

**SMU**  
**COX SCHOOL OF BUSINESS**

**GRADUATE PROGRAMS**  
**SOUTHERN METHODIST UNIVERSITY**  
**2007-2008**

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BULLETIN OF SOUTHERN METHODIST UNIVERSITY

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2007–2008

The following catalogs constitute the General Bulletin of the University:  
Undergraduate Catalog  
Dedman College Graduate Catalog  
Dedman School of Law Catalog  
Cox School of Business Graduate Catalog  
Meadows School of the Arts Graduate Catalog  
Perkins School of Theology Catalog  
School of Education and Human Development  
School of Engineering Graduate Catalog

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There is no single office that serves all needs of 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:

The M.B.A. 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](mailto:mbainfo@cox.smu.edu)  
[cox.smu.edu](http://cox.smu.edu)

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2007



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COX SCHOOL OF BUSINESS  
GRADUATE PROGRAMS  
2007-08 ACADEMIC CALENDAR

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**FALL TERM 2007**

August 17, Fri., Last day to Withdraw from the term (drop all classes) with full refund

**MODULE A – FALL 2007**

August 20, Mon., First day of module A

August 27, Mon., Last day to late enroll or to add/drop courses for both Fall modules A and B without penalty

August 28, Tues., Make-up for September 1 (Sat.) for Dallas campus required courses *PMBA and Part-Time MS programs*

September 1, Sat., No classes held

**September 3, Mon., University Holiday – Labor Day (no classes held)**

September 4, Tues., Makeup for September 3 (Mon.) for Legacy campus required courses

September 7, Fri., Makeup for September 3 (Mon.) for all Dallas campus courses (required & elective)

October 5, Fri., Last day to drop module A course with a grade of W (no refund)

October 6, Sat., Last day of class instruction for module A

October 8-13, Mon.-Sat., Exams for module A

**MODULE B – FALL 2007**

October 15, Mon., First day of module B

October 22, Mon., Last day to swap for Fall module B courses

November 9, Fri., Makeup for November 21 (Wed.) Dallas day & evening elective courses

November 16, Fri., Makeup for November 22 (Thur.) Dallas day & evening elective courses

November 19/20, Mon./Tues., Makeup for November 21-22 (Wed.-Thur.) Full-Time MBA required courses

November 19/20, Mon./Tues., Evening Makeup for November 21-24 (Wed.-Sat.) required courses for *PMBA and Part-Time MS programs*

**November 21, Wed., No classes held**

**November 22, Thurs., University Holiday – Thanksgiving (no classes held)**

**November 24, Sat., No classes held**

November 30, Fri., Last day to withdraw from the University for the term or drop a module B course with a grade of W (no refund)

December 1, Sat., Last day of class instruction

December 3-8, Mon.-Sat., Exams for module B

December 15, Sat., Graduation Ceremony for August and December Graduates (late afternoon ceremony)

**December 9-January 6, Winter Break**

**SPRING TERM 2008**

January 4, Fri., Last day to Withdraw from the term (drop all classes) with full refund

**MODULE A – SPRING 2008**

January 7, Mon., First day of module A .

January 14, Mon., Last day to late enroll or to add/drop courses for both Spring modules A and B without penalty

January 18, Fri., Makeup for January 21 (Mon.) for all Dallas campus courses (required & elective)

January 19, Sat., Classes meet

**January 21, Mon., University Holiday - Martin Luther King Jr.'s Birthday (no classes held)**

January 22, Tues., Makeup for January 21 (Mon.) for Legacy campus required courses

February 22, Fri, Last day to drop module A course with a grade of W (no refund)

February 23, Sat., Last day of instruction for module A

February 25-March 1, Mon.-Sat., Exams for module A

**March 2-9, Sun.-Sun., Graduate Cox Spring Break**

### **MODULE B – SPRING 2008**

March 10, Mon., First day of module B

March 17, Mon., Last day to swap for module B courses

March (date TBA), Makeup for March 22 (Sat.) for required courses *PMBA and Part-Time MS programs*

**March 21, Fri., University Holiday - Good Friday Holiday (no classes held)**

**March 22, Sat., No classes held**

April 25, Fri., Last day to withdraw from the University for the term or drop a module B course with a grade of W (no refund)

April 26, Sat., Last day of instruction module B

April 28 - May 3, Mon.-Sat., Exams for module B

May 17, Sat., Commencement (Cox Ceremony in mid-afternoon)

### **SUMMER TERM 2008**

May 2, Fri., Last day to Withdraw from the term (drop all classes) with full refund

### **MODULE A – SUMMER 2008**

May 5, Mon., First day of module A

May 12, Mon., Last day to late enroll or to add/drop courses for both Summer modules A and B without penalty

May 20, Tues., Makeup for May 24 ( Sat.) for Dallas campus required courses *PMBA and Part-Time MS programs*

May 24, Sat., No classes held

**May 26, Mon., University Holiday – Memorial Day (no classes held)**

May 27, Tues., Makeup for May 26 (Mon.) for Legacy campus required courses

May 30, Fri., Makeup for May 26 (Mon.) for Dallas campus courses

June 13, Fri., Last day to drop module A course with a grade of W (no refund)

June 14, Sat., Last day of class instruction for module A

June 16-21, Mon.-Sat., Exams for module A

### **MODULE B – SUMMER 2008**

June 23, Mon., First day of module B

June 30, Mon., Last day to swap for Summer module B courses

July 1, Tues., Makeup for July 5 (Sat.) for Dallas campus required courses *PMBA and Part-Time MS programs*

**July 4, Fri., July 4th Holiday (no classes held)**

July 5, Sat., No classes held

August 1, Fri., Last day to withdraw from the University for the term or drop a module B course with a grade of W (no refund)

August 2, Sat., Last day of class instruction

August 4-9, Mon.-Sat., Exams for module B

August 15 (tentative), Fri., Degree conferral date for August graduates

**August 10-17, Sun. – Sun., Summer Break for PMBA and Part-Time MS Students**



## ACADEMIC PROGRAMS FULL-TIME M.B.A.

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 8-week modules, A and B, with four (4) courses each module earning two (2) credit hours per course. Exceptions to the scheduled 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 area(s). As a result, students can develop expertise in academic concentration(s). To provide students with a greater variety of elective courses, elective classes are scheduled in the morning, afternoon and evening.

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 (GMAT required for all applicants; TOEFL 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 for fall admission only. For complete details and an application packet, please visit the Web site at [coxmba.com](http://coxmba.com) for Full-Time M.B.A. Admissions or contact the Cox Admissions Office: telephone 214-768-1214 or 1-800-472-3622; fax 214-768-3956; [mbainfo@cox.smu.edu](mailto:mbainfo@cox.smu.edu).

### CURRICULUM

**Full-Time Class 2009, Entry Fall 2007, Graduate Spring 2009**

**Full-Time Class 2008, Entry Fall 2006, Graduate Spring 2008**

**Total Credit Hours: 61**

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

<i>Year One — Spring Term</i>	<i>Credit Hours</i>
<b>Module A Courses</b>	
ITOM 6203 Operations Management	2
MNO 6201 Organizational Behavior	2
Electives – two courses	4
<b>Module B Courses</b>	
MNGT 6210 Global Leadership Program	2
STRA 6201 Strategic Management	2
MNGT 6020 First Year Foundations*	0
Electives – two courses	4
<b>Term Total</b>	<b>16</b>
<b>Summer Term: Internships are required.</b>	
MNGT 6150 Graduate Corporate Internship Program	1
<b>Term Total</b>	<b>1</b>
<b>Year Two — Fall Term</b>	
<b>Module A and B Courses</b>	
Electives – seven courses	14
<b>Term Total</b>	<b>14</b>
<b>Year Two — Spring Term</b>	
<b>Module A and B Courses</b>	
Electives – seven courses	14
<b>Term Total</b>	<b>14</b>

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

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

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**61 credit hours total for Cox M.B.A. Degree**

+Students select the second Accounting course that is required for their 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.

\*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 with the option of possibly completing a second concentration. Each concentration requires 12 to 14 specific credit hours. (Please see Concentrations section.)

**INTERNATIONAL EXCHANGE PROGRAMS  
 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 Full-Time M.B.A. International Exchange Program, the Cox School provides Full-Time M.B.A. students with the chance to study and experience these trends first-hand 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 Programs, 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 Graduate Student Services or the Assistant Director of M.B.A. Global Programs to further discuss their situation.

In order to apply for an International Exchange Program, students must be in good academic standing with a minimum cumulative G.P.A. of 3.2. Registration is held in April for the fall program and in October for the spring program. For students participating in an 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.

Each student who participates in an exchange program will receive two (2) credit hours for the exchange experience, beyond the successfully completed hours at the exchange school. *(Please note: In most cases, hours earned while on exchange will not count toward a student's concentration requirements. For assistance in reviewing academic plans students should meet with the Assistant Director for Full-Time Programs early in the planning process.)*

The M.B.A. Global Programs Department reserves the right to decline anyone whose behavior at Cox indicates they might jeopardize our exchange relationship and thus prevent future Cox M.B.A. students from going on exchange to a particular school.

Cox's International Exchange agreements allow one to two students per location; therefore, these spots must be assigned on a competitive basis. For more information visit [cox.smu.edu/grad/mba/ftmba/academicinfo/internationalexchange](http://cox.smu.edu/grad/mba/ftmba/academicinfo/internationalexchange).

# FULL-TIME J.D./M.B.A.

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## PROGRAM

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

This degree plan must be pursued on a full-time basis. (See Professional MBA program 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 2007, the Dedman School of Law will award twelve (12) hours of academic credit toward the J.D. degree (87 hours) for satisfactory completion of the academic requirements of the M.B.A. program. Similarly, the Cox School of Business will award twelve (12) hours of academic credit toward the M.B.A. degree (60 hours) 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 [law.smu.edu](http://law.smu.edu). For the Cox School of Business admissions information see [coxmba.com](http://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. The applications for study in the J.D./M.B.A. program are accepted for fall admission only.

*Law School* admission questions should be addressed to the SMU Dedman School of Law: telephone 214-768-2550; fax 214-768-2549; [lawadmit@smu.edu](mailto:lawadmit@smu.edu).

*M.B.A.* admission questions should be addressed to the SMU Cox Full-Time M.B.A. program: telephone 214-768-1214 or 1-800-472-3622; fax 214-768-3956; [mbainfo@cox.smu.edu](mailto:mbainfo@cox.smu.edu).

## CURRICULUM

**J.D./M.B.A. Class 2009, Entry Fall 2007 in Cox, Graduate Spring 2010**

**J.D./M.B.A. Class 2008, Entry Fall 2006 in Cox, Graduate Spring 2009**

**123 Total Credit Hours: 48 Business plus 75 Law**

<i>Year One — Fall and Spring Terms at Dedman Law</i>	<i>Credit Hours</i>	
Dedman Law Courses	<b>Year Total</b>	<b>30</b>
<b>Year Two — Fall Term at Cox Business</b>		
<b>Module A Courses</b>		
ACCT 6201 Financial Accounting I		2

	<i>Credit Hours</i>
<b>FINA 6202</b> Managerial Economics	2
<b>ITOM 6201</b> Managerial Statistics	2
<b>MNGT 6101</b> Managing Your Career	1
<b>Module B Courses</b>	
<b>ACCT 2nd</b> required accounting course+	2
<b>FINA 6201</b> Managerial Finance	2
<b>ITOM 6202</b> Management Decision Analysis	2
<b>MKTG 6201</b> Marketing Management	2
<b>MNGT 6103</b> Business Presentation Techniques	1
<b>Term Total</b>	<b>16</b>
<b>Year Two — Spring Term at Cox Business</b>	
<b>Module A Courses</b>	
<b>ITOM 6203</b> Operations Management	2
<b>MNO 6201</b> Organizational Behavior	2
Electives – two courses	4
<b>Module B Courses</b>	
<b>MNGT 6210</b> Global Leadership Program	2
<b>STRA 6201</b> Strategic Management	2
<b>MNGT 6020</b> First Year Foundations*	0
Electives – two courses	4
<b>Term Total</b>	<b>16</b>
<b>Year Three — Fall and Spring Terms at Cox Business and Dedman Law</b>	
Cox Business Electives – four courses	8
<b>Cox Year Total</b>	<b>8</b>
Dedman Law Courses	<b>Dedman Year Total</b>
<b>Year Total</b>	<b>31</b>
<b>Year Four — Fall and Spring Terms at Cox Business and Dedman Law</b>	
Cox Business Electives – four courses	8
<b>Cox Year Total</b>	<b>8</b>
Dedman Law Courses	<b>Dedman Year Total</b>
<b>Year Total</b>	<b>30</b>

**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 oward J.D./M.B.A. Degree**

**Credit Hours Summary by School**

<i>Dedman Law</i>	<i>Cox Business</i>	<i>Year</i>
30	0	One
0	32	Two
23	8	Three
22	8	Four
<b>75</b>	<b>48</b>	<b>Total</b>

+Students select the second Accounting course that is required for their 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.

\*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 with the option of possibly completing a second concentration. Each concentration requires 12 to 14 specific credit hours. (Please see Concentrations section.)

# M.A./M.B.A. ARTS ADMINISTRATION

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## PROGRAM

The 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 arts administration. Through the Division 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 six (6) successive terms, including summers, over a 24-month period. The curricula include instruction from distinguished arts and business professors, continuing seminars with nationally recognized arts administrators and an internship with a professional arts organization. During the first year, the Cox School provides 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. The second year also has arts studies, seminars, practica and internships in the arts tailored to the individual student's background, experience and career goals. The Arts Administration graduate 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 required for all applicants; TOEFL also required for international applicants), previous academic records (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), 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 has been received. Merit-based scholarships are available on a limited basis.

The applications for study in the Arts Administration graduate program are accepted for fall admission only. Students must be accepted by both the Arts Administration Program and the Cox School of Business; however, candidates submit only the Cox M.B.A. on-line application and select M.A./M.B.A. as the degree choice. For more information, visit the Meadows Web site at [smu.edu/meadows](http://smu.edu/meadows) and select Arts Administration or contact [arad@smu.edu](mailto:arad@smu.edu). Information can also be found on the Cox Web site at [coxmba.com](http://coxmba.com) or contact [mbainfo@cox.smu.edu](mailto:mbainfo@cox.smu.edu).

## CURRICULUM

**M.A./M.B.A. Class 2009, Entry Fall 2007 in Cox, Graduate Summer 2009**

**M.A./M.B.A. Class 2008, Entry Fall 2006 in Cox, Graduate Summer 2008**

**75 Total Credit Hours: 48 Business plus 27 Arts Administration**

### **Year One — Fall Term**

### **Credit Hours**

#### **Term Course in Meadows Arts**

**ARAD 6301** Seminar: Management and Operations of Nonprofit Organizations 3

#### **Module A Courses in Cox Business**

**ACCT 6201** Financial Accounting I 2

**FINA 6202** Managerial Economics 2

**ITOM 6201** Managerial Statistics 2

**MNGT 6101** Managing Your Career 1

	<i>Credit Hours</i>
<b>Module B Courses in Cox Business</b>	
ACCT 2nd required accounting course+	2
FINA 6201 Managerial Finance	2
ITOM 6202 Management Decision Analysis	2
MKTG 6201 Marketing Management	2
MNGT 6103 Business Presentation Techniques	1
<b>Term Total</b>	<b>19</b>
 <b>Year One —Spring Term</b>	
<b>Term Courses in Meadows Arts</b>	
ARAD One Required Course	3
ARAD 6051 Practica (10 hours per week)	0
<b>Module A Courses in Cox Business</b>	
ITOM 6203 Operations Management	2
MNO 6201 Organizational Behavior	2
MKTG 6233 Nonprofit Marketing	2
<b>Module B Courses in Cox Business</b>	
MNGT 6210 Global Leadership Program	2
STRA 6201 Strategic Management	2
MNGT 6020 First Year Foundations*	0
<b>Term Total</b>	<b>13</b>
 <b>Year One — Summer Term in Meadows Arts</b>	
ARAD three required courses	9
ARAD 5352 Strategic Writing	3
ARAD 6052 Practica (10 hours per week)	0
<b>Term Total</b>	<b>12</b>
 <b>Year Two — Fall Term</b>	
<b>Term Courses in Meadows Arts</b>	
ARAD one required course	3
ARAD 6053 Practica (10 hours per week)	0
<b>Module A and B Courses in Cox Business</b>	
Business Electives – six courses	12
<b>Term Total</b>	<b>12</b>
 <b>Year Two — Spring Term</b>	
<b>Term Course in Meadows Arts</b>	
ARAD 6302 Seminar: Strategic Planning in the Arts	3
ARAD 6054 Practica (10 hours per week)	0
<b>Module A and B Courses in Cox Business</b>	
Business Electives – five courses	10
<b>Term Total</b>	<b>13</b>
 <b>Year Two — Summer Term in Meadows Arts</b>	
ARAD 6304 Arts Administration Internship	3
<b>Term Total</b>	<b>3</b>
 <b>Credit Hours Summary for M.A./Full-Time M.B.A. Program</b>	
24 credit hours of required Cox courses	
24 credit hours of elective Cox courses**	
<b>48 credit hours total from Cox toward M.A./M.B.A. Degree</b>	

**Credit Hours Summary by School**

<i>Meadows Arts</i>	<i>Cox Business</i>	<i>Year</i>
18	26	One
9	22	Two
<b>27</b>	<b>48</b>	<b>Total</b>

+Students select the second Accounting course that is required for their 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.

