hours
M.S. in Entrepreneurship	32 credit hours	36 credit hours
M.S. in Management	30 credit hours	34 credit hours

* *Hours needed could include transfer credit of up to 8 hours for Full-Time and Professional M.B.A. programs, and up to 4 hours for M.S. programs if approved by the Cox Graduate Policy Committee prior to enrollment in a Cox program.*

A Cox graduate student who fails to maintain a cumulative 3.0 GPA is placed on academic probation and is not considered in good standing. No entry of academic probation is made on the student's transcript.

In addition, any student who is awarded a scholarship and 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 3.0 or above.

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 nor enroll for an internship during an active term. Full-Time M.B.A. students are 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.

The following criteria 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 2.25 GPA at the end of 14 GPA hours or the first term.
- Less than a cumulative 2.5 GPA at the end of 30 GPA hours or the second term.
- Less than a cumulative 2.75 GPA at the end of 44 GPA hours or the third term.
- Less than a cumulative 2.95 GPA at the end of 58 GPA hours or the fourth term.

With an approved petition to take up to eight (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 2.95 GPA at the end of 58 GPA hours or the fourth term.
- Less than a cumulative 2.97 GPA at the end of 60 GPA hours (+ 2 hours).
- Less than a cumulative 2.98 GPA at the end of 62 GPA hours (+ 4 hours).
- Less than a cumulative 2.99 GPA at the end of 64 GPA hours (+ 6 hours).
- Less than a cumulative 3.0 GPA at the end of 66 GPA hours (+ 8 hours).

Full-Time M.B.A. students MUST have a cumulative 3.0 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 2.25 GPA at the end of 14 GPA Cox hours or the first term.
- Less than a cumulative 2.5 GPA at the end of 24 GPA Cox hours or the second term.
- Less than a cumulative 2.75 GPA at the end of 34 GPA Cox hours or the third term.
- Less than a cumulative 2.95 GPA at the end of 46 GPA Cox hours or the fourth term.

With an approved petition to take up to eight (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 2.95 GPA at the end of 46 GPA Cox hours or the fourth term.
- Less than a cumulative 2.97 GPA at the end of 48 GPA Cox hours (+ 2 hours).
- Less than a cumulative 2.98 GPA at the end of 50 GPA Cox hours (+ 4 hours).
- Less than a cumulative 2.99 GPA at the end of 52 GPA Cox hours (+ 6 hours).
- Less than a cumulative 3.0 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 3.0 GPA at the end of 54 GPA hours.

Professional M.B.A. students will be dismissed if they achieve:

- Less than a cumulative 2.0 GPA at the end of 8 GPA hours or first term.
- Less than a cumulative 2.25 GPA at the end of 16 GPA hours or second term.
- Less than a cumulative 2.5 GPA at the end of 24 GPA hours or third term.
- Less than a cumulative 2.75 GPA at the end of 32 GPA hours or fourth term.
- Less than a cumulative 2.9 GPA at the end of 40 GPA hours or fifth term.
- Less than a cumulative 2.95 GPA at the end of 48 GPA hours or sixth term.

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

- Less than a cumulative 2.95 GPA at the end of 48 GPA hours or sixth term.
- Less than a cumulative 2.97 GPA at the end of 50 GPA hours (+ 2 hours).
- Less than a cumulative 2.98 GPA at the end of 52 GPA hours (+ 4 hours).
- Less than a cumulative 2.99 GPA at the end of 54 GPA hours (+ 6 hours).
- Less than a cumulative 3.0 GPA at the end of 56 GPA hours (+ 8 hours).

Professional M.B.A. students MUST have a cumulative 3.0 GPA at the end of 56 GPA hours.

Part-Time J.D./Professional M.B.A. students will be dismissed if they achieve:

- Less than a cumulative 2.0 GPA at the end of 8 GPA hours or first term.
- Less than a cumulative 2.25 GPA at the end of 16 GPA hours or second term.
- Less than a cumulative 2.5 GPA at the end of 24 GPA hours or third term.
- Less than a cumulative 2.75 GPA at the end of 32 GPA hours or fourth term.
- Less than a cumulative 2.9 GPA at the end of 40 GPA hours or fifth term.
- Less than a cumulative 2.95 GPA at the end of 48 GPA hours or sixth term.