\*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 to 14 specific credit hours. (Please see Concentrations section.)

**ARTS ADMINISTRATION COURSES**

**Professor Zannie Voss, Division Chair**

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

**Required: 3.0 Credit Hours Each**

**5352. Strategic Writing.** This experiential course combines intensive writing with practical application as students find a client, create a media plan to reach the client’s goals and then produce a final media kit that includes writing such as backgrounders, news releases, feature stories, fact sheets, newsletters, brochures and biographies.

**6301. Seminar: Management and Operations of Nonprofit Organizations.** An introduction to principles of arts administration, including nonprofit organization structures, the role of long-range planning in institutional development, the nature of mission statements and long-term financial planning in the arts. First-term seminar.

**6302. Seminar: Strategic Planning in the Arts.** This course will focus on the mission statement, financial planning and the role of long-range planning in arts institutions. Students will formulate individual mission statements and budgets and then they will construct an appropriate, detailed strategic plan. Prerequisite: ARAD 6301.

**6304. Arts Administration Internship.** An internship in the field of the student’s specialty with a professional arts organization. A sampling of past internships includes American Association of Museums in Washington, D.C.; Arena Stage; The Art Institute of Chicago; Dallas Symphony Orchestra; The Guthrie Theatre; Lyric Opera of Chicago; Philadelphia Orchestra.

**6315. Directed Studies/Special Topics in Arts Administration.**

**6321. Law and the Arts.** 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; international regulations.

**6322. Audience Development & Marketing in the Arts.** 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.

**6323. Fundraising in The Arts.** Examination of strategies for raising funds in the private and public sectors (government, foundation, corporate and individual sources), including the process of researching, preparing and managing corporate, foundation and government grants and capital campaigns.

**6324. Technology and the Arts.** This course addresses the impact of current technologies on artists, art education and arts organizations.



**Required: 0.0 Credit Hours Each**

- 6051. Practica.** 10 hours per week, Spring of first year.
- 6052. Practica.** 10 hours per week, Summer of first year.
- 6053. Practica.** 10 hours per week, Fall of second year.
- 6054. Practica.** 10 hours per week, Spring of second year.

# PROFESSIONAL M.B.A.

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## PROGRAM

The Professional M.B.A. (P.M.B.A.) program is designed for those individuals who want to enhance their current career progression without leaving the workforce. The program is six (6) consecutive terms over 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 8-week modules, A and B, with each module course earning 2 credit hours.

Students must remain with their entering class and cohort section for all required core courses, which are offered Thursday evenings and Saturday mornings on the Dallas campus and Monday and Wednesday evenings on the Plano campus. Most of the elective courses are held one time per week at the Dallas campus, Monday through Thursday evenings with limited offerings on Saturday mornings and at the Plano campus. Students are required to take the scheduled required core courses 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 our program: GMAT scores, previous academic records, recommendations that speak to a candidate's professional performance and self-evaluation essays. For complete details and an application packet, please visit our Web site at [coxmba.com](http://coxmba.com) or contact the SMU Cox Admissions Office: telephone 214-768-1214 or 1-800-472-3622; fax 214-768-3956; [mbainfo@cox.smu.edu](mailto:mbainfo@cox.smu.edu).

## CURRICULUM

**P.M.B.A. Class 62: Entry, January 2008 / Graduate, December 2009**

**P.M.B.A. Class 61: Entry, August 2007 / Graduate, August 2009**

**P.M.B.A. Class 60: Entry, January 2007 / Graduate, December 2008**

**P.M.B.A. Class 59: Entry, August 2006 / Graduate, August 2008**

**P.M.B.A. Class 58: Entry, January 2006 / Graduate, December 2007**

**P.M.B.A. Class LM03: Entry, January 2006 / Graduate, December 2007**

**Total Credit Hours: 48**

<i>Term One</i>	<i>Credit Hours</i>
<b>Module A Courses</b>	
ACCT 6201 Financial Accounting I	2
FINA 6202 Managerial Economics	2
<b>Module B Courses</b>	
ITOM 6201 Managerial Statistics	2
MNO 6201 Organizational Behavior	2
<b>Term Total</b>	<b>8</b>

	<i>Credit Hours</i>
<b>Term Two</b>	
<b>Module A Courses</b>	
ACCT 2nd Required Course+	2
ITOM 6202 Management Decision Analysis	2
MNGT 6003 Business Presentation Techniques^ (fall entry class)	0
<b>Module B Courses</b>	
FINA 6201 Managerial Finance	2
MKTG 6201 Marketing Management	2
<b>Term Total</b>	<u>8</u>
<b>Term Three</b>	
<b>Module A Courses</b>	
ITOM 6203 Operations Management	2
STRA 6201 Strategic Management	2
MNGT 6003 Business Presentation Techniques^ (spring entry class)	0
<b>Module B Courses</b>	
Electives – two courses	4
<b>Term Total</b>	<u>8</u>
<b>Term Four</b>	
<b>Modules A and B Courses</b>	
Electives – four courses	8
<b>Term Total</b>	<u>8</u>
<b>Term Five</b>	
<b>Modules A and B Courses</b>	
Electives – four courses	8
<b>Term Total</b>	<u>8</u>
<b>Term Six</b>	
<b>Modules A and B Courses</b>	
Electives – four courses	8
<b>Term Total</b>	<u>8</u>

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

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 that is required for their 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.

^ Business Presentation Techniques (MNGT 6003), a zero credit course, is a requirement of the P.M.B.A. degree that earns 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 to 14 specific credit hours. (Please see Concentrations section.) One elective must be an international business course.

### **INTERNATIONAL PROGRAMS FOR PROFESSIONAL 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 P.M.B.A. International Programs, Cox provides P.M.B.A. students with the chance to study and experience these trends first-hand by attending a course and earning two to four credit hours over a 7- to 21-day program.

Students may participate in international programs after completing all core required courses. In order to apply for the international programs, students must be in good academic standing with 3.2 or better cumulative grade point average (G.P.A.). Participants are selected on a first-come, first-served basis, with graduation date and cumulative G.P.A. holding precedence. *(Please note: Hours earned by participation in an International Program will not count toward a student's concentration requirements. For assistance in reviewing academic plans students should meet with the Associate Director for Professional M.B.A. Program early in the planning process.)*

Students enrolled in an international Professional 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 Programs Department reserves the right to decline anyone whose behavior at Cox indicates that they might jeopardize our exchange relationship and thus prevent future Cox 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 [cox.smu.edu/grad/mba/pmba/pmbaadvantage/internationalstudy](http://cox.smu.edu/grad/mba/pmba/pmbaadvantage/internationalstudy).

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

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## PROGRAM

The combined Part-Time J.D./P.M.B.A. program is offered jointly by the 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 calendar years including summer enrollment.

This degree plan is for the student attending school on a part-time basis. (See Full-Time MBA program 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 16 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 2007, the Dedman School of Law will award twelve (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 eight (8) hours of academic credit toward the M.B.A. degree for satisfactory completion of the academic requirements of the J.D. program. For additional information see Professional M.B.A. Program 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 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 [law.smu.edu](http://law.smu.edu). For the Cox School of Business admissions information see [coxmba.com](http://coxmba.com). To be admitted to the joint program, applicants are encouraged to apply to both programs before entering the law school or during their first or second year of law school.

*Law School* admission questions should be addressed to the SMU Dedman School of Law: telephone 214-768-2550; fax 214-768-2549; [lawadmit@smu.edu](mailto:lawadmit@smu.edu).

*M.B.A.* admission questions should be addressed to the SMU Professional M.B.A. program: telephone 214-768-1214 or 1-800-472-3622; fax 214-768-3956; [mbainfo@cox.smu.edu](mailto:mbainfo@cox.smu.edu).

## CURRICULUM

**Part-Time J.D./P.M.B.A.: Entry Fall 2007 in Cox, Graduate Spring 2010**

**Part-Time J.D./P.M.B.A.: Entry Fall 2006 in Cox, Graduate Spring 2009**

**123 Total Credit Hours: 48 Business plus 75 Law**

<i>Year One — Fall, Spring and Summer Terms at Dedman Law</i>	<i>Credit Hours</i>
Dedman Law Courses	<b>Year Total 26</b>
<i>Year Two — Fall, Spring and Summer Terms at Dedman Law</i>	
Dedman Law Courses	<b>Year Total 25</b>

<b>Year Three — Fall Term at Cox Business</b>		<b>Credit Hours</b>
<b>Module A Courses</b>		
ACCT 6201 Financial Accounting I		2
FINA 6202 Managerial Economics		2
<b>Module B Courses</b>		
ITOM 6201 Managerial Statistics		2
MNO 6201 Organizational Behavior		2
	<b>Term Total</b>	<b>8</b>

<b>Year Three — Spring Term at Cox Business</b>		
<b>Module A Courses</b>		
ACCT 2nd required accounting course+		2
ITOM 6202 Management Decision Analysis		2
MNGT 6003 Business Presentation Techniques^		0
<b>Module B Courses</b>		
FINA 6201 Managerial Finance		2
MKTG 6201 Marketing Management		2
	<b>Term Total</b>	<b>8</b>

<b>Year Three — Summer Term at Cox Business</b>		
<b>Module A Courses</b>		
ITOM 6203 Operations Management		2
STRA 6201 Strategic Management		2
<b>Module B Courses</b>		
Electives – two courses		4
	<b>Term Total</b>	<b>8</b>

<b>Year Four — Fall, Spring and Summer Terms at Cox Business and Dedman Law</b>		
Cox Business Electives – six courses		12
	<b>Cox Year Total</b>	<b>12</b>
Dedman Law Courses		12
	<b>Dedman Year Total</b>	<b>12</b>
	<b>Combined Year Total</b>	<b>24</b>

<b>Year Five — Fall, Spring and Summer Terms at Cox Business and Dedman Law</b>		
Cox Business Electives – six courses		12
	<b>Cox Year Total</b>	<b>12</b>
Dedman Law Courses		12
	<b>Dedman Year Total</b>	<b>12</b>
	<b>Combined Year Total</b>	<b>24</b>

**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**

<b>Dedman Law</b>	<b>Cox Business</b>	<b>Year</b>
26	0	One
25	0	Two
0	24	Three
12	12	Four
12	12	Five
<b>75</b>	<b>48</b>	<b>Total</b>

+Students select the second Accounting course that is required for their 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.

^ Business Presentation Techniques (MNGT 6003), a zero credit course, is a requirement

of the P.M.B.A. degree that earns 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 to 14 specific credit hours. (Please see Concentrations section.) One elective must be an international business course.

# EXECUTIVE M.B.A. PROGRAM

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## PROGRAM

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

E.M.B.A. classes are scheduled all day Friday and Saturday every other week from 8 a.m. to 11:45 a.m. and 1:15 p.m. to 5 p.m. on Fridays and 8 a.m. to 11:45 a.m. and 12:45 p.m. to 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 third 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 Executive M.B.A. program differ from those of the Full-Time M.B.A. and Professional M.B.A. programs. Potential candidates should call 214-768-3154 for a brochure that outlines application procedures or visit the Web site at [coxemba.com](http://coxemba.com).

## CURRICULUM

**E.M.B.A. Class 2009: Entry Fall 2007, Graduate Spring 2009**

**E.M.B.A. Class 2008: Entry Fall 2006, Graduate Spring 2008**

**Total Credit Hours: 48**

<i>Term One – Fall</i>	<i>Credit Hours</i>
<b>Module 1</b>	
BA 6322 Financial Accounting Part I	1.5
BA 6325 Organizational Behavior Part I	1.5
BA 6326 Statistics Part I	1.5
<b>Module 2</b>	
BA 6322 Financial Accounting Part II	1.5
BA 6325 Organizational Behavior Part II	1.5
BA 6326 Statistics Part II	1.5
<b>Term Total</b>	<b>9</b>
 <i>Term Two — Spring</i>	
<b>Module 3</b>	
BA 6303 Managerial Accounting Part I	1.5
BA 6324 Fundamentals of Marketing Part I	1.5
BA 6340 Managerial Economics Part I	1.5
<b>Module 4</b>	
BA 6303 Managerial Accounting Part II	1.5
BA 6324 Fundamentals of Marketing Part II	1.5
BA 6340 Managerial Economics Part II	1.5
<b>Term Total</b>	<b>9</b>



<i>Term Three — Summer</i>	<i>Credit Hours</i>
<b>Module 5</b>	
BA 6077 Legal Environment of Business	1.5
BA 6323 Business Finance Part I	1.5
BA 6050 Decision Modeling	1.5
<b>Module 6</b>	
BA 6015 Executive Leadership	1.5
BA 6323 Business Finance Part II	1.5
BA 6030 Operations Management	1.5
<b>Term Total</b>	<b>9</b>
 <i>Term Four — Fall</i>	
<b>Module 7</b>	
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
<b>Module 8</b>	
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
<b>Term Total</b>	<b>9</b>
 <i>Term Five — Spring</i>	
<b>Module 9</b>	
BA 6005 Strategic Human Resources	1.5
BA 6310 Global Business Environments	3.0
BA 6336 Entrepreneurship Part I	1.5
BA 6074 Mergers & Acquisitions	1.5
<b>Module 10</b>	
BA 6073 Negotiations	1.5
BA 6336 Entrepreneurship Part II	1.5
Elective (1 course)	1.5
<b>Term Total</b>	<b>12</b>
 <b>Credit Hours Summary for E.M.B.A. Program</b>	
43.5 credit hours of required courses	
3.0 credit hours for international trip	
1.5 credit hours of elective courses	
<b>48 credit hours total for Cox M.B.A. Degree</b>	

### **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 over the 21-month period. The first-year coursework is focused upon 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, management information systems, organizational behavior and marketing. Elective courses vary from year to year. The Director of the E.M.B.A. program develops a list of electives from which the students select.

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

**Required: 1.5 Credit Hours Each**

**6005. Strategic Human Resources.** This course examines the techniques, policies, processes, strategies and practices used by companies and managers to effectively and efficiently utilize human resources. Students will learn how the various “core” areas of human resource management (HRM) including staffing, performance management, work and job design, training, compensation and labor relations are aligned to accomplish business objectives. We will examine how the business strategy, legal environment and design of work affect human resource management. Additionally, because HRM is becoming less of a functional responsibility and more of a manager’s responsibility, the theories and techniques taught in the course are applicable for many positions in a wide variety of organizations..

**6015. Executive Leadership.** The purpose of this class is to study the topic of leadership in such a way as to promote both an academic and practical understanding of the subject. It explores the similarities and differences between effective management and leadership. Students explore and work to improve the basic interpersonal skills related to leadership effectiveness. The class thoroughly investigates leadership effectiveness from at least three angles: personal leadership, interpersonal leadership and organizational leadership. There is detailed feedback into how others view the student’s leadership skills. The class promotes the insight required to effectively write a meaningful personal leadership development plan and help develop a personal leadership “point of view.”

**6030. Operations Management.** This course focuses on the fields of operations management and information technology and covers fundamental concepts and techniques necessary for obtaining world-class performance in these areas. The course begins with a review of operations management topics and then introduces students to the way information technology is being used to re-engineer and dramatically improve business processes. The course also analyzes the strategic use of information technology, reviewing such related topics as electronic commerce and knowledge.

**6050. Decision Modeling.** This course will introduce you to some of the decision modeling techniques available for analyzing business problems. We will cover various modeling techniques, including nonlinear programming (optimization), linear programming, integer programming and simulation. We will build models for some of the following topics: monitoring mutual fund managers, portfolio management, benchmarking organizations, redesigning distribution networks, credit scoring, purchasing subassemblies, stocking retail inventory and check processing.

**6073. Negotiations.** The objective of the course is for each student to develop into a better negotiator. Through the use of highly interactive classroom dialogue, simulated negotiations, reading and reporting on a self-selected negotiation book and experiencing real-life negotiations, students have the opportunity to accomplish that objective. The course covers how to identify and prepare for various styles of negotiations, along with strategies, tactics and counter-tactics used to accomplish negotiation objectives. The impact of international, cultural and gender differences on negotiations, as well the differences in individual and multi-member negotiations are analyzed – and experienced – during the classes. The discussions include ethical issues arising during negotiations and the use of representatives and mediation to achieve desired negotiation results.

**6074. Mergers & Acquisitions.** The course examines how to execute acquisition transactions starting with strategic rationale followed by deal structure, valuation and integration issues. After completing the course, you should have a good understanding of why and how an acquisition can both add and destroy value. You will gain a greater understanding of how the M&A process works between companies and be in a position to contribute as part of a deal team, integration team or advisory group.

**6077. Legal Environment of Business.** The primary goal of this course is to introduce participants to a number of legal issues common to all businesses and hopefully to explain how to mitigate the risk of such disputes – or at least prepare for them. We will not delve into specialized areas such as securities regulations, environmental laws, etc. which may not be relevant to all industries. A secondary goal of the course is to hone the participants’ analytical and critical thinking skills.

**Required: 3.0 Credit Hours Each**

**6303. Managerial Accounting.** This course demonstrates techniques for maximizing shareholder value by correctly assessing the financial outcomes of commonly recurring types of operating decisions. Techniques for identifying alternatives, assessing relevant costs and choosing a course of action are illustrated with case studies involving decisions on pricing (including special order and private label pricing), production alternatives (including make or buy) and allocation of care resources. Topics include cost behavior, cost-volume-profit relations, cost system design and interpretation (including the use of actual costs and standard costs) and identification of the costs and revenues relevant to decisions. The course will probably have a case study orientation.

**6310. Global Business Environments.** The focus of this course is two field experiences abroad where 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 social customs. The course helps students gain a perspective on the opportunities and challenges of conducting business in the global economy.

**6322. Financial Accounting.** The primary focus of this course is on American accounting in the private, for-profit sector. A key issue throughout the course will be how American practice impacts the global corporation. Contrasts will be made of American practice with international standards and those in Europe and in Japan.

**6323. Business Finance.** This course examines topics in finance and investments. The primary focus will be on corporate investment and financing decisions. There will be an examination of corporate investment criteria and cash flow estimation, cost of capital and project risk and capital structure decisions.

**6324. Fundamentals of Marketing.** This course is intended to develop skills that students need to competently implement marketing research projects in the real world. Research is the formal process of gathering information needed by managers to make decisions with respect to marketing opportunities and problems. A comprehensive list of marketing issues faced by actual businesspersons is analyzed. Should a new product be introduced? Are customers satisfied with our service? What price should be charged for our brand? These and other marketing fundamentals are covered..

**6325. Organizational Behavior.** This course provides an overview of the various perspectives from which individual, group and organizational behavior can be studied. It emphasizes the development of concepts, insights and skills needed to effectively manage diverse individuals through a variety of situations in organizations. Readings, cases and simulation are included to illustrate the conceptual and applied aspects of individual, group and organizational behavior.

**6326. Statistics.** This course provides 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. The course is taught using lectures, cases and statistical computer packages.

**6331. Business Policy.** This course focuses on problems of strategic management in the modern corporation. Primary emphasis is placed on cases of success and failure in developing and executing single- and multi-business strategies. Related readings are used to underline common dimensions of the cases and highlight current theoretical concepts, methods and frameworks.

**6336. Entrepreneurship.** This course teaches students the skills required to prepare and present a professional business plan for an entrepreneurial venture and to enhance the analytical skills needed to identify and properly evaluate a new business opportunity. The course 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.

**6340. Managerial Economics.** This course combines both micro and macro economic theories. The microeconomic topics include 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. Macroeconomic topics will focus on measuring and modeling macroeconomics activity for the United States and for the global economy.

**6352. Marketing Strategy.** The objective of this course is to present a dynamic view of competitive brand strategy. The course focuses on understanding, developing and evaluating brand strategies over the life of a product-market. Topics include strategies for pioneering brands, later entrants, strategies for growth, mature and declining markets. Recent topics such as hyper-competition and co-competition will be discussed. In addition, analytical techniques useful for evaluating and implementing strategy including conjoint analysis, analysis of competitive reaction functions, diffusion models, etc., are described. Material is presented using a mix of cases and lectures.

**6375. Case Studies in Financial Management-** This course is designed to provide a practical overview of corporate finance. The objective is to draw together the various topics in managerial finance and present a unified, integrated view of the overall subject area. The course builds upon and reinforces the theoretical and institutional framework learned in introductory business and finance courses and, primarily through the vehicle of case analyses, seeks to apply these concepts to real or simulated business situations. The topics covered include financial analysis, capital budgeting analysis, value maximization and corporate governance, capital structure, corporate restructuring or any other current topic, at the discretion of the instructor.

## POLICIES AND PROCEDURES

*Note 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 G.P.A. of 3.00 or better.** A student with a cumulative G.P.A. below 3.00 (without rounding) upon completion of 48 hours may take up to eight (8) additional credit hours in order to raise his or her G.P.A. to the required level. The eight (8) additional hours will include any courses that are repeated because of poor performance (below 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 G.P.A. purposes. A student on academic probation is not permitted to enroll in a directed study course.

Students who fail to maintain a cumulative 3.00 G.P.A. will be placed on academic probation.

The following criteria outline when students will be dismissed from the Cox School of Business.

#### **Executive M.B.A. students will be dismissed who achieve:**

- less than a cumulative 2.00 G.P.A. at the end of 9 G.P.A. hours or first term
- less than a cumulative 2.25 G.P.A. at the end of 18 G.P.A. hours or second term
- less than a cumulative 2.50 G.P.A. at the end of 27 G.P.A. hours or third term
- less than a cumulative 2.75 G.P.A. at the end of 36 G.P.A. hours or fourth term
- less than a cumulative 2.95 G.P.A. at the end of 48 G.P.A. hours or fifth term

*With an approved petition to take up to eight (8) additional hours beyond the 48 G.P.A. hours required for the degree, E.M.B.A. students will be dismissed who achieve:*

- less than a cumulative 2.95 G.P.A. at the end of 48 G.P.A. hours or fifth term
- less than a cumulative 2.97 G.P.A. at the end of 50 G.P.A. hours (+ 2 hours)
- less than a cumulative 2.98 G.P.A. at the end of 52 G.P.A. hours (+ 4 hours)
- less than a cumulative 2.99 G.P.A. at the end of 54 G.P.A. hours (+ 6 hours)
- less than a cumulative 3.00 G.P.A. at the end of 56 G.P.A. hours (+ 8 hours)

**E.M.B.A. students MUST have a cumulative 3.00 G.P.A. at the end of 56 G.P.A. hours**

**Enrollment**

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

**Audit Enrollment**

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

**Course Waiver Policy**

The E.M.B.A. Program does not permit course waivers for any student.

**Transfer of Graduate Credit**

Students admitted to the E.M.B.A. Program will not be allowed to transfer credit.

# MASTER OF SCIENCE IN ACCOUNTING

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## PROGRAM

The curriculum of the Master of Science in Accounting (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 8-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. in Accounting applicants must have completed six hours of introductory accounting courses, six hours of intermediate accounting, three hours of tax accounting and three 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 our program: GMAT scores, previous academic records, recommendations that speak to a candidate's professional performance and self-evaluation essays. For complete details and an application packet, please visit our Web site at [cox.smu.edu/grad/msa](http://cox.smu.edu/grad/msa) for the M.S. in Accounting program or contact the SMU Cox Admissions Office: telephone 214-768-1214 or 1-800-472-3622; fax 214-768-3956; [mbainfo@cox.smu.edu](mailto:mbainfo@cox.smu.edu).

## CURRICULUM

### M.S. in Accounting Class 2008: Entry Fall 2007, Graduate Spring 2008

#### Total Credit Hours: 32

<i>Term One – Fall</i>	<i>Credit Hours</i>
<b>Module A Courses</b>	
ACCT 6246 Graduate Seminar in Financial Accounting I	2
ACCT 6248 Graduate Seminar in Taxation I	2
Electives – two courses	4
<b>Module B Courses</b>	
ACCT 6247 Graduate Seminar in Financial Accounting II	2
ACCT 6249 Graduate Seminar in Taxation II	2
Electives – two courses	4
<b>Term Total</b>	<b>16</b>
 <i>Term Two - Spring</i>	
<b>Module A Courses</b>	
ACCT 6221 Management Control Systems	2
ACCT 6243 Auditing I	2
Electives – two courses	4
<b>Module B Courses</b>	
ACCT 6214 Mergers and Acquisitions	2
ACCT 6244 Auditing II	2
Electives – two courses	4
<b>Term Total</b>	<b>16</b>

**Credit Hours Summary for M.S. in Accounting Program**

16 credit hours of required courses

16 credit hours of elective courses\*

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**32 credit hours total for Cox M.S. in Accounting Degree**

\* For planning assistance regarding the elective course options please refer to the M.S. in Accounting Web site at [cox.smu.edu/grad/msa/academicinfo](http://cox.smu.edu/grad/msa/academicinfo) or contact the Assistant Director for Full-Time Programs in the Graduate Student Services Office at [GradCox@cox.smu.edu](mailto:GradCox@cox.smu.edu).

The Certificate for Public Accountancy (C.P.A.) Exam ethics requirement for the state of Texas is met by taking the following two courses: **MNO 6220** Corporate Governance and **LT 6225** Legal and Ethical Environment of Business for Accountants.

Note that students can apply for the C.P.A. exam after you have fulfilled the 30-hour accounting requirement and the 150 overall hour requirement.

Students in the program who need to participate in an internship and have it included on their academic record may enroll in ACCT 6125 Accounting Internship with department approval.

# MASTER OF SCIENCE IN ENTREPRENEURSHIP

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## PROGRAM

The curriculum of the Master of Science in Entrepreneurship (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. The M.S. in Entrepreneurship is a part-time program, which starts in the spring only. Students take a total of 32 credit hours over 16 months. Each 16-week term is divided into two 8-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 3 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 who demonstrate analytical capabilities, entrepreneurship/intrapreneurship experience or potential 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 our program: previous academic records, recommendations that speak to a candidate's professional performance and self-evaluation essays. Submission of GMAT or GRE scores may be required of candidates at the discretion of the M.S. in Entrepreneurship Admissions Committee. For complete details and an application packet, please visit our Web site at [coxsmie.com](http://coxsmie.com) or contact the SMU Cox Admissions Office: telephone 214-768-1214 or 1-800-472-3622; fax 214-768-3956; [mbainfo@cox.smu.edu](mailto:mbainfo@cox.smu.edu).

## CURRICULUM

**M.S. in Entrepreneurship Class '09: Entry Spring 2008, Graduate Spring 2009**

**M.S. in Entrepreneurship Class '08: Entry Spring 2007, Graduate Spring 2008**

### Total Credit Hours: 32

<i>Term One – Spring</i>	<i>Credit Hours</i>
<b>Module A Courses</b>	
ACCT 6201 Financial Accounting I	2
CISB 6222 Starting a Business I	2
<b>Module B Courses</b>	
CISB 6223 Starting a Business II	2
MKTG 6201 Marketing Management	2
<b>Term Total</b>	<b>8</b>
 <i>Term Two - Summer</i>	
<b>Module A Courses</b>	
ACCT 6205 Managerial Accounting I	2
CISB 6216 Managing the Entrepreneurial Business I	2
<b>Module B Courses</b>	
CISB 6217 Managing the Entrepreneurial Business II	2
FINA 6201 Managerial Finance	2
<b>Term Total</b>	<b>8</b>



	<i>Credit Hours</i>
<b>Term Three - Fall</b>	
<b>Module A Courses</b>	
ITOM 6203 Operations Management	2
STRA 6201 Strategic Management	2
<b>Module B Courses</b>	
STRA 6224 Entrepreneurial Strategy	2
CISB 6228 Corporate Entrepreneurship: Intrapreneuring*	
OR Approved Elective Course	<u>2</u>
<b>Term Total</b>	<b>8</b>
<b>Term Four - Spring</b>	
<b>Module A Courses</b>	
CISB 6210 Essential Law for the Entrepreneur*	
OR Approved Elective Course	2
CISB or STRA Elective Course	2
<b>Module B Courses</b>	
MNO 6201 Organizational Behavior	2
Approved Elective Course	<u>2</u>
<b>Term Total</b>	<b>8</b>

**Credit Hours Summary for M.S. in Entrepreneurship Program**

14 credit hours of core required courses

12 credit hours of required entrepreneurship courses (includes choice between CISB 6210 and CISB 6228)

6 credit hours of approved elective courses**32 credit hours total for Cox M.S. in Entrepreneurship Degree**

\*Students must complete either CISB 6210 or CISB 6228 as one of the degree requirements.

# MASTER OF SCIENCE IN MANAGEMENT

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## PROGRAM

The curriculum of the Master of Science in Management (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. In this part-time program, which starts in the fall only, students will take a total of 30 credit hours following the lock-step program over ten and one-half months. Each 16-week term is divided into two 8-week modules, A and B, with each module course being two (2) credit hours. The classes are scheduled for Thursday evening and Saturday morning and afternoon. Each class meets for approximately 3 hours once a week. Students remain with their entering class and cohort section for 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 our program: previous academic records, recommendations that speak to a candidate's professional performance and self-evaluation essays. Submission of GMAT or GRE scores may be required of candidates at the discretion of the M.S.in Management Admissions Committee. For complete details and an application packet, please visit our Web site at [coxsm.com](http://coxsm.com) or contact the SMU Cox Admissions Office: telephone 214-768-1214 or 1-800-472-3622; fax 214-768-3956; [mbainfo@cox.smu.edu](mailto:mbainfo@cox.smu.edu).

## CURRICULUM

### M.S. in Management Class '08: Entry Fall 2007, Graduate Summer 2008

**Total Credit Hours: 30**

<i>Term One – Fall</i>	<i>Credit Hours</i>
<b>Module A Courses</b>	
ACCT 6201 Financial Accounting I	2
FINA 6202 Managerial Economics	2
STRA 6201 Strategic Management	2
<b>Module B Courses</b>	
CISB 6228 Corporate Entrepreneurship: Intrapreneuring	2
ITOM 6201 Managerial Statistics	2
MNO 6201 Organizational Behavior	2
<b>Term Total</b>	<b>12</b>
 <i>Term Two - Spring</i>	
<b>Module A Courses</b>	
ACCT 6205 Managerial Accounting I	2
ITOM 6202 Management Decision Analysis	2
MNO 6214 Strategic Human Resources Management	2
<b>Module B Courses</b>	
FINA 6201 Managerial Finance	2
ITOM 6203 Operations Management	2
MKTG 6201 Marketing Management	2
<b>Term Total</b>	<b>12</b>

**Term Three - Summer**

**Credit Hours**

**Module A Courses**

<b>FINA 6205</b> Finance Theory & Practice	2
<b>ITOM 6226</b> Operations Management Strategy	2
<b>MKTG 6212</b> Analytic Methods for New Product Development	2

<b>Term Total</b>	<b>6</b>
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**Credit Hours Summary for M.S. in Management Program**

30 credit hours of core academic required courses

10 credit hours of required management courses

**30 credit hours total for Cox M.S. in Management Degree**

## DEPARTMENTS AND COURSES

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

### ACADEMIC AREAS OF INSTRUCTION

Courses are listed under the following academic areas:

Accounting (ACCT)

Finance and Business Economics (FINA)

Information Technology and Operations Management (ITOM)

Management (MNGT)

Management and Organizations (MNO)

Marketing (MKTG)

Real Estate, Risk Management and Business Law (REIL)

Real Estate (RE)

Risk Management (INS/RM)

Business Law (LT/BL)

Strategy and Entrepreneurship (STRA)

Strategy (STRA)

Entrepreneurship (CISB)

#### Accounting (ACCT)

**Professor Joseph (Jody) Magliolo, Department Chair**

**Professors:** Hemang Desai, Wayne Shaw; **Associate Professors:** Elbert Greynolds, J. Douglas Hanna, Michael van Breda; **Assistant Professors:** Nilabhra Bhattacharya, Mina Pizzini, Gregory Sommers, Ramgopal Venkataraman, Wendy Wilson; **Senior Lecturers:** Jeffrey Austin, Susan Riffe.

**Required: 2.0 Credit Hours Each** – All M.B.A. students take ACCT 6201 as part of the core curriculum. For the second required accounting course, choose either ACCT 6202 or ACCT 6205 depending upon your concentration and degree plan. (Please see 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 on 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.** This course demonstrates techniques for maximizing shareholder value by correctly assessing the financial outcomes of commonly recurring types of operating decisions. Techniques for identifying alternatives, assessing relevant costs and choosing a course of action are illustrated with case studies involving decisions on pricing (including special order and private label pricing), production alternatives (including make or buy) and allocation of care resources. Topics include cost behavior, cost-volume-profit relations, cost system design and interpretation (including the use of actual costs and standard costs) and identifying the costs and revenues relevant to decisions. The course will have a case orientation. *Prerequisite: Financial Accounting I.*

**Required for Concentration: 2.0 Credit Hours Each** – For the Accounting concentration, the required courses are ACCT 6201, 6202, 6205 and 6206.

**ACCT 6206. Managerial Accounting II.** This course continues the study begun in Managerial Accounting I. The course explores the use of cost data in planning and controlling operations.

Techniques of cost measurement (variable costing, activity-based costing, relevant costing) are described along with their implications for cost management. Additionally, the course provides an introduction to the topic of management control (strategy implementation) in the decentralized organization. Topics include variable costing, activity-based costing, activity-based management, strategic cost analysis, divisional profit center evaluation and transfer pricing. The course will have a case orientation. *Prerequisite: Managerial Accounting I.*

**Elective: 1.0 Credit Hour Each**

**ACCT 6125. Accounting Internship.** This internship is for students matriculated in the M.S. in Accounting program only. Department Approval is required to enroll.