With an approved petition to take up to eight (8) additional hours beyond the 48 GPA hours required for the degree, Part-Time J.D./Professional M.B.A. students will be dismissed if they achieve:

- Less than a cumulative 2.95 GPA at the end of 48 GPA hours or sixth term.
- Less than a cumulative 2.97 GPA at the end of 50 GPA hours (+ 2 hours).
- Less than a cumulative 2.98 GPA at the end of 52 GPA hours (+ 4 hours).
- Less than a cumulative 2.99 GPA at the end of 54 GPA hours (+ 6 hours).
- Less than a cumulative 3.0 GPA at the end of 56 GPA hours (+ 8 hours).

Part-Time J.D./Professional M.B.A. students MUST have a cumulative 3.0 GPA at the end of 56 GPA hours.

M.S. in Accounting students will be dismissed if they achieve:

- Less than a cumulative 2.5 GPA at the end of 16 GPA hours or first term.
- Less than a cumulative 2.95 GPA at the end of 32 GPA hours or second term.

With an approved petition to take up to four (4) additional hours beyond the 32 GPA hours required for the degree, M.S. in Accounting students will be dismissed if they achieve:

- Less than a cumulative 2.95 GPA at the end of 32 GPA hours or second term.
- Less than a cumulative 2.98 GPA at the end of 34 GPA hours (+ 2 hours).
- Less than a cumulative 3.0 GPA at the end of 36 GPA hours (+ 4 hours).

M.S. in Accounting students MUST have a cumulative 3.0 GPA at the end of 36 GPA hours.

M.S. in Entrepreneurship students will be dismissed if they achieve:

- Less than a cumulative 2.5 GPA at the end of 8 GPA hours or first term.
- Less than a cumulative 2.75 GPA at the end of 16 GPA hours or second term.
- Less than a cumulative 2.9 GPA at the end of 24 GPA hours or third term.
- Less than a cumulative 2.95 GPA at the end of 32 GPA hours or fourth term.

With an approved petition to take up to four (4) additional credit hours beyond the 32 GPA hours required for the degree, M.S. in Entrepreneurship students will be dismissed if they achieve:

- Less than a cumulative 2.95 GPA at the end of 32 GPA hours or fourth term.
- Less than a cumulative 2.98 GPA at the end of 34 GPA hours (+ 2 hours).
- Less than a cumulative 3.0 GPA at the end of 36 GPA hours (+ 4 hours).

M.S. in Entrepreneurship students MUST have a cumulative 3.0 GPA at the end of 36 GPA hours.

M.S. in Management students will be dismissed if they achieve:

- Less than a cumulative 2.5 GPA at the end of 8 GPA hours or first term.
- Less than a cumulative 2.9 GPA at the end of 18 GPA hours or second term.
- Less than a cumulative 2.95 GPA at the end of 30 GPA hours or third term.

With an approved petition to take up to four (4) additional credit hours beyond the 30 GPA hours required for the degree, M.S. in Management students will be dismissed if they achieve:

- Less than a cumulative 2.95 GPA at the end of 30 GPA hours or third term.
- Less than a cumulative 2.98 GPA at the end of 32 GPA hours (+ 2 hours).
- Less than a cumulative 3.0 GPA at the end of 34 GPA hours (+ 4 hours).

M.S. in Management students MUST have a cumulative 3.0 GPA at the end of 34 GPA hours.

DISMISSAL

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 Cox School of Business. The student is not eligible for readmission to the Cox School of Business and is not in good standing in the Cox School of Business. "Academic Dismissal" is permanently recorded on the student's transcript.

GRADUATION

Before approving a graduate business student for degree conferral, the Cox faculty 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.