**Electives: 2.0 Credit Hours Each** – *The appropriate required courses must be successfully completed to enroll in elective ACCT courses.*

**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 and ACCT 6202). The course focuses on issues relevant to M.B.A. students whose careers depend on their ability to analyze financial statements. Specific topics include deferred taxes, leases, discontinued operations, accounting write-offs and restructuring charges and analysis of the statement of cash flows. (Students taking this course are also strongly encouraged to consider taking ACCT 6211 and 6212.) *Prerequisite: 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. *It is strongly recommended that the course be taken immediately following the module in which ACCT 6210 is taken. Students taking this class should also consider taking ACCT 6212, which covers a number of topics central to conducting financial statement analysis. It is also recommended that this course be taken during the same module as ACCT 6212. Prerequisite: Financial Reporting and Analysis I.*

**ACCT 6212. Financial Reporting and Analysis II.** The course is a continuation of Acct 6210 and, like ACCT 6210, is designed for students whose careers will require a more in-depth knowledge of financial statements than that provided by the required core financial accounting courses (ACCT 6201 and ACCT 6202). 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.** The focus of this course is on accounting issues associated with two types of transactions - Mergers and Acquisitions (M&A) and Leveraged Buyouts (LBOs). These transactions represent significant events for the company as well for the economy in general. While the transactions are important the accounting issues associated with them (especially for M&A) are extremely controversial. Accounting rules for both these transactions permit managers some discretion and latitude. Thus, in addition to understanding the accounting aspects of merger and LBO accounting we will also discuss how the impact of accounting affects the decision process of managers as well as analysts and investors. We will also discuss the controversial nature of merger accounting and the evolution of the current standards governing M&A in the U.S. (SFAS 141/142). *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. The course 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 where accounting controls are not effective. This allows discussion of various forms of non-accounting controls. *Prerequisite: Financial Accounting II or currently enrolled in M.S.A. program.*

**ACCT 6224. Taxes and Business.** This course provides an overview of the U.S. income tax system as it applies to business entities. The primary focus is on corporations, but the use of pass-through entities is also discussed. The course is designed for general managers, not tax practitioners. Problems and scenarios are used to illustrate different tax issues. Possible topics include: establishing a framework for understanding taxes, choosing a legal entity, taxation of ongoing operations and taxation of overseas operations. *Prerequisite: Financial Accounting II. This course is offered on an irregular basis.*

**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 Management Control Systems or Financial Reporting. 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 from 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 I.** This course focuses on financial reporting by government entities and nonprofit organizations. It also covers the details of segment and interim reporting and introduces the student to the reporting rules set by the SEC. The class is required for MSA students and recommended for anyone interested in bank lending. *Prerequisite: Financial Accounting II or currently enrolled in M.S.A. program.*

**ACCT 6247. Graduate Seminar in Financial Accounting II.** This seminar focuses on the accounting for foreign exchange transactions and the role of the IASB in setting reporting rules for the international community. It also covers accounting for derivatives and partnership accounting. The class is required for MSA students and highly recommended for anyone interested in international business. Completion of Accounting 6246 prior to enrollment is advised but not required. *Prerequisite: Financial Accounting II or currently enrolled in M.S.A. program.*

**ACCT 6248. Graduate Seminar in Taxation I.** This course addresses the issues beyond the basic foundation of corporate taxation. It covers issues related to corporate formation, operation and dissolution. *Grades are given for 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: Financial Accounting II or currently enrolled in M.S.A. program.*

**ACCT 6249. Graduate Seminar in Taxation II.** This course provides a survey of issues related to multi-jurisdictional taxation, international and multi-state, individual and estate tax planning. *Grades are given for 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 and Business Economics (FINA)

Associate Professor Darius Miller, Department Chair

**Professors:** Andrew Chen, David Mauer, Albert Niemi, James Smith, Rex Thompson, Michel Vetsuypens; **Associate Professors:** Jeffrey Allen, Chun Lam, Kumar Venkataraman; **Assistant Professors:** Evrim Akdogu, Amar Gande, Qin Lei, Natalia Reisel; **Senior Lecturers:** Brian Bruce, Michael Davis, Jeffrey Hart.

**Required: 2.0 Credit Hours Each – Both courses are required of all M.B.A. students.**

**FINA 6201. Managerial Finance.** This course is an analysis of the basic problems in corporate

financial management. The course is organized around the theme of asset valuation. Topics covered include stock and bond valuation, capital budgeting, cost of capital, market efficiency and company valuation.

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

**Required for Concentrations: 2.0 Credit Hours Each** – *Check the curriculum to determine the FINA courses that are required for your degree plan. Both 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. This course may be taken concurrently with FINA 6211, but must be taken before all other Finance electives. *Prerequisite:* Managerial Finance.

**FINA 6206. Uncertainty and Strategic Decision-Making.** This course sets forth the principles of decision-making under uncertainty and explains how they can be applied to enhance managerial performance. The subject matter includes the basic tools of modern game theory, the economics of information, risk aversion and decision theory. Illustrations and problems are drawn from diverse areas of business practice, including price competition, contract negotiations, auctions and competitive bidding, capacity expansion and market entry. *This course may be taken at any time after completing the prerequisite: Managerial Economics.*

**Electives: 2.0 Credit Hours Each** – *All FINA elective courses require the prerequisite course, 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 main focus is on the valuation of the enterprise. Topics covered may include financial analysis and financial planning, corporate strategy, capital expenditure analysis, capital structure and cost of capital determination. *Prerequisite: Finance Theory and Practice. Corporate Financial Policies is a highly recommended sequel course.*

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

**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. *Prerequisite: 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, sourcing debt and equity globally using international financial engineering and risk management. *Prerequisite: Finance Theory and Practice.*

**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 stress the use of portfolio theory and asset pricing models in contemporary investment decisions. The course also examines the empirical evidence as it pertains to these theories and practices. *Prerequisite: Finance Theory and Practice.*

**FINA 6217. Security Valuation and Selection.** This course focuses on techniques for active portfolio management and security selection. Topics include tools and techniques for valuing individual securities, popular approaches to security selection such as growth versus value and sector and industry analysis. Models examined include fundamental methods based on discounted dividends and cash flows and selected technical measures. The course emphasizes contemporary real-world applications. *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 class 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, currency and commodity swaps and examines 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 to make students proficient in option calculations and the implementation of option trading strategies and enable them 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 6221. Risk Management in Depository Institutions.** This course is designed to help students make informed decisions about the risk related issues and the potential returns of different activities of depository institutions. The underlying theme of the course is risk management. The course emphasizes the approaches managers can use to maximize stockholders' wealth by balancing the trade-off between risk and return. *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. 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 non-cooperative behavior, pure versus mixed strategies, reputation-building, repeated interaction, first-mover advantage, coordination and alternative equilibrium outcomes are examined. *Prerequisites: Finance Theory and Practice and Uncertainty and Strategic Decision-Making.*

**FINA 6224. 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, information acquisition, etc. The course also provides an introduction to the application of real options analysis as an alternative to conventional discounted cash flow analysis of risky projects. *Prerequisite: Finance Theory and Practice.*

**FINA 6229. Hedge Fund Investment Management.** This course examines topics related to the hedge fund style of investing, including issues affecting hedge fund managers and considerations required of professional investors in hedge fund portfolios. The hedge fund style of investing, which seeks absolute returns across all market conditions, employs a variety of techniques related to return generation and risk management. With this framework as a backdrop, the course examines the hedge fund industry, measures and dynamics of risk and return, portfolio management considerations by hedge fund managers and portfolio construction considerations by professional hedge fund investors. This course does not provide information on specific security selection; rather, it provides a practical perspective of portfolio management and risk management in the context of running a hedge fund or managing a portfolio of hedge fund investments. The course is designed for students with an interest in a career in the hedge fund, financial advisory or investment management industries and requires a reasonable understanding of financial markets, securities and modeling. *Prerequisite: Finance Theory and Practice.*

**FINA 6230. Practicum in Portfolio Management I (Fall term).** This is 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 tasks involve sector analysis, the evaluation of existing securities and the analysis and due diligence underlying security transactions into and out of the portfolio and performance assessment. The course format, with a directed study flavor, spreads the contact hours of a two-hour course across the entire Fall term by meeting 1.5 hours per week instead of the regular 3 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).** This is 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 tasks involve sector analysis, the evaluation of existing securities and the analysis and due diligence underlying security transactions into and out of the portfolio and performance assessment. The course format, with a directed study flavor, spreads the contact hours of a two-hour course across the entire Spring term by meeting 1.5 hours per week instead of the regular 3 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 Amit Basu, Department Chair

**Professors:** Bezalel Gavish, Marion Sobol; **Associate Professor:** Ulrike Schultze, John Semple; **Assistant Professors:** Sreekumar Bhaskaran, Chester Chambers, Neil Keon, Karthik Ramachandran, Eli Snir; **Senior Lecturers:** Ellen Allen, Amy Puelz; **Lecturer:** James Collins.

**Required: 2.0 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 and includes probability applications, hypothesis testing, simple and multiple regression analysis, sampling, quality control and forecasting for long- and short-run periods if time permits. 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 then moves on to the use and application of mathematical optimization models including linear programming, network models and integer programming. Finally, the course covers the topic of simulation. Students learn to develop spreadsheet models for making complex business decisions, as well as interpret the results of such models.

**ITOM 6203. Operations Management.** Helping students understand the fundamental concepts and techniques necessary for attaining a world-class performance in service and manufacturing operations is the main learning objective of this course. The course adopts a “process management” viewpoint to address a variety of strategic and operational issues. The course design consists of two inter-linked modules — (1) process analysis, design and improvement: exercises and cases are used here to illustrate the concepts such as capacity, cycle time, bottlenecks and theory of constraints, (2) improving medium- to long-term operational processes: covers 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: 2.0 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 Strategy.** The objective of this course is to understand Supply Chain Management in the modern, technology-intensive environment. The Internet promotes seamless integration across the supply chain while improvements in data analysis allow for ongoing optimization. Some organizations are using these technologies to increase cooperation along the channel, utilizing improved information to respond quickly to changes in demand, improve product assortment, reduce inventory and optimize deliveries. Others gain a competitive advantage from access to a broader supplier or customer base. As companies outsource a larger share of their production and service capabilities, technology plays an important role in transforming organizations. Topics in this course include integration across the supply chain, the transformation of manufacturing and services, outsourcing and supply chain technology. *Prerequisite: Operations Management.*

**ITOM 6210. Electronic Networks.** This course provides an overview of telecommunications and networking technologies and their use in modern society and business. Specific topics include impact of digital communications, fiber-optics and photonics, wireless and mobile communications, networking protocols and architectures, the Internet, strategic and policy issues, security and privacy in data communications. *This course is offered on an irregular basis.*

**ITOM 6212. Mobility and Security in Electronic Networks.** This course discusses wireless communication systems, mobile computer and communication networks and the impact of these technologies on business processes and competitive strategy. It also discusses the challenges of achieving secure and reliable information systems in a mobile computing environment. *This course is offered on an irregular basis.*

**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 in this course 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. Basic comfort with spreadsheets is expected, 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. We start with mapping data collection in organizations onto a database with the objective of storing data consistently over time. We then proceed to study methods for information extraction from databases. In terms of practical skills, we will learn how to import spreadsheet data into Microsoft Access and generate summary reports to answer business questions related to our data. Homework assignments and an implementation project in Microsoft Access will reinforce both the design issues and the practical skills covered in the course.

**ITOM 6217. 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, and 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 using 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 will focus 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. *Prerequisite: Managerial Statistics*

**ITOM 6221. Security, Privacy, Legal and Ethical Issues in E-Business and Telecommunications.** The widespread use of computer-based systems and electronic networks for business processes raises a number of critical social, legal and ethical issues. Recent legislation on intellectual property protection, consumer privacy and corporate governance have further heightened the significance and relevance of these issues. The course addresses these issues through a combination of lectures, cases and projects. *This course is offered on an irregular basis.*

**ITOM 6223. Special Topics in Quantitative Modeling and Analysis.** TBA. *Prerequisite: Instructor's approval.*

**ITOM 6224. Managing Service Operations.** This course will focus 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 will also be of value to individuals who need to understand and evaluate service organizations from an external perspective. The course will explore 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 will also develop 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 6226. Operations Management Strategy.** This course deals with operations issues having a 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. We will develop a general framework for creating and analyzing strategies for managing domestic and international manufacturing and services-based companies. Among the strategic decision categories which will 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 6228. International Operations.** With firms of all sizes moving towards global sourcing, off-shoring of various operations and outsourcing, an understanding of the challenges and opportunities of international operations is becoming crucial for managers. This course addresses these issues and examines how some of the key problems in planning and managing international operations can be modeled and analyzed. *Prerequisite: Operations Management*

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

**ITOM 6231. Special Topics in Information Technology and Operations Management.** This course surveys contemporary issues and trends in the management of information technology and its use in both operations and competitive markets. Recent topics include IT enabled organizational change and business process outsourcing and offshoring. *Prerequisites: Management Decision Analysis and Operations Management*

### Management (MNGT)

*These courses are requirements of the Full-Time M.B.A. program only.*

**Required: 1.0 Credit Hour Each.**

**MNGT 6101. Managing Your Career.** This course empowers students with the knowledge and tools to effectively manage their own careers. Topics include: 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. This course is 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. Through this course, students will achieve proficiency in oral presentation techniques to enhance academic and career success. The course is graded on a Pass/Fail basis.

**MNGT 6150. Graduate Corporate Internship Program.** This Internship is a degree requirement for all students in the Full-Time M.B.A. program during the third term (summer) in the

program. The internship program is intended to provide compensated or non-compensated career experience related to the students' degree goals. The internship is 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: 2.0 Credit Hours Each**

**MNGT 6210. Global Leadership Program.** The focus of this course is a two-week field experience abroad where 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 social customs. The course helps students gain a perspective on the opportunities and challenges of conducting business in the global economy.

**Required: 0 Credit Hour Each**

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

*These courses are for the Professional M.B.A. program only.*

**Required: 0 Credit Hour Each**

**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. Through this course, students will achieve proficiency in oral presentation techniques to enhance academic and career success.

**Elective: 0 Credit Hour Each** – *This course must be completed prior to a Professional M.B.A. student using the services of the Career Management Center.*

**MNGT 6001. Managing Your Career.** This course empowers students with the knowledge and tools to effectively manage their own careers. Topics include: 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.

### **Management and Organizations (MNO)**

**Associate Professor Don VandeWalle, Department Chair**

**Professors:** Robin Pinkley, Miguel Quiñones, John Slocum, Linda Stearns; **Associate Professor:** Ellen Jackofsky; **Assistant Professors:** Jay Carson, Mel Fugate, Peter Heslin, Robert Rasberry.

**Required: 2.0 Credit Hours Each** – *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: 2.0 Credit Hours Each** – *This course is required if concentrating in Strategic Leadership.*

**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: 2.0 Credit Hours Each** – *The core required course, MNO 6201, must be successfully completed to enroll in elective MNO courses.*

**MNO 6212. Introduction to Consulting.** This is a practical and applied course in consulting. It covers topics such as what makes an effective consultant, defining client needs, strategic approaches to marketing, data gathering techniques, implementing change and tactics to end an engagement. This course requires students to develop an action plan.

**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 towards aligning human resource systems and processes in order to develop organizational capabilities to execute strategies. The overall goal of the course is to shift the focus of human resources towards 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. Master Negotiators are an elite class of negotiators most capable of obtaining substantial value through negotiation. Master Negotiators do this by using a flexible set of strategies that allow them to: 1) be proactive and reactive, 2) partner with the other party by increasing their value and decreasing their costs and providing options for going elsewhere and 3) making the process a pleasant one.

**MNO 6216. Advanced Master Negotiation.** This course builds on the basic knowledge and experience acquired in the *Master Negotiation* course. 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 is given to the successful implementation 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 required courses. The course explores different leadership theories to determine how they can be, or have been, employed in real-world situations. Special application is made through reading of contemporary leadership books and articles, classic films and relevant cases.

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

**MNO 6222. Leading Organizational Change.** Great managers understand when change is needed and are able to guide the people they lead through the change process. This course focuses on practical models and change tactics that managers can use to make their organizations more effective. Students develop critical insights into when particular approaches are likely to be effective as well as how to recognize and address potential barriers to implementing various change leadership tactics.

**MNO 6224. Managing Teams.** The increasing popularity of team-based organizational structures is the focus of this course. The course consists of evaluating criteria for measuring team effectiveness, examining team developmental cycles, diagnosing causes of high/poor team performance, design of feedback systems and effective communication technology. Both cases and experiential exercises are utilized as pedagogical tools to enhance students' learning.

**MNO 6226. Managing Across Cultures.** During your career you will work with customers, suppliers, colleagues, employees and/or bosses who have a wide range of cultural backgrounds. Their actions can often appear strange, biased, illogical and unethical when viewed from a contrasting cultural perspective. Through a combination of readings, self-assessment, lectures, presentations, role plays, guest lectures and case/video analysis this rigorous course is designed to equip you with knowledge and skills to (a) diagnose and understand cultural differences and (b) continually learn how to work more effectively with people whose cultural background differs from your 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. Participants will examine ethical dilemmas faced by the individual manager and ethical issues in organizational policy. Typical topics include: conflicts of interest, supplier

relations, consumer relations, ethical codes, whistle blowing, product liability, governance, corporate responsibility and competitive intelligence.

### **Marketing (MKTG)**

**Professor** Daniel Howard, **Department Chair**

**Professors:** Thomas Barry, William Dillon, Roger Kerin; **Associate Professors:** Edward Fox, Raj Sethuraman, Tasadduq Shervani, Glenn Voss; **Assistant Professors:** Richard Briesch, Joonwook Park, T. Andrew Poehlman, Priyali Rajagopal, Suzanne Shu; **Senior Lecturers:** Charles Besio, Judith Foxman, James Kindley.

**Required: 2.0 Credit Hours** – *This course is required of all M.B.A. students.*

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

**Required for Concentration: 2.0 Credit Hours** – *This also is a prerequisite course for some of the Marketing elective courses. Please check the individual course descriptions for details.*

**MKTG 6202. Advanced Marketing Management.** This course is intended for students with a primary or secondary concentration in marketing. A heavy emphasis is placed on case analysis, including oral and written case presentations. The course features a decision-making emphasis for marketing management. *Prerequisite: Marketing Management.*

**Electives: 2.0 Credit Hours Each** – *Students must have successfully completed MKTG 6201 in order to enroll in elective MKTG courses. Some of the courses have additional prerequisites. Please check the individual course descriptions for details.*

**MKTG 6211. 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 through retailers. Moreover, the average consumer product company spends as much on trade promotions (i.e., promoting its products to retailers) as it does on media advertising and consumer promotions combined. These facts highlight the importance of retailer behavior and trade promotions in consumer marketing. This course takes the retailer's point of view, exploring strategic and tactical decision-making by assessing the impact of these decisions on both consumer shopping behavior and the retailer's own operating costs. Students explore issues in sales promotion, pricing, product mix and store location while gaining an understanding of consumer response in these areas. This course is useful to students who plan to work in retailing, consumer marketing, brand or product management or sales and distribution.

**MKTG 6212. Analytic Methods for New Product Development.** Introducing new products is a risky business. This course focuses attention on the various methods currently in use in commercial marketing research for forecasting new product introductions. Students acquire knowledge of how new product introduction surveys are constructed and the various models for estimating first-year and long-run volume and market share. *Prerequisite or Concurrent Enrollment: Advanced Marketing Management.*

**MKTG 6213. Analytic Methods for Understanding What Customers Value.** Determining what is valued and the importance of product features and service offerings is perhaps the most important issue that marketing managers face. Recently, conjoint and choice models have become popular techniques to help marketing managers understand what customers value. The objective of this course is to give students hands-on experience in using conjoint and choice modeling techniques.

**MKTG 6214. Consumer Behavior.** This course explores why people buy what they buy. It provides an in-depth examination of the consumer decision-making processes and the factors that influence those processes. It examines how people make product-related decisions and the information utilized to make those decisions. The course is taught from a consumer

psychology perspective and shows how that perspective can be applied to business. It reviews and explains influence tactics and techniques marketers can use to stimulate purchases. It is a lecture course (no cases or class projects are involved).

**MKTG 6215. Consumer Product and Brand Management.** This course focuses on strategic issues and decisions germane to the management of consumer products and brands. Topics addressed in the course include product-market structure, category management, product life cycle and product line strategy, brand equity, brand growth strategies and the financial valuation of brands. The course integrates lecture, discussion and case analysis, with an emphasis on student case presentations. *Prerequisite: Advanced Marketing Management.*

**MKTG 6216. Customer Satisfaction and Retention.** This course focuses on the role of customer satisfaction measurement and management in a firm's marketing and internal operations. Key concepts developed in the course include: estimating the profit impact of customer loyalty and the lifetime value of customers; building customer satisfaction; measurement and management systems; identifying and prioritizing the drivers of customer satisfaction; and aligning the firm's internal value-delivery processes with the voice of the customer. Through the course, students develop an appreciation of the asset value of customer loyalty and retention, learn ways to measure and increase them and are better able to assess the impact of strategic decisions on customer satisfaction and retention. Tools and concepts developed in the course are applicable to businesses in a variety of industries, including business-to-business, business-to-consumer, manufacturing, distribution and services.

**MKTG 6217. Global Marketing Management.** This course examines the major marketing issues and opportunities facing companies who sell products outside their domestic markets. Students learn both 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. The material covers both American and foreign companies doing business in developing and developed countries.

**MKTG 6221. Marketing Communications Management.** This course integrates basic promotional tools including advertising, direct response and sales promotion. The focus is on practical issues in the choice of communication channels and the development of a communication strategy. Media planning, evaluation and budgeting are discussed. *Prerequisite: Consumer Behavior.*

**MKTG 6223. Marketing Implementation and Control.** This course addresses implementation and control issues in marketing management. Emphasis is placed on the how-to-do-it aspects of marketing with special attention given to the development of specific marketing programs and the execution and control of these programs once developed. The primary learning in this course comes from the study and analysis of marketing case studies.

**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 our service? What price should be charged for our brand? This course is intended to develop 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 such as focus groups; 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 6226. Marketing Strategy.** This course focuses on the strategic marketing choices made by top management that have a significant influence on an organization's performance and competitive success. These choices include selecting markets in which to compete; defining and choosing which customer needs to address; developing meaningfully distinct offerings and programs; deciding how to access a market; and addressing issues of timing and pace of strategy execution. The pedagogy for this course consists of class discussion on key stra-



tegic 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 6228. Management of the Modern Sales Force.** The course focuses on the management of sales forces engaged primarily in business-to-business selling by analyzing the tools required of a modern sales manager. The subject areas include: organizational structures; forecasting; recruiting, selection, hiring and training of sales people; territory design and management; compensation, motivation and recognition of sales people; as well as leadership and ethics in selling. The course format includes lectures, cases and solutions to sales management problems.

**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. In this course, students will learn about several techniques and tools of database marketing such as response modeling, customer lifetime value assessment, data mining and how they can be applied to support a variety of marketing decisions. The course involves the use of software such as Microsoft Excel, Access and SAS. *Prerequisite: Managerial Statistics.*

**MKTG 6231. Sports Marketing.** The focus of this course is to provide an industry framework to understand the market dynamics, trends, structure, delivery systems, consumer preferences and marketing and promotional strategies that shape and drive the industry. The course will also cover how businesses who 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. Furthermore, the course will provide students with exposure to leading sports marketing practitioners who will bring tangible, real world experience into the classroom to support lectures. In addition, students will engage in an experiential, real world class project to apply sports marketing techniques and learning gleaned in the classroom.

**MKTG 6232. Diversity Marketing.** This course will offer a broad and comprehensive concept of marketing to diverse segments. Students will be introduced to the dynamics of the diverse market environment, while identifying a target audience and how best to reach that audience. Content will focus on current research and references for marketing diversity. Students will be encouraged to expand current biases to diverse marketing approaches while providing the necessary skills involved in identifying and evaluating the unique characteristics of diverse market groups and their impact on stock value and company profitability. Guest speakers will be brought in to discuss real world challenges and successes of diverse marketing initiatives. The class format will include lecture, guest speakers and class discussions. Requirements for the students are class participation, regular class attendance and an individual case study.

### **Real Estate, Risk Management and Business Law (REIL)**

**Professor William Brueggeman, Department Chair**

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

### **Real Estate (RE)**

**Electives: 2.0 Credit Hours Each** – *The appropriate required courses must be successfully completed to enroll in elective RE courses.*

**RE 6211. Real Estate Investment.** This course is a survey of commercial real estate investments. It 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. It is a prerequisite course for *Real Estate Finance and Development* and *Real Estate Transactions*. *Prerequisite: Managerial Finance.*

**RE 6213. Real Estate Finance and Development.** This course includes mortgage financing techniques, fixed and adjustable rate financing, sources of debt and equity capital, project development and land development. *Prerequisite: Real Estate Investment.*

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

### **Business Law (LT/BL)**

**Electives: 2.0 Credit Hours Each**

**LT 6220. Corporate Responsibility and the Law.** The legal component of responsible financial, accounting, marketing, technology and general corporate management demands knowledge of a broad spectrum of statutory, regulatory and case law. Students from all concentrations will benefit from this business law course exploring legal strategy for: 1) compliance with federal regulation on corporate governance; 2) minimizing criminal and civil operational liabilities; 3) litigation management and alternative dispute resolution 4) maximization of human resources; 5) protection and exploitation of intellectual property; 6) real estate acquisitions and leases; and 7) sale of goods and E-commerce. *Prerequisite: None.* Eligibility: A student who has or is a candidate for a J.D. degree may enroll only with the written consent of the Professor. Candidates for the MSA degree may enroll only with the written consent of the Professor or the MSA Coordinator.

**LT 6224. Managerial Perspectives on Law and the Workplace.** In this course, students learn to recognize and manage many of the significant and recurring legal issues that arise in the workplace. The professor takes a practical approach: the aim is to equip managers to effectively handle employment-related issues that inevitably arise wherever there are employers and employees. The class delves into relevant current events. Issues covered include, but are not limited to, protecting intellectual property in a competitive environment; strategic principles for designing, drafting, negotiating and administering employment contracts, including non-compete and confidentiality agreements; recent developments in discrimination and sexual harassment; and the competing interests of the employee's right to privacy and the employer's right to know, e.g., the content of an employee's e-mail messages or what Internet sites they visit. The format of the class is a combination of lecture, class discussion and case study. *Prerequisite: None.*

**LT 6225. Legal and Ethical Environment of Business for Accountants.** This course will cover the topics of negligence, including theories of accounting malpractice, AICPA Code of Professional Conduct, agency, contracts and creditor's rights. The course will emphasize business ethics, especially those common to the accounting profession.

### **Risk Management (INS/RM)**

**Electives: 2.0 Credit Hours Each**

**INS 6230. Corporate Risk Management and Insurance.** This course explores the evolution of business risk management and provides insight to the risk management process by focusing on expense-inducing problems that exist for most business forms. 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 and Entrepreneurship (STRA)**

**Professor Gordon Walker, Department Chair**

**Professor:** Maria Minniti; **Associate Professors:** David Croson, David Lei; **Assistant Professor:** Qi Zhou.

### **Strategy (STRA)**

**Required: 2.0 Credit Hours Each** – *This course is required of all M.B.A. students.*

**STRA 6201. Strategic Management.** This course examines the fundamental and analytical concepts of strategy and their application in primarily global contexts. Topics include business strategy, industry analysis, vertical integration, strategy execution and diversification. It is taught using cases, text and readings.

**Required for Concentration: 2.0 Credit Hours Each** – *This also is a prerequisite course for some of the Strategy elective courses. Please check the individual course descriptions for details.*

**STRA 6202. Advanced Strategic Management.** This course follows directly from and builds on the *Strategic Management* course, which focuses on issues of strategy at the business-unit level. The Advanced course will cover at least the four following topics: global strategy, technology strategy, management of the multi-business firm and strategic alliances and networks. Additional topics may be introduced at the instructor's discretion. *Prerequisite: Strategic Management.*

**Electives: 2.0 Credit Hours Each** – *Students must have successfully completed STRA 6201 in order to enroll in elective Strategy courses. Some of the courses have additional prerequisites. Please 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. It also examines the process by which private equity firms raise money from their investors, including a discussion of the associated agency problems. The private equity firm's decision to invest in a new venture is explored. This includes a discussion of how to evaluate the strategy of the new venture and its likelihood for success or failure. Additional course topics include the process by which the private equity firm exits from its investments and how non-financial corporations can use a private-equity model to finance new business ventures.

**STRA 6220. Strategic Mergers and Acquisitions I.** This course focuses 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. The course uses a case study approach to classroom learning. *Prerequisite or Concurrent Enrollment: Advanced Strategic Management.*

**STRA 6221. Strategic Mergers and Acquisitions II.** This course focuses on the valuation, negotiation, corporate governance and legal issues associated with mergers and acquisitions. The course also examines special cases of M&A, including leveraged buyouts, employee buyouts and M&A in the not-for-profit sector. A section of the course is devoted to the strategic and organizational issues associated with joint ventures. *Prerequisites: Strategic Mergers and Acquisitions I and Managerial Economics.*

**STRA 6224. Entrepreneurial Strategy.** This course integrates a number of approaches while addressing strategic issues facing new and small businesses. In general, 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. Material is a blend of cases and other readings.

**STRA 6225. Strategic Alliances.** This course focuses on the planning and execution of strategic alliances, especially in high-technology industries. Issues of partner selection, performance evaluation and adaptation of the partnership over time are addressed. Alliances between large and small firms are also emphasized.

**STRA 6226. Developing Business Unit Strategy in a Competitive Environment.** This course focuses on decision making at the strategic business unit level by top managers. The course is designed to allow students to utilize all skills learned thus far in the program and apply them to a broad array of business policy problems. The students are asked to place themselves in the position of decision makers to set corporate strategy in specific situations. Cases are drawn from a variety of industries and situations and involve all facets of corporate strategy including marketing, operations, finance, information technology and organizational structure. Emphasis is placed on understanding the competitive dynamics of the current environment and recommending strategy considering the resources at the organization's disposal. The course is entirely discussion-based, case method with occasional supplemental readings.

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

**STRA 6230. Companies in Crisis.** This course profiles companies, markets and industries in contemporary crisis situations such as financial distress, external or internal changes in the operating environment or significant conflict. Topics include case studies emphasizing industries and companies that have local and national interest and focuses on the application of creative solutions to companies facing bankruptcy, management issues, acquisition investigation or litigation.

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

**STRA 6234. Industry Structure and Dynamics.** This course supplies analytical frameworks useful for explaining and predicting industry structure over time. Industry structure here means the set of "roles" available for firms and the "script" they act out. Emphasis is placed on economic approaches with robust empirical support, such as Sutton's theory of endogenous sunk costs and Klepper's synthesis of industry life-cycles. The implications of changing industry structure for firms' strategic choices are examined. *This course is offered on an irregular basis. Prerequisite: Advanced Strategic Management.*

**STRA 6236. The Practice of International Business.** This course equips students with a case-based, pragmatic understanding of international business in today's flat world. Our nation's international trade and investments, already substantially above GDP, will climb in the next decade to several times GDP. International business skills will therefore become increasingly important for all managers. This course answers questions such as "Where does one start, why and how?" The course will examine how the international business environment (culture, history, governments, politics, law, war and demographics) affect the strategy and operations of the global firm. A number of international business executives will be guest speakers. The course will conclude with the presentations of team projects and with the creation of scenarios for the future. *This course is offered on an irregular basis. Prerequisite or Concurrent Enrollment: Advanced Strategic Management.*

#### **Electives: 4.0 Credit Hours Each**

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

### **Entrepreneurship (CISB)**

#### **Electives: 2.0 Credit Hours Each**

**CISB 6210. Essential Law for the Entrepreneur.** This course provides a broad awareness of and skill in coping with critical legal issues encountered by the entrepreneur building a growth-oriented business. Students also develop skills in the practice of minimizing exposure to liability and litigation and in working effectively with attorneys and regulators. Venture initiation through expansion stage is addressed. Topics addressed also 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. *Prerequisite: None.*

**CISB 6211. Enhancing Operational Performance for Entrepreneurial Companies.** This course will address how, by making good operating decisions, an entrepreneur can successfully direct/ manage his or her fledgling company into becoming a successful firm capable of withstanding the challenges of an ever changing marketplace. In both lectures and cases emphasis will be placed on practical, real-world approaches to operations. Topics covered include industry and competitor analysis, assessing financial strength, the business model, building the management team, measuring costs, the legal foundation of the business, marketing issues, preparing for the challenges of growth and growth by acquisition. *Prerequisite: None.*

**CISB 6212. International Entrepreneurship.** This course provides students with an understanding of the complexities faced by entrepreneurs doing business in a global environment and provides knowledge that will help them to successfully cope with that environment. The course focuses on and emphasizes the perspective of the entrepreneur. Topics are covered from an international perspective and include: entrepreneurial opportunity identification and evaluation; market analysis and intelligence; joint ventures and partnerships; agents, VAR's and representatives; regulations, laws and customs; regional and cultural issues; financing foreign ventures; and choice of domestic and international legal entities. *Prerequisite: None.*

**CISB 6214. Law of Financial Transactions for Entrepreneurs.** In this course, students learn 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 VC funding works and how to negotiate with VCs; the mechanics of stock option plans and how to best design them for their businesses; the tax, legal and business issues that determine the proper structure for mergers and acquisitions; how to read definitive documents and what to look for; and how the IPO process works. *Prerequisite: None.*

**CISB 6216. Managing the Entrepreneurial Business I.** This course focuses on entrepreneurial management and leadership issues in a rapidly changing micro and macro environment. Topics covered in this course include managing rapid growth; managing adversity; entrepreneurial leadership; and contemporary management theories applied to the entrepreneurial setting. *Prerequisite: None.*

**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 in this course 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.** This course explores the unique challenges and opportunities involved in the management and ownership of family-owned and closely-held enterprises. Key business, personal and interpersonal issues relevant to the continuity and management of these firms are examined. The course emphasizes family business systems and family dynamics as well as keys to building long-term successful family businesses. *Prerequisite: None.*

**CISB 6222. Starting a Business I.** This course provides students with an awareness of what it takes to be a successful entrepreneur and to explore the creation of value through the process of starting a new business venture. The course covers topics including 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. *Prerequisite: None.*

**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 and to enhance the analytical skills needed to identify and properly evaluate a new business opportunity. The course 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. *Prerequisite: Starting A Business I.*

**CISB 6224. Venture Financing.** In this course students learn to evaluate opportunities and develop a business concept, as well as assess and acquire financial resources. The course

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 where proper venture financing can mean the difference between success and failure. *Prerequisite: None.*

**CISB 6225. Entrepreneurial Exit Strategies.** This course examines one of the key strategies required of any entrepreneurial venture, how the founders and the investors realize the appreciated value of their contributions to the business. The strategies and methodologies for each of the major types of exit transactions are covered in depth in this course. The types of transactions covered are Leveraged Buyouts (LBO's), the Sale of the business, the use of an Initial Public Offering (IPO), the Recapitalization of the firm and the Liquidation of the business. *Prerequisite: None.*

**CISB 6226. Evaluating Entrepreneurial Opportunities.** This course provides students with the knowledge and skills necessary for selecting viable opportunities and evolving them into high potential concepts and business models. Topics 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. *Prerequisite: None.*

**CISB 6227. Conservative Entrepreneurship.** This course teaches students how to build a profitable, growing business while minimizing risk using conservative management principles. Topics include: 1) the philosophy of conservative entrepreneurship, 2) how to conserve capital when starting a business, 3) how to mitigate risk in an inherently risky world, 4) spending only what is necessary to grow the business, 5) marketing a business conservatively and profitably and 6) developing an exit strategy to get your money out. *This course is offered on an irregular basis. Prerequisite: None.*

**CISB 6228. Corporate Entrepreneurship: Intrapreneuring.** This course will examine 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 will be developed and analyzed in this course. Topics to be discussed include definition of intrapreneurship and comparing and contrasting it with traditional entrepreneurship; the impact of corporate culture, processes and structures on the rate of innovation and new venture development; international impacts on intrapreneurship and models for sustaining and adapting corporate entrepreneurship. An M.B.A. graduate who can innovate and grow new ventures within a corporation can add significant value to the company for which he/she works. *Prerequisite: None*

**CISB 6229. Creating Value in the Entrepreneurial Firm.** The essence of successful management is creating value. This course will examine how you can create significant value for your company and will use computer based management simulation in which you will manage a business and track your results. The class will discuss why value creation is important, how value creation is linked to effective strategic and tactical decisions and how you can make value creating decisions for your firm. *Prerequisite: None.*

### **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 [cox.smu.edu/grad/mba/pmba/pmbaadvantage/internationalstudy](http://cox.smu.edu/grad/mba/pmba/pmbaadvantage/internationalstudy).