Students must file an Application of Candidacy to Graduate Form with the Graduate Student Services Office at the beginning of the term in which the student expects to complete all degree requirements. Applications must be filed by the posted deadline date for applicants to be considered graduates at the end of that term.

The Cox School of Business holds a diploma ceremony each year in May. This diploma ceremony usually follows the University-wide commencement program. In December, there is a University-wide graduation ceremony for all SMU graduates completing their degree requirements in August or December.

Students in good academic standing and within eight (8) credit hours of graduating may petition to participate in the graduation ceremonies and activities but, if approved, will not receive a diploma. For additional information, contact the Graduate Student Services Office at gradcox@cox.smu.edu or 214-768-2609.

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.

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.
- Use of chat 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.
- 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 by e-mailing support@cox.smu.edu.

MERIT-BASED SCHOLARSHIPS

Scholarships are awarded by the Cox School to entering Full-Time M.B.A. and M.S. in accounting students 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 who is awarded a scholarship and 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 3.0 or above.

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. The FAFSA may be completed online 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. See smu.edu/bursar for more information.

TUITION INFORMATION

The Student Financial Office (also known as the Bursar's Office) provides current 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.

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 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 baccalaureate, Master's and doctoral degrees. Individual academic programs are accredited by the appropriate national professional associations. Accreditation questions for the Commission on Colleges can be addressed to 1866 Southern Lane, Decatur, Georgia 30033-4097, or call 404-679-4500.

The Cox School of Business is accredited by AACSB International – The Association to Advance Collegiate Schools of Business. Cox accreditation questions may be addressed to AACSB International; 777 South Harbour Island Boulevard, Suite 750, Tampa, Florida 33602-5730; telephone 813-769-6500; fax 813-769-6559.

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 Edwin L. Cox Business Leadership Center

Paula Hill Strasser, **Director**

The 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 Walt Disney Company.

The Business Information Center

Sandal Miller, **Director**

The Business Information Center is a premier facility combining the features of a university library with the immediacy of online computer resources. The BIC includes individual and group study areas, over 70 computer workstations, a presentation preparation/practice room, a multimedia studio, reference area, periodicals, BIC staff offices, the Hillcrest Foundation International Resource Library, the Edwin L. Cox Business Leadership Center Resource Collection, the Cary M. Maguire Energy Institute Resource Collection, and the Career Management Center Library. The BIC's mission 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 SMU 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 M.S. in entrepreneurship 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 DFW 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**

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 marketing, 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 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.

Many major corporations have participated in the program in recent years, including Guidestone Financial Resources, McAfee, Valspar Corporation, Pfizer Pharmaceuticals, Hewlett Packard, Navigation Solutions, Samsung, Sony Electronics, Bank of America and Republic National Distributing.

JCPenney Center for Retail Excellence

Edward J. Fox, **Executive Director**

The center was created through a generous endowment from the JCPenney Company 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 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 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 Folsom Institute for Development and Land Use Policy.

KPMG Institute for Corporate Governance

Wayne Shaw, **Director**

The KPMG Institute for Corporate Governance emphasizes the importance of integrity and ethics in the business community. The institute develops multidisciplinary courses that explore ethical decision-making and corporate governance, preparing students to understand the choices they make and how those decisions affect the governance structure of their firm.

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. For more information, visit www.exed.cox.smu.edu or call 214-768-3335 or 1-800-768-6699.

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. For more information, visit www.swgsb.org.

William O'Neil Center for Global Markets and Freedom

W. Michael Cox, **Director**

The center was established in 2008 by William J. "Bill" O'Neil (BBA, '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 we are all operating. For additional information, visit www.oneilcenter.org.

GRADUATE RESIDENCE ACCOMMODATIONS

The Department of Residence Life and Student Housing operates two apartment residence halls designated primarily for graduate students.

Martin Hall, an efficiency apartment hall, houses single and married graduate students, and married undergraduate students. Martin Hall also houses some senior undergraduates.

Hawk Hall, a one-bedroom-apartment facility, houses single graduate students, married students (graduate and undergraduate) with families and some senior undergraduates. Families with no more than two children may be housed in Hawk Hall. Also located in Hawk Hall is the SMU Preschool and Child Care Center.