**Course Number and Catalog Course Title**

**CISB 6212** International Entrepreneurship

**FINA 6214** International Financial Markets

**FINA 6215** Emerging Markets Finance

**ITOM 6230** Business Process Outsourcing and Offshoring

**MKTG 6217** Global Marketing Management  
**MNO 6226** Managing Across Cultures  
**STRA 6228** Global Strategy  
**STRA 6236** The Practice of International Business

***International Program Courses***

**BAEX 6238** Doing Business/Latin America  
  
**BAEX 6252** PMBA Intl/Chinese U-Hong Kong  
**BAEX 6253** PMBA Intl/ESC Rouen-France  
**BAEX 6254** PMBA Intl/Copenhagen Bus Sch  
**BAEX 6255** PMBA Intl/Tsinghua U-China  
**BAEX 6256** PMBA Intl/Indian School of Bus  
**BAEX 6257** PMBA Intl/Bocconi U-Milan  
**BAEX 6451** PMBA Intl/WHU Koblenz-Germany

***Program Course Title***

Latin America: Emerging or Receding  
 Markets?  
 Management in Chinese Contexts  
 Doing Business in the European Union  
 Global Strategic Management  
 Doing Business in China  
 Indian Business Environment  
 Doing Business in Italy  
 The Changing Environment for  
 International Business in the EU

# CONCENTRATIONS FULL-TIME M.B.A. AND PROFESSIONAL M.B.A. PROGRAMS

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## M.B.A. CONCENTRATIONS

- Accounting  
*Specialization Option: Financial Statement Analysis*
- Finance  
*Specialization Options: 1) Corporate Finance or 2) Investments*
- Financial Consulting
- General Management
- Information Technology and Operations Management-*Primary*  
Information Technology and Operations Management-*Secondary*  
*With first concentration in Accounting, Finance or Marketing*
- Marketing  
*Specialization Options: 1) Marketing Consulting or 2) Product and Brand Management*
- Strategic Leadership
- Strategy and Entrepreneurship

Listed below are the requirements for each concentration. Every M.B.A. student begins with a General Management concentration. In each fall and spring term, students are given a designated time when the concentration selection can be changed or updated. Core required 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. Full-Time M.B.A. students have the option of possibly completing a second concentration. Concentrations and Specializations do not appear on diplomas, although concentration(s) *only* do appear on transcripts. (*Please note: Although the Cox School encourages all students to select the concentration(s) of their choosing, the Cox School cannot ensure that all classes will be available to meet concentration requirements in every term.*)

## ACCOUNTING DEPARTMENT

### Concentration in Accounting – 12 credit hours

#### Requirements

**ACCT 6202** Financial Accounting II (*Taken as part of core course curriculum.*)

**ACCT 6205** Managerial Accounting I

**ACCT 6206** Managerial Accounting II

Plus any eight (8) hours of courses from the following list:

**ACCT 6210** Financial Reporting and Analysis I

**ACCT 6211** Financial Statement Analysis

**ACCT 6212** Financial Reporting and Analysis II

**ACCT 6214** Mergers and Acquisitions

**ACCT 6221** Management Control Systems

**ACCT 6224** Taxes and Business

**ACCT 6243** Auditing I

**ACCT 6244** Auditing II

**ACCT 6246** Graduate Seminar in Financial Accounting I

**ACCT 6247** Graduate Seminar in Financial Accounting II

**ACCT 6248** Graduate Seminar in Taxation I

**ACCT 6249** Graduate Seminar in Taxation II



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 (*Taken as part of core course curriculum.*)

Plus the twelve (12) hours of courses in the following list:

**ACCT 6205** Managerial Accounting I

**ACCT 6206** Managerial Accounting II

**ACCT 6210** Financial Reporting and Analysis I

**ACCT 6211** Financial Statement Analysis

**ACCT 6212** Financial Reporting and Analysis II

**ACCT 6214** Mergers and Acquisitions

**Concentration in Financial Consulting – 12 credit hours**

**Requirements**

**ACCT 6202** Financial Accounting II (*Taken as part of core course curriculum.*)

Plus the twelve (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 – 14 credit hours**

Note that for the second Accounting core requirement, you may take Financial Accounting II or Managerial Accounting I. Financial Accounting II is a prerequisite for Financial Reporting and Analysis I and Financial Statement Analysis (ACCT 6210 and 6211), 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 (*Taken as part of core course curriculum.*)

**FINA 6205** Finance Theory and Practice (*May be taken concurrently with FINA 6211, but MUST be taken before all other FINA electives.*)

**FINA 6206** Uncertainty and Strategic Decision-Making (*May be taken at any time after completing the prerequisite FINA 6202.*)

Plus any ten (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 6216** Portfolio Theory and Asset Pricing

**FINA 6217** Security Valuation and Selection

**FINA 6218** Fixed Income Securities

**FINA 6219** Forwards, Futures and Swaps

**FINA 6220** Options

**FINA 6221** Risk Management in Depository Institutions

- FINA 6222** Financial Markets and Monetary Policy
- FINA 6223** Game Theory for Business Managers
- FINA 6224** Energy Risk Management
- FINA 6229** Hedge Fund Investment 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 two areas: 1) Corporate Finance or 2) Investments

**1. Corporate Finance – 14 credit hours**

**Requirements**

**ACCT 6202** Financial Accounting II or **ACCT 6205** Managerial Accounting I (*Taken as part of core course curriculum.*)

**FINA 6205** Finance Theory and Practice (*May be taken concurrently with FINA 6211, but MUST be taken before all other FINA electives.*)

**FINA 6206** Uncertainty and Strategic Decision-Making

Plus any ten (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 6219** Forwards, Futures and Swaps
- FINA 6220** Options
- FINA 6221** Risk Management in Depository Institutions
- FINA 6222** Financial Markets and Monetary Policy
- FINA 6223** Game Theory for Business Managers
- FINA 6224** Energy Risk Management

**2. Investments – 14 credit hours**

**Requirements**

**ACCT 6202** Financial Accounting II or **ACCT 6205** Managerial Accounting I (*Taken as part of core course curriculum.*)

**FINA 6205** Finance Theory and Practice (*May be taken concurrently with FINA 6211, but MUST be taken before all other FINA electives.*)

**FINA 6206** Uncertainty and Strategic Decision-Making

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

- FINA 6214** International Financial Markets
- FINA 6216** Portfolio Theory and Asset Pricing
- FINA 6217** Security Valuation and Selection
- FINA 6218** Fixed Income Securities
- FINA 6219** Forwards, Futures and Swaps
- FINA 6220** Options
- FINA 6222** Financial Markets and Monetary Policy
- FINA 6229** Hedge Fund Investment Management
- FINA 6230** Practicum in Portfolio Management I (Fall term)
- FINA 6231** Practicum in Portfolio Management II (Spring term)

**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 (*Taken as part of core course curriculum.*)

**Primary Concentration**

Plus any twelve (12) hours of courses from the following list:

- ITOM 6205** Introduction to E-Business
- ITOM 6207** Supply Chain Management Strategy
- ITOM 6210** Electronic Networks
- ITOM 6212** Mobility and Security in Electronic Networks
- 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 6221** Security, Privacy, Legal and Ethical Issues in E-Business and Telecommunications
- ITOM 6223** Special Topics in Quantitative Modeling and Analysis
- ITOM 6224** Managing Service Operations
- ITOM 6226** Operations Management Strategy
- ITOM 6228** International Operations
- ITOM 6230** Business Process Outsourcing and Offshoring
- ITOM 6231** Special Topics in Information Technology and Operations Management

**Secondary Concentration Options**

Plus any twelve (12) hours of courses from the following list:

Option One: For students with a concentration in Finance, seeking skills in Quantitative Financial Modeling at least four (4) ITOM M.B.A. electives plus, at most, two courses from one of the following sets.

1. **FINA 6211** Valuation & Analysis, **FINA 6212** Corporate Financial Policies, or **FINA 6213** Corporate Restructuring & Value Creation – *Corporate Finance Specialization*
2. **FINA 6216** Portfolio Theory & Asset Pricing, **FINA 6217** Security Valuation & Selection, or **FINA 6218** Fixed Income Securities – *Investment Management 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 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 encourage to consult the department chair or other faculty members in the ITOM department.

## **MANAGEMENT AND ORGANIZATIONS DEPARTMENT**

### **Concentration in Strategic Leadership – 12 credit hours**

#### **Requirements**

**ACCT 6202** Financial Accounting II or **ACCT 6205** Managerial Accounting I (*Taken as part of core course curriculum.*)

**MNO 6202** Managing Organizations

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

**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 6222** Leading Organizational Change

**MNO 6224** Managing Teams

**MNO 6226** Managing Across Cultures

**MNO 6232** Corporate Ethics and Organizational Responsibility

**LT 6224** Managerial Perspectives on Law and the Workplace

**STRA 6202** Advanced Strategic Management

## **MARKETING DEPARTMENT**

### **Concentration in Marketing – 14 credit hours**

#### **Requirements**

**ACCT 6205** Managerial Accounting I (*Taken as part of core course curriculum.*)

**MKTG 6202** Advanced Marketing Management

Plus any twelve (12) hours of courses from the following list:

**MKTG 6211** Retailer Behavior and Sales Promotion

**MKTG 6212** Analytic Methods for New Product Development

**MKTG 6213** Analytic Methods for Understanding What Customers Value

**MKTG 6214** Consumer Behavior

**MKTG 6215** Consumer Product and Brand Management

**MKTG 6216** Customer Satisfaction and Retention

**MKTG 6217** Global Marketing Management

**MKTG 6221** Marketing Communications Management

**MKTG 6223** Marketing Implementation and Control

**MKTG 6224** Marketing Research

**MKTG 6226** Marketing Strategy

- MKTG 6228** Management of the Modern Sales Force
- MKTG 6229** Database Marketing
- MKTG 6231** Sports Marketing
- MKTG 6232** Diversity Marketing

The *Marketing Concentration* supports further specialization in the following two areas: 1) Marketing Consulting or 2) Product and Brand Management.

**1. Marketing Consulting – 14 credit hours**

**Requirements**

**ACCT 6205** Managerial Accounting I (*Taken as part of core course curriculum.*)

**MKTG 6202** Advanced Marketing Management

Plus any twelve (12) hours of courses from the following list:

- MKTG 6211** Retailer Behavior and Sales Promotion
- MKTG 6212** Analytic Methods for New Product Development
- MKTG 6213** Analytic Methods for Understanding What Customers Value
- MKTG 6216** Customer Satisfaction and Retention
- MKTG 6224** Marketing Research
- MKTG 6226** Marketing Strategy
- MKTG 6228** Management of the Modern Sales Force
- MKTG 6229** Database Marketing
- FINA 6223** Game Theory for Business Managers
- ITOM 6205** Introduction to E-Business
- ITOM 6217** Business Intelligence and Data Mining

**2. Product and Brand Management – 14 credit hours**

**Requirements**

**ACCT 6205** Managerial Accounting I (*Taken as part of core course curriculum.*)

**MKTG 6202** Advanced Marketing Management

**MKTG 6215** Consumer Product and Brand Management

Plus any ten (10) hours of courses from the following list:

- MKTG 6211** Retailer Behavior and Sales Promotion
- MKTG 6212** Analytic Methods for New Product Development
- MKTG 6213** Analytic Methods for Understanding What Customers Value
- MKTG 6214** Consumer Behavior
- MKTG 6217** Global Marketing Management
- MKTG 6221** Marketing Communications Management
- MKTG 6223** Marketing Implementation and Control
- MKTG 6224** Marketing Research
- MKTG 6226** Marketing Strategy

## **STRATEGY AND ENTREPRENEURSHIP DEPARTMENT**

### **Concentration in Strategy and Entrepreneurship – 14 credit hours**

**Requirements**

**ACCT 6202** Financial Accounting II or **ACCT 6205** Managerial Accounting I (*Taken as part of core course curriculum.*)

**STRA 6202** Advanced Strategic Management

Plus any combination of twelve (12) hours, at least eight (8) hours must be from Group One and a maximum of four (4) hours from Group Two; out of the twelve (12) hours there can be up to eight (8) hours from the CISB course list:

**Group One (Minimum of 8 hours):**

- STRA 6219** Private Equity and Venture Capital
- STRA 6220** Strategic Mergers and Acquisitions I

- STRA 6221** Strategic Mergers and Acquisitions II
- STRA 6224** Entrepreneurial Strategy
- STRA 6225** Strategic Alliances
- STRA 6226** Developing Business Unit Strategy in a Competitive Environment
- STRA 6228** Global Strategy
- STRA 6230** Companies in Crisis
- STRA 6232** Innovation and Strategic Change
- STRA 6234** Industry Structure and Dynamics
- STRA 6236** The Practice of International Business
- STRA 6410** Venture Capital Practicum (counts as two courses, 4 hours)

**CISB** - one or two courses 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 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 6227** Conservative Entrepreneurship
- CISB 6228** Corporate Entrepreneurship: Intrapreneuring
- CISB 6229** Creating Value in the Entrepreneurial Firm

**Group Two (Maximum of 4 hours):**

- CISB** - one or two courses from the above list
- ACCT 6210** Financial Reporting and Analysis I
- ACCT 6211** Financial Statement Analysis
- ACCT 6214** Mergers and Acquisitions
- FINA 6223** Game Theory for Business Managers
- ITOM 6226** Operations Management Strategy
- MKTG 6212** Analytic Methods for New Product Development
- MKTG 6213** Analytic Methods for Understanding What Customers Value
- MKTG 6226** Marketing Strategy
- MNO 6214** Strategic Human Resources Management
- MNO 6215** Master Negotiation
- MNO 6216** Advanced Master Negotiation

## **CONCENTRATION IN GENERAL MANAGEMENT**

**No specific academic department**

### **Requirements**

**ACCT 6202** Financial Accounting II or **ACCT 6205** Managerial Accounting I (*Taken as part of core course curriculum.*)

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

## POLICIES AND PROCEDURES

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### **MATRICULATION**

Matriculation in the University is a declaration of acceptance of all University rules and regulations. (Please see the University's 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 our 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, please visit our Web site at [mba.cox.smu.edu](http://mba.cox.smu.edu) or contact the SMU Cox Admissions Office: telephone 214-768-1214 or 1-800-472-3622; fax 214-768-3956; [mbainfo@cox.smu.edu](mailto:mbainfo@cox.smu.edu).

### **DEFERRAL OF ADMISSION**

An accepted graduate business applicant must enter within the specific term of acceptance. If extenuating circumstances prevent the student from matriculating at the specified time, he or she must petition the graduate admissions committee for deferral prior to the first day of instruction of that specific term. This petition should state the reason for deferral and the desired date of deferred matriculation. If the graduate admissions committee accepts the petition, the applicant must secure his or her seat with an additional deposit. If the applicant fails to matriculate on the deferred date, he or she must reapply for acceptance to the Cox School of Business.

### **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 issued guidelines that are available to students in the Office of the Dean of Student Life. Additionally, FERPA information and guidelines can be found on the University Registrar's Web site at: <http://smu.edu/registrar/>. 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 email); enrollment data (academic program, degree objectives, attendance dates, degree and awards received and previous education); and participation data (university recognized activities and sports).

### **STUDENT FILE NUMBER**

A student's SMU identification number is an eight-digit number assigned by the University. Students are also asked to provide their Social Security numbers. The SMU ID number or Social Security number should be furnished on all forms when requested, as they are the primary means for identifying the student's academic records and transactions related to the records.

### **NAME CHANGE**

A student who has a change in name after his/her last enrollment at SMU or a change from the name submitted on his or her application for admission, must provide his or her revised Social Security card (not a copy) or the form issued by the Social Security Administration to change his or her name on all SMU records. No enrollment or records services can be accomplished for a student under a name different from the last enrollment without the above documentation. All grade reports, transcripts and diplomas are issued only under the person's *legal* name as recorded by the University Registrar.