Special Housing Needs

Students having special housing needs because of a disability should contact RLSH and the Office of Disability Accommodations and Success Strategies prior to submitting the housing application. Whenever possible, the housing staff will work with that student in adapting the facility to meet special needs.

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 graduate halls.

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.

Priority of assignment is based on the date on which applications are received by RLSH. Notification of assignment will be made by RLSH. Rooms are contracted for the full academic year (fall and spring terms). Rent for the fall term will be billed and is payable in advance for students who register before August 1, and rent for the spring term will be billed and is payable in advance for students who register before December 1. Students who enroll after these dates must pay at the time of enrollment. Rent 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 executive director of RLSH before acceptance of the housing contract.

For more information, visit www.smu.edu/housing or contact the department: Department of Housing and Residence Life, Southern Methodist University, PO Box 750215, Dallas TX 75275-0215; phone 214-768-2407; fax 214-768-4005; housing@smu.edu.

A catalog supplement, *Bursar's Financial Information: Southern Methodist University,* 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 is available on the Bursar's Office website at smu.edu/bursar. For more information, call 214-768-3417.

Students registering in Continuing Student Enrollment must ensure that payment is received in the Division of Enrollment Services by the due date (published on the Bursar's Office website). No confirmation of receipt of payment will be sent. Invoice notifications are e-mailed to the student's SMU e-mail address after registration for the student to view on the Web. If notification has not been received two weeks prior to the due date, Enrollment Services should be contacted. The registration of a student whose account remains unpaid after the due date may be canceled at the discretion of the University. Students registering in New Student Enrollment and Late Enrollment must pay at the time of registration.

Students are individually responsible for their financial obligations to the University. All refunds will be made to the student, with the exception of PLUS loans and the SMU Monthly Payment Plan. 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 check. Students with Title IV financial aid need to sign an Authorization to Credit Account form. Students with a PLUS Loan need to have the parent sign an Authorization to Credit Account Parent form. A student whose University account is overdue or who is in any other manner indebted 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.

WITHDRAWAL FROM THE UNIVERSITY

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, obtain approval from his or her academic dean, and submit the form to the Division of Enrollment Services, University Registrar. The effective date of the withdrawal is the date on which the Student Petition for Withdrawal is processed in the Registrar's Office. Discontinuance of class attendance or notification to the instructors of intention to withdraw does not constitute an official withdrawal.

Reduction of tuition and fees is based on the schedule listed in the *Bursar's Financial Information: Southern Methodist University* and is determined by the effective date of the withdrawal. The schedule may be found at smu.edu/bursar, or call 214-768-3417.

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; 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 staff of the Division of Enrollment Services.

Medical withdrawals have conditions that must be met prior to re-enrollment at SMU. Medical withdrawals must be authorized by the medical director, psychiatric director, counseling and testing director, or vice president for Student Affairs.

Students who live in University housing must obtain clearance from the Office of Residence Life and Student Housing.

MERIT-BASED SCHOLARSHIPS

See the Policies and Procedures Section of this catalog.

FINANCIAL AID

See the Policies and Procedures 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. The information is available on a conveniently accessible website at smu.edu/srk. 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. For more information, visit smu.edu/srk.

1. **Academic Programs:** http://smu.edu/srk
   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:** http://smu.edu/srk
   Registrar, Blanton Student Services Building, Room 101
   214-768-3417
   a. Graduation Rates – The completion or graduation rate of the institution's certificate- 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 (FERPA) governs Southern Methodist University'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:** http://smu.edu/srk
   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-time 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:** http://smu.edu/srk
   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. **Disability Accommodations and Success Strategies:** http://smu.edu/srk
   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 post-secondary education.
   d. Tips for faculty on teaching and making accommodations.

6. **Athletics:** http://smu.edu/srk
   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:** http://smu.edu/srk
   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.

The information listed above is available in a conveniently accessible website at smu.edu/srk.

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