### **MAILING ADDRESSES, TELEPHONE AND E-MAIL ADDRESS**

Students are required to provide the University a current permanent **home** address, a current local **mailing** address and local telephone number; 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. At the time of matriculation, an e-mail address is issued to each student. This is the only e-mail address maintained by the University.

Students should use Access.SMU 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 on ACCESS.SMU). 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.

Official correspondence from the University may be sent to any of the student's mailing addresses or SMU e-mail address. It is the student's responsibility to provide updates to their mailing addresses to the University and to regularly check both their mail and SMU e-mail address for correspondence from the University. Use ACCESS.SMU ([access.smu.edu](http://access.smu.edu)) to view and update current address information or report the change in writing to the University Registrar.

### **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 through ACCESS.SMU.

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 [smu.edu/registrar/transcripts.asp](http://smu.edu/registrar/transcripts.asp).

### SERVICES FOR STUDENTS WITH DISABILITIES

Students with disabilities who need special accommodations, such as extended time to take exams or other reasonable academic accommodations, should contact the *Office of Services for Students with Disabilities* immediately after accepting admission to a Cox program or as soon as possible after arriving at Cox. Since Cox graduate courses are taught in 8-week modules, students may have projects due by the second class meeting or midterm exams three or four weeks after classes begin, so 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 with disabilities, who 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 Services for Students with Disabilities*. 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.

For additional information and documentation guidelines, please see [smu.edu/studentlife/ossd\\_facts.asp](http://smu.edu/studentlife/ossd_facts.asp). The Office of Services for Students with Disabilities is located at 220 Memorial Health Center; 214-768-4557.

The coordinator is Rebecca Marin; [rmarin@smu.edu](mailto: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 Director of Graduate Student Services or see the Honor Code on the Web site at the current Graduate Student home page [cox.smu.edu](http://cox.smu.edu).

### 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 (2) eight-week modules in each term (semester). Each classroom contact hour generally requires a minimum of two to three hours of advance preparation time on the part of the student.

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. A student must be enrolled in at least ten (10) credit hours in a term to have full-time status.

Professional M.B.A. students complete six terms of eight credit hours each term, including summer terms, for a total of 48 credit hours for the program.

M.S. in Accounting students complete 16 credit hours each term for a total of 32 credit hours for the one-year program.

M.S. in Management students complete 12 credit hours for two terms plus 6 credit hours in Module A of the third term for a total of 30 credit hours for the program.

M.S. in Entrepreneurship students complete four consecutive terms of 8 credit hours each term for a total of 32 credit hours for the program.

The credit hour load requirements may be different in regards to student financial accounts and loans. Please refer to the Financial Information bulletin for additional information.

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

A Full-Time M.B.A. student with a cumulative G.P.A. of 3.5 or higher may elect to take up to 20 hours in any given term after the first term. The total number of overload hours can be no more than 8 hours during the two-year program. (For additional information, please see the section on Academic Performance Standards and Probation.) Each 16-week term is divided into two 8-week modules, A and B, with four (4) courses 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. (Please note: Full-Time M.B.A. students are charged a flat-rate tuition per term. For the current rate, please see currently published tuition rates. Full-Time M.B.A. students 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**

A student can submit a written request to take up to three (3) courses or six (6) credit hours in a module to the Graduate Student Services Office for review. To be eligible for consideration the student must be in good standing with a cumulative G.P.A. of 3.20 or better and have successfully completed all 20 credit hours of required core required courses. Professional M.B.A. students currently enrolled in their last term of the required core courses may be eligible to take a course overload. Professional M.B.A. students who take additional credit hours will continue to pay the current published tuition rates.

### **ACCELERATION FOR PROFESSIONAL M.B.A. STUDENTS**

Acceleration of the M.B.A. degree is defined as a Professional M.B.A. student with enough additional credit hours to advance their anticipated 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.

### **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/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 (withdraw)* 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 *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 the catalog.

Students who withdraw on or before the sixth day of regular classes as listed in the Graduate Business Academic Calendar will have their enrollments canceled but this will NOT cancel 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 section "Withdrawal from a Course."*

### **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 G.P.A of 3.00 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 over 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 G.P.A of 3.00 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 a Cox graduate program has been 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 will be 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 herein for good standing must reapply to the program. Please 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 Masters 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**

Graduates of the Cox Master of Science (M.S.) programs 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 Masters 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**

Graduates of the Cox Master of Business Administration (M.B.A.) programs who want to pursue a Cox Master of Science (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 Masters 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 which will 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**

While the Cox School is not obligated to grant any waiver credit, in certain cases core required 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 only allows for another course(s) to be substituted for the required course(s) as determined in the waiver process. Requests for waived credit will be considered and processed only after the student's enrollment deposit has been received in the Admissions Office. For complete details and a **Course Waiver Petition Request Form**, please contact the Graduate Student Services Office.

### **TRANSFER CREDIT**

Although the Cox School of Business is not obligated to accept any transfer credit, in certain cases course work may be transferred **at entrance only** thereby reducing the number of credit hours required to be taken at Cox for the degree. Transferable hours will be limited to graduate courses taken at institutions accredited by AACSB. Exams may be required in some subject areas in order to qualify for transfer credit. Any course accepted for transfer credit must have been completed with a grade of *B* or better within three years of matriculation at Cox and must not have been credited toward a previous degree. Requests for transfer credit will be considered and processed only after the student's enrollment deposit has been received in the Admissions Office. For complete details and a **Transfer Credit Petition Request Form**, please contact the Graduate Student Services Office.

### **SOUTHWESTERN GRADUATE SCHOOL OF BANKING CREDIT**

For candidates admitted to the Full-Time M.B.A. or Professional M.B.A. programs, SMU's Cox School of Business grants six (6) graduate credit hours (equivalent to three graduate elective module courses) on a Pass/Fail basis for successful graduates of the Southwestern Graduate School of Banking (SWGSB). This credit is awarded only to SWGSB graduates from the two graduating classes prior to the student's admission to the Cox School. 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.

### **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 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 Legacy Campus in Plano 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 and limited offerings on the Legacy Campus. 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 Management students** are in a lock-step program with courses scheduled for Thursday evenings and Saturdays in the morning and afternoon. Students must plan to allow time for additional formally and informally scheduled events during the evening and weekend hours.

**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.

#### **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 course work 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 (Withdrawn)* 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 at a day and time different than the 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. 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 concentrations unless approved by the respective department chair. Students must be in good standing*

*academically and also 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 or on the Current Student page at *cox.smu.edu*. 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 and posts on the Current Student page at *cox.smu.edu* 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 a course with a grade of W (*Withdraw*) through the deadline listed in the Graduate Business Academic Calendar. After the deadline date, the student may not drop a class.

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

M.B.A. students may petition to take a course offered in another SMU graduate or professional program that is specifically relevant to the student's academic business goals. Each petition will be reviewed on an individual basis. For additional information please see the Cox Current Student page at *cox.smu.edu* or 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 ENROLLED IN GRADUATE COX COURSES**

Matriculated graduate students in other SMU programs may request permission to enroll in elective courses that have seats available on the first day of class for the term or module based on the graduate Cox academic calendar. 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 (i.e., take a course without credit) must complete and submit a **Class Auditor Form for Current Cox Students** form

obtaining permission through the Graduate Programs Registrar, who coordinates the availability of the course for auditing with the instructor. Audit enrollment will be permitted only upon a space-available basis. Audit enrollment processing starts on the first class day of the term and there is no enrollment or tuition charge for a currently enrolled student. The regulations for non-student auditors are in the next paragraph.

Individuals who are not currently matriculated graduate students in a Cox School of Business program and desire to audit a course are required to process a **Class Auditor Form For Non-Cox Students** form obtaining permission through the Graduate Programs Registrar who coordinates with the instructor of the course the availability of the course for auditing. Audit enrollment processing 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. Starting a Business courses 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 G.P.A of 3.00 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 Office of the University Registrar.

GRADES	DESCRIPTION	GRADE-POINT PER TERM HOUR
A, A-	Excellent Scholarship	4.00, 3.70
B+, B, B-	Good Scholarship	3.30, 3.00, 2.70
C+, C, C-	Fair Scholarship	2.30, 2.00, 1.70
D+, D, D-	Poor Scholarship	1.30, 1.00, 0.70
F Failure	0.00	
P Pass	*	
I Incomplete	*	
W Withdrew	*	

\* Grades not included in grade-point average.

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. There are six (6) courses that are specifically established with the Pass/Fail grading basis: 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 grade-point average (G.P.A.) 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

After earning D+, D, D- or F in a **core** required course, the student must retake the same course the next time it is taught and earn a C- grade or above.

After earning D+, D, D- or F in an **elective** course, a student must replace the credit hours for the course by taking an additional elective course. *The student has the option of taking either the same course or a different one*, but must earn a C- grade or above.

In both situations the original course and grade is listed on the student's transcript. The grade is included in the student's cumulative grade point average, while the *original course credit hours are not counted* in the total credit hours necessary for the Cox graduate degree meaning **students must replace the credit hours**. Students are permitted to take no more than the "Maximum Hours Allowed" (reference chart at end of policy) toward their degree **for grade-point average purposes**.

#### Grade Forgiveness Option Within Grades for Repeated Courses Policy

Students in the **M.B.A.** programs may repeat up to two courses for which grades of D+ or lower were received for a **core required course**, provided these courses were completed during a student's first three 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 grade from the repeated course, even if lower, will be the grade used to calculate the student's grade-point average.

A course may be repeated only once under this policy 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 7th day of classes in the module/term of the repeated course enrollment.

Under this policy option, only the repeated course hours and grade count toward the degree. However, the initial course and grade are shown on the student's permanent academic record with an explanatory note. Both courses are included in the count of "Maximum Hours Allowed."

**Maximum Hours Allowed:**

<b>Program</b>	<b>Cox Hours Needed to Complete Degree*</b>	<b>Maximum Hours Allowed</b>
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
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

\*Cox Hours Needed to Complete Degree could include transfer credit hours approved by the Cox Graduate Policy Committee **prior** to enrollment in a Cox program.

**GRADE OF INCOMPLETE**

A student may receive a grade of Incomplete (*I*) if the majority (e.g., 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 *Incomplete (I)* can only be requested and given at the end of the module. At the time an *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 with the instructor retaining the original form.

The maximum period of time allowed to clear the Incomplete is until the end of the next term. If the Incomplete grade is not cleared by the date set by the instructor or by the end of the next term, the *I* will be changed to the grade provided by the instructor at the time the Incomplete was assigned or to an *F* if no alternate grade was provided. The grade of *I* should be used only for incomplete course work as set forth in the previous paragraph, not as a substitute for a grade of *F* (Failure) or *W* (Withdrawn). If the student's work is incomplete and the quality has not been passing, an *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 Incompletes prior to the deadline in the Official University Calendar, 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 *I* to the grade indicated by the instructor at the time the *I* was given.

**WITHDRAWAL FROM A COURSE (DROP A COURSE)**

If a student is unable to complete the work in a course and is ineligible to receive an *Incomplete (I)*, he/she may withdraw from the course. The official withdrawal process must be completed by the published deadline for the term. (Please see the Academic Calendar for more information on specific dates.) The grade of *Withdrawn (W)* 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/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 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 feels 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 non-departmental 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 G.P.A. of 3.00 or better (without rounding) with no grade less than a C- (1.70) 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 G.P.A. calculations.

A student in a graduate Cox program with a cumulative G.P.A. below 3.00 upon completion of the credit hours required for the degree may petition the Cox Graduate Policy Committee to take up to eight additional credit hours at Cox in order to raise his/her cumulative G.P.A. 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 grade-point average purposes:**

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
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

\*Cox Hours Needed to Complete Degree could include transfer credit hours approved by the Cox Graduate Policy Committee prior to enrollment in a Cox program.

A Cox graduate student who fails to maintain a cumulative 3.00 G.P.A. 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 awarded a scholarship who goes on academic probation will immediately lose the scholarship but **may** be given an opportunity to regain his/her scholarship when his/her cumulative G.P.A is raised to 3.00 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 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 who achieve:**

- less than a cumulative 2.00 G.P.A. at the end of 14 G.P.A. hours or the first term
- less than a cumulative 2.50 G.P.A. at the end of 30 G.P.A. hours or the second term
- less than a cumulative 2.75 G.P.A. at the end of 44 G.P.A. hours or the third term
- less than a cumulative 2.95 G.P.A. at the end of 58 G.P.A. hours or the fourth term

*With an approved petition to take up to eight (8) additional hours beyond the 58 G.P.A. hours required for the degree, Full-Time M.B.A. students will be dismissed who achieve:*

- less than a cumulative 2.95 G.P.A. at the end of 58 G.P.A. hours or the fourth term
- less than a cumulative 2.97 G.P.A. at the end of 60 G.P.A. hours (+ 2 hours)
- less than a cumulative 2.98 G.P.A. at the end of 62 G.P.A. hours (+ 4 hours)
- less than a cumulative 2.99 G.P.A. at the end of 64 G.P.A. hours (+ 6 hours)
- less than a cumulative 3.00 G.P.A. at the end of 66 G.P.A. hours (+ 8 hours)

**Full-Time M.B.A. students MUST have a cumulative 3.00 G.P.A. at the end of 66 G.P.A. hours**

**M.A./M.B.A. and J.D./M.B.A. students will be dismissed who achieve:**

- less than a cumulative 2.00 G.P.A. at the end of 14 G.P.A. Cox hours or the first term
- less than a cumulative 2.50 G.P.A. at the end of 24 G.P.A. Cox hours or the second term
- less than a cumulative 2.75 G.P.A. at the end of 34 G.P.A. Cox hours or the third term
- less than a cumulative 2.95 G.P.A. at the end of 46 G.P.A. Cox hours or the fourth term

*With an approved petition to take up to eight (8) additional hours beyond the 46 G.P.A. hours required for the degree, M.A./M.B.A. and J.D./M.B.A. students will be dismissed who achieve:*

- less than a cumulative 2.95 G.P.A. at the end of 46 G.P.A. Cox hours or the fourth term
- less than a cumulative 2.97 G.P.A. at the end of 48 G.P.A. Cox hours (+ 2 hours)
- less than a cumulative 2.98 G.P.A. at the end of 50 G.P.A. Cox hours (+ 4 hours)
- less than a cumulative 2.99 G.P.A. at the end of 52 G.P.A. Cox hours (+ 6 hours)
- less than a cumulative 3.00 G.P.A. at the end of 54 G.P.A. Cox hours (+ 8 hours)

**M.A./M.B.A. and J.D./M.B.A. students MUST have a cumulative 3.00 G.P.A. at the end of 54 G.P.A. hours**

**Professional M.B.A. students will be dismissed who achieve:**

- less than a cumulative 2.00 G.P.A. at the end of 8 G.P.A. hours or first term
- less than a cumulative 2.25 G.P.A. at the end of 16 G.P.A. hours or second term
- less than a cumulative 2.50 G.P.A. at the end of 24 G.P.A. hours or third term
- less than a cumulative 2.75 G.P.A. at the end of 32 G.P.A. hours or fourth term
- less than a cumulative 2.90 G.P.A. at the end of 40 G.P.A. hours or fifth term
- less than a cumulative 2.95 G.P.A. at the end of 48 G.P.A. hours or sixth term

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

- less than a cumulative 2.95 G.P.A. at the end of 48 G.P.A. hours or sixth term
- less than a cumulative 2.97 G.P.A. at the end of 50 G.P.A. hours (+ 2 hours)
- less than a cumulative 2.98 G.P.A. at the end of 52 G.P.A. hours (+ 4 hours)
- less than a cumulative 2.99 G.P.A. at the end of 54 G.P.A. hours (+ 6 hours)
- less than a cumulative 3.00 G.P.A. at the end of 56 G.P.A. hours (+ 8 hours)

**Professional M.B.A. students MUST have a cumulative 3.00 G.P.A. at the end of 56 G.P.A. hours.**

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

- less than a cumulative 2.00 G.P.A. at the end of 8 G.P.A. hours or first term
- less than a cumulative 2.25 G.P.A. at the end of 16 G.P.A. hours or second term
- less than a cumulative 2.50 G.P.A. at the end of 24 G.P.A. hours or third term
- less than a cumulative 2.75 G.P.A. at the end of 32 G.P.A. hours or fourth term
- less than a cumulative 2.90 G.P.A. at the end of 40 G.P.A. hours or fifth term
- less than a cumulative 2.95 G.P.A. at the end of 48 G.P.A. hours or sixth term

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

- less than a cumulative 2.95 G.P.A. at the end of 48 G.P.A. hours or sixth term
- less than a cumulative 2.97 G.P.A. at the end of 50 G.P.A. hours (+ 2 hours)
- less than a cumulative 2.98 G.P.A. at the end of 52 G.P.A. hours (+ 4 hours)
- less than a cumulative 2.99 G.P.A. at the end of 54 G.P.A. hours (+ 6 hours)
- less than a cumulative 3.00 G.P.A. at the end of 56 G.P.A. hours (+ 8 hours)

**Part-Time J.D./Professional M.B.A. students MUST have a cumulative 3.00 G.P.A. at the end of 56 G.P.A. hours.**

**M.S. in Accounting students will be dismissed who achieve:**

- less than a cumulative 2.50 G.P.A. at the end of 16 G.P.A. hours or first term
- less than a cumulative 2.95 G.P.A. at the end of 32 G.P.A. hours or second term

*With an approved petition to take up to four (4) additional hours beyond the 32 G.P.A. hours required for the degree, M.S. in Accounting students will be dismissed who achieve.:*

- less than a cumulative 2.95 G.P.A. at the end of 32 G.P.A. hours or second term
- less than a cumulative 2.98 G.P.A. at the end of 34 G.P.A. hours (+ 2 hours)
- less than a cumulative 3.00 G.P.A. at the end of 36 G.P.A. hours (+ 4 hours)

**M.S. in Accounting students MUST have a cumulative 3.00 G.P.A. at the end of 36 G.P.A. hours.**

**M.S. in Entrepreneurship students will be dismissed who achieve:**

- less than a cumulative 2.50 G.P.A. at the end of 8 G.P.A. hours or first term
- less than a cumulative 2.75 G.P.A. at the end of 16 G.P.A. hours or second term
- less than a cumulative 2.90 G.P.A. at the end of 24 G.P.A. hours or third term
- less than a cumulative 2.95 G.P.A. at the end of 32 G.P.A. hours or fourth term

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

- less than a cumulative 2.95 G.P.A. at the end of 32 G.P.A. hours or fourth term
- less than a cumulative 2.98 G.P.A. at the end of 34 G.P.A. hours (+ 2 hours)
- less than a cumulative 3.00 G.P.A. at the end of 36 G.P.A. hours (+ 4 hours)

**M.S. in Entrepreneurship students MUST have a cumulative 3.00 G.P.A. at the end of 36 G.P.A. hours.**

**M.S. in Management students will be dismissed who achieve:**

- less than a cumulative 2.50 G.P.A. at the end of 12 G.P.A. hours or first term
- less than a cumulative 2.90 G.P.A. at the end of 24 G.P.A. hours or second term
- less than a cumulative 2.95 G.P.A. at the end of 30 G.P.A. hours or third term

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

- less than a cumulative 2.95 G.P.A. at the end of 30 G.P.A. hours or third term
- less than a cumulative 2.98 G.P.A. at the end of 32 G.P.A. hours (+ 2 hours)
- less than a cumulative 3.00 G.P.A. at the end of 34 G.P.A. hours (+ 4 hours)

**M.S. in Management students MUST have a cumulative 3.00 G.P.A. at the end of 36 G.P.A. 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 non-credit-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 do not receive a diploma. For additional information, contact the Graduate Student Services Office at [gradcox@cox.smu.edu](mailto:gradcox@cox.smu.edu) or 214-768-2609.

### **LAPTOP COMPUTER REQUIREMENTS**

All graduate students are expected to have access to a laptop computer for use in the classroom. The rules regarding use of laptops in class sessions will be set by the course instructor and may include (but are not restricted to) the following alternatives:

- Students are required to use their laptops in all class sessions.
- Students are required to use their laptops in specific sessions, which may or may not include exam sessions.
- Students are free to use their laptops in any session, as long as this use is not a distraction to classmates or the instructor.
- Students are not allowed to use their laptops in any class sessions.

It is expected that student laptop use during class sessions (including sessions with guest lecturers) will be only for purposes relevant to the course.

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.

### **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 awarded a scholarship who goes on academic probation will immediately lose the scholarship but may be given an opportunity to regain his/her scholarship when his/her cumulative G.P.A is raised to 3.00 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 (FAFSA). The FAFSA may be completed online at [fafsa.ed.gov](http://fafsa.ed.gov). You can obtain a PIN number at [pin.ed.gov](http://pin.ed.gov), which may be used to electronically sign your application. SMU's code number is 003613.

### **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.

## GENERAL INFORMATION

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From its beginning as the Department of Commerce for Southern Methodist University to its current stature as one of the nation's top business schools, the Cox School of Business has been educating the country's business leaders for more than 80 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 (B.B.A.) 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 (M.B.A.) program.

In 1965, the SMU Foundation for Business Administration was established. This group of advisors 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 almost 300 area business leaders who volunteer their time and expertise to the Cox School and its students who seek the counsel and connections of experienced business professionals.

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 (1866 Southern Lane, Decatur, Georgia 30033-4097; telephone number 404-679-4500) to award baccalaureate, masters and doctoral degrees. Individual academic programs are accredited by the appropriate national professional associations.

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

### 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**

Designed specifically for the SMU M.B.A. program, the Business Leadership Center works in conjunction with the graduate curriculum to help students develop the strategic leadership skills that are necessary for success in business. Throughout the two-year SMU M.B.A. experience, the Business Leadership Center offers diag-



nostic assessments, classes, seminars and individualized coaching opportunities to help strengthen leadership skills in five specific areas: academic and career success, communications and interpersonal skills, teamwork and team building, creating and sustaining a service culture and influencing, motivating and developing others.

### **The Business Information Center**

Sandal Miller, **Director**

This premier facility, combining the features of a university library with the immediacy of online computer resources, includes a reading room, three microcomputer labs, reference area, periodicals, Business Information Center (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 business information regardless of format, support, the integration of information and technology into the curriculum and act as 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 for Entrepreneurship, Institute 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 businesses, 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, as well as certificate programs for the outside business community. The Institute also conducts the Southwest Venture Forum and the Dallas 100™ Awards Ceremony. In addition, it supports community entrepreneurship activities such as the Metroplex Growth Capital Conference and the Cox M.B.A. Business Plan competition. The Institute is also responsible for overseeing the operations of the Cox M.B.A. Venture Fund.

### **The Center for Marketing Management Studies**

Daniel Howard, **Executive Director**

The Center for Marketing Management Studies was created to serve as a focal point for interaction among faculty, marketing professionals and students. The Center supports ongoing marketing education through the Graduate Marketing Certificate Program (GMCP). The 21-week program runs throughout the school year and is open for M.B.A. students to attend in order to gain additional marketing knowledge and network with local marketing executives. Some of our GMCP topics include: Delivering Service Quality, Strategic Marketing Planning and Profitable Negotiations. The Center also hosts several marketing events each year for the Dallas business community, M.B.A.'s are invited to help coordinate and attend these events.

Many major corporations have participated in the program in recent years including EDS, Texas Instruments, Accenture, TXU, KPMG, American Heart Association, Verizon, Frito Lay, The Dallas Morning News, VHA, Sun Microsystems and JCPenney.

### **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 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.

**American Airlines Center for Labor Relations and Conflict Resolution**

Robin L. Pinkley, **Director**

The Center teaches students to successfully resolve disputes, negotiate salaries and resolve critical business situations. Courses and research will focus on partnering (aligning the interest of both sides), proactive negotiating and adding value to negotiations to improve outcomes. Ongoing research will explore the newest and most effective techniques in negotiation.

**The Center for Research in Real Estate and Land Use Economics**

William B. Brueggeman, **Director**

The Center was created in 1984 as a research entity with a focus on major issues in the real estate industry. It currently is engaged in a number of projects including the federal income taxation of housing and real estate development, real estate investment performance in pension fund portfolios, data base management and valuation in urban property tax jurisdictions and related problems.

The Center also acts as a conduit for research grants and proposals for management programs, which are conducted through 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**

Executive Education at SMU Cox is Dallas' best resource for advanced leadership and business training through the open enrollment certificate programs, custom executive education programs and the Summer Business Institute. For more information including how to contact the Center visit their Web page at [cox.smu.edu/executive\\_education](http://cox.smu.edu/executive_education).

## FINANCIAL INFORMATION

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A bulletin supplement, *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 Web site at [smu.edu/bursar](http://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 Web site). 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 (ACA) form. Students with a Plus Loan need to have the parent sign an authorization to credit account parent (ACAP) 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 their 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 *Financial Information: Southern Methodist University* and is determined by the effective date of the withdrawal. The schedule may be found at [smu.edu/bursar](http://smu.edu/bursar) or by calling 214-768-3417.

Please note, however, 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.

### **PAYMENT OPTIONS**

#### **The SMU Payment Plan**

The SMU Payment Plan allows total annual charges to be broken into monthly installments and spread over 10 months, beginning in June.

For more information about this plan contact:

SallieMae  
One AMS Place  
PO Box 100  
Swansea MA 02777  
1-800-635-0120

#### **The Four-Year Single Payment Plan**

The Four-Year Single Payment Plan allows families to avoid the effects of tuition and fee increases by paying for four years in one single payment (four times the first-year tuition and fees).

For more information about this plan contact:

Division of Enrollment Services  
Southern Methodist University  
PO Box 750181  
Dallas TX 75275-0181  
214-768-4635

#### **Other Commercial Plans**

The SMU Division of Enrollment Services receives mailings from other entities offering extended payment plans for credit-worthy families. Contact us if you would like more information.

#### **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 awarded a scholarship who goes on academic probation will immediately lose the scholarship but may be given an opportunity to regain his or her scholarship when his/her cumulative G.P.A is raised to 3.00 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 (FAFSA). The FAFSA may be completed online at [fafsa.ed.gov](http://fafsa.ed.gov). You can obtain a PIN number at [pin.ed.gov](http://pin.ed.gov), which may be used to electronically sign your application. SMU's code number is 003613.

# RIGHT TO KNOW

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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 in a conveniently accessible Web site at [smu.edu/srk](http://smu.edu/srk). You also may obtain paper copies of this information by contacting the appropriate office listed in the table below. Disclosure of this information is pursuant to requirements of the Higher Education Act and the Campus Security Act.

## **1. Academic Programs**

- 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**

### **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**

- 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 Family Education Loan or William D. Ford Federal Direct 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**

- 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. Services for Students with Disabilities**

A description of special facilities and services available to students with disabilities.

**6. Athletics**

- 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 Security**

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 Web site at [smu.edu/srk](http://smu.edu/srk). You may also obtain paper copies of this information by contacting the appropriate office listed in the table below:

**Academics**

Provost Office

Perkins Administration Building, Room 219, 214-768-3219

**Enrollment**

Registrar

Blanton Student Services Building, Room 101, 214-768-3417

**Financial Aid**

Director of Financial Aid

Blanton Student Services Building, Room 212, 214-768-3417

**Student Financials**

Director of Student Financials

Blanton Student Services Building, Room 212, 214-768-3417

**Students with Disabilities**

220 Memorial Health Center, 214-768-4557

**Athletics**

Associate Athletic Director for Student-Athlete Services

109 Loyd Center, 214-768-1650

**Campus Security**

SMU Police Department

Patterson Hall, 214-768-1582

## ADMINISTRATION AND FACULTY

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### **CORPORATE OFFICERS OF THE UNIVERSITY**

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Thomas E. Barry, *Vice President for Executive Affairs*  
S. Leon Bennett, *General Counsel, Vice President for Legal Affairs and Government Relations and Secretary*  
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Elizabeth C. Williams, *University Treasurer*

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Catherine Collins, B.B.A., *Assistant Dean for Finance, Facilities and Administration*  
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Kevin Knox, B.B.A., *Assistant Dean for External Relations and Executive Director of the Cox Alumni Association*  
David E. Perryman, M.A., *Assistant Dean for Marketing and Communication*  
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Patti Cudney, M.B.A., *Director for Full-Time M.B.A. Admissions*  
Steven Denson, M.S., *Director of Diversity*  
Dennis Grindle, B.B.A., *Director of the M.B.A. Career Management Center*  
Linda Kao, B.B.A., *Director of M.B.A. Global Programs*  
Tom Perkowski, M.A., *Director of Executive M.B.A. Program*  
Paula Hill Strasser, M.S., *Director of the Edwin L. Cox Business Leadership Center and Business Leadership Institute*  
Zannie Giraud Voss, Ph.D., *Director of Arts Administration (M.A./M.B.A.) Program*

### **FACULTY**

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Ellen P. Allen, *Senior Lecturer of Information Technology and Operations Management*, Ph.D., SMU  
Jeffrey W. Allen, *Associate Professor of Finance*, Ph.D., Purdue University  
Jeffrey R. Austin, *Senior Lecturer of Accounting*, Ph.D., University of Georgia  
Thomas E. Barry, *Professor of Marketing*, Ph.D., University of North Texas  
Amit Basu, *Charles Wily Professor of Information Systems*, Ph.D., University of Rochester  
Charles A. Besio, *Senior Lecturer of Marketing*, M.B.A., SMU  
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- David C. Croson, *Associate Professor of Strategy and Entrepreneurship*, Ph.D., Harvard University
- Michael L. Davis, *Senior Lecturer of Finance*, Ph.D., SMU
- Hemang A. Desai, *Robert B. Cullum Professor of Accounting*, Ph.D., Tulane University
- William R. Dillon, *Herman W. Lay Professor of Marketing and Professor of Statistics*, Ph.D., City University of New York
- Edward J. Fox, W. R. and Judy Howell *Associate Professor of Marketing*, Ph.D., University of Pennsylvania
- Judith H. Foxman, *Senior Lecturer of Marketing*, M.B.A., SMU
- Mel Fugate, *Assistant Professor of Management and Organizations*, Ph.D., Arizona State University
- Amar Gande, *Assistant Professor of Finance*, Ph.D., New York University
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- Daniel J. Howard, *Professor of Marketing*, Ph.D., Ohio State University
- Ellen F. Jackofsky, *Associate Professor of Management and Organizations*, Ph.D., University of Texas (Dallas)
- Neil J. Keon, *Assistant Professor of Information Technology and Operations Management*, Ph.D., University of Pennsylvania
- Roger Anthony Kerin, *Harold C. Simmons Distinguished Professor of Marketing*, Ph.D., University of Minnesota
- Barbara W. Kincaid, *Senior Lecturer of Law*, J.D., SMU
- James T. Kindley, *Senior Lecturer of Marketing*, M.B.A., Harvard University
- Chun H. Lam, *Associate Professor of Finance*, Ph.D., Duke University
- David T. Lei, *Associate Professor of Strategy and Entrepreneurship*, Ph.D., Columbia University
- Qin Lei, *Assistant Professor of Finance*, Ph.D., University of Michigan
- Joseph Magliolo III, *Distinguished Professor of Accounting*, Ph.D., Stanford University



- David C. Mauer, *Phyllis Gough Huffington Professor of Finance*, Ph.D., Purdue University
- Darius P. Miller, *Caruth Associate Professor of Finance*, Ph.D., University of California (Irvine)
- Maria A. Minniti, *Bobby B. Lyle Professor of Entrepreneurship*, Ph.D., New York University
- Albert W. Niemi Jr., *John and Debbie Tolleson Distinguished Professor of Business Leadership and Economics*, Ph.D., University of Connecticut
- Joonwook Park, *Assistant Professor of Marketing*, Ph.D., Pennsylvania State University
- Robin L. Pinkley, *Professor of Management and Organizations*, Ph.D., University of North Carolina
- Mina J. Pizzini, *Assistant Professor of Accounting*, Ph.D., University of Pennsylvania
- T. Andrew Poehlman, *Assistant Professor of Marketing*, Ph.D., Yale University
- Amy V. Puelz, *Senior Lecturer of Information Technology and Operations Management*, Ph.D., University of Nebraska (Lincoln)
- Robert Puelz, *Associate Professor of Insurance and Financial Services on the Charles L. Dexter Endowment*, Ph.D., University of Georgia
- Miguel A. Quiñones, *Marilyn and Leo Corrigan Professor of Management and Organizations*, Ph.D., Michigan State University
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- John W. Slocum Jr., *O. Paul Corley Distinguished Professor of Management and Organizations*, Ph.D., University of Washington
- James L. Smith, *Cary M. Maguire Professor of Oil and Gas Management*, Ph.D., Harvard University
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- Marion G. Sobol, *Professor of Information Technology and Operations Management*, Ph.D., University of Michigan
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State University  
Michel R. Vetsuypens, *Professor of Finance*, Ph.D., University of Rochester  
Glenn Voss, *Associate Professor of Marketing*, Ph.D., Texas A&M University  
Gordon Walker, *David B. Miller Professorship in Business and Professor of Strategy  
and Entrepreneurship*, Ph.D., University of Pennsylvania  
Catherine Weber, *Senior Lecturer of Law*, J.D., SMU  
Wendy M. Wilson, *Assistant Professor of Accounting*, Ph.D., University of North  
Carolina (Chapel Hill)  
Qi Jessie Zhou, *Assistant Professor of Strategy and Entrepreneurship*, Ph.D., Ohio  
State University

### EMERITUS PROFESSORS

Marvin L. Carlson, *Professor Emeritus of Accounting*, Ph.D., Wisconsin  
Alan B. Coleman, *Professor Emeritus of Finance*, Ph.D., Stanford  
Dudley Walz Curry, *Professor Emeritus of Accounting*, Ph.D., Stanford  
Robert J. Frame, *Professor Emeritus of Finance*, Ph.D., Colorado  
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Thomas V. Hedges, *Associate Professor Emeritus of Accounting*, D.B.A., Indiana  
Elaine Janosky Hudson, *Assistant Professor Emerita of Accounting*, M.B.A.,  
SMU  
Richard O. Mason, *Professor Emeritus of Management Information Sciences*, Ph.D.,  
California (Berkeley)  
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Ph.D., Harvard  
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Ronald D. Walker, *Associate Professor Emeritus of Accounting/Business Law and  
Taxation*, J.D., SMU  
Helen W. Watkins, *Associate Professor Emerita of Business Law and Taxation*,  
J.D., SMU  
Leland Michael Wooton, *Associate Professor Emeritus of Management and  
Organizations*, Ph.D., Southern California  
Frank A. Young, *Associate Professor Emeritus of Insurance*, M.A., Michigan

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