



GRADUATE PROGRAMS  
SOUTHERN METHODIST UNIVERSITY  
2011–2012 CATALOG

### **NOTICE OF NONDISCRIMINATION**

Southern Methodist University will not discriminate in any employment practice, education program or educational activity on the basis of race, color, religion, national origin, sex, age, disability or veteran status. SMU's commitment to equal opportunity includes nondiscrimination on the basis of sexual orientation. The director of Institutional Access and Equity has been designated to handle inquiries regarding the nondiscrimination policies.

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

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

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

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

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

Southern Methodist University  
Dallas TX 75275

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

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

Produced by the Office of the Provost  
Southern Methodist University  
Dallas TX 75275-0221  
2011



# CONTENTS

---

<b>Notice of Nondiscrimination</b> .....	<b>2</b>
<b>Bulletin of Southern Methodist University</b> .....	<b>3</b>
<b>Cox Graduate Programs 2011–12 Academic Calendar</b> .....	<b>8</b>
<b>Academic Programs</b> .....	<b>10</b>
Full-Time M.B.A. ....	10
Program .....	10
Curriculum .....	10
International Exchange Program for Full-Time M.B.A. Students .....	12
Full-Time J.D./M.B.A. ....	13
Program .....	13
Curriculum .....	14
M.A./M.B.A. ....	16
Program .....	16
Curriculum .....	17
Arts Management (ARAD) Courses .....	18
Professional M.B.A. ....	20
Program .....	20
Curriculum .....	20
Spring Entry Curriculum.....	21
International Programs for P.M.B.A. Students.....	23
Part-Time J.D./P.M.B.A. ....	24
Program .....	24
Curriculum .....	25
Executive M.B.A. ....	27
Program .....	27
Curriculum .....	27
Business Administration (BA) Courses .....	28
Policies and Procedures.....	31
M.S. in Accounting.....	33
Program .....	33
Curriculum .....	33
M.S. in Entrepreneurship .....	35
Program .....	35
Curriculum .....	35
M.S. in Management.....	38
Program .....	38
Curriculum .....	38
<b>Departments and Courses</b> .....	<b>40</b>
Academic Areas of Instruction .....	40
Accounting (ACCT).....	40
Business Administration .....	43
Managerial Statistics (MAST).....	43
Finance (FINA).....	44
Information Technology and Operations Management (ITOM) .....	46
Management (MNGT) .....	49
Management and Organizations (MNO).....	50
Marketing (MKTG).....	51
Real Estate, Risk Management and Business Law .....	54
Real Estate (RE).....	54
Business Law (BL).....	54
Risk Management and Insurance (RMI) .....	55
Strategy, Entrepreneurship and Business Economics .....	55
Strategy (STRA).....	55
Entrepreneurship (CISB) .....	57
Business Economics (BUSE).....	59
Business Administration Exchange (BAEX) .....	59
Professional M.B.A. International Elective Course List .....	59

<b>Concentrations: Full-Time M.B.A. and Professional M.B.A. Programs</b> .....	<b>61</b>
M.B.A. Concentrations .....	61
Accounting Department .....	61
Finance Department .....	62
Information Technology and Operations Management Department .....	65
Management and Organizations Department .....	66
Marketing Department .....	66
Real Estate, Risk Management and Business Law Department .....	67
Strategy, Entrepreneurship and Business Economics Department .....	67
Across Academic Departments .....	68
<b>Academic Records, General and Enrollment Standards</b> .....	<b>69</b>
Cox Graduate Programs Policies and Procedures .....	69
Honor Code of Cox School of Business .....	69
Admissions Information .....	69
Deferral of Admission .....	69
Course Enrollment .....	69
Course Loads and Scheduling .....	70
Course Overloading for Full-Time M.B.A. Students .....	71
Course Overloading for Professional M.B.A. Students .....	71
Acceleration For Professional M.B.A. Students .....	71
Readmission .....	72
Student in Good Standing Criteria .....	72
Graduates of Cox M.S. Programs Applying to the Professional M.B.A. Program .....	72
Graduates of Cox M.B.A. Programs Applying to Cox M.S. Programs .....	73
Course Waiver for Required Core Courses .....	73
Transfer Courses From Other Institutions .....	73
Southwestern Graduate School of Banking Credit .....	74
M.B.A. Students Taking Courses in Other SMU Graduate Programs .....	74
Directed Studies .....	74
Courses for Credit After Graduation From M.B.A. Program .....	74
Visiting Students in the Professional M.B.A. Program .....	75
Non-Cox SMU Graduate Students Taking Graduate Cox Courses .....	75
Guidelines for In-class Use of Laptops, PDAs and Mobile Communication Equipment .....	75
Awards .....	76
Merit-Based Scholarships .....	76
Financial Aid .....	76
Tuition Information .....	76
Accommodations for Students With Disabilities .....	76
General Policies .....	77
Confidentiality of Education Records .....	77
Student File Number .....	77
Name Change .....	77
Mailing Addresses, Telephone, Email Address and Emergency Contact .....	77
Cell Phones .....	78
Transcript Service .....	78
Final Examinations .....	79
Academic Grievance and Appeals Procedures for Students With Disabilities .....	79
Term Hour Loads .....	79
Stop Enrollment/Administrative Withdrawal .....	80
Enrollment Policies .....	80
Course Scheduling and Enrollment Cycles .....	80
Schedule Changes .....	80
Withdrawal From the University .....	81
Withdrawal From a Course (Drop a Course) .....	82
Audit Enrollment (Course Visitor) .....	82
Class Attendance .....	82
Absence Due to Illness .....	83
Interpretation of Course Numbers .....	83

Grade Policies .....	83
Grade Scale .....	83
Grade of Incomplete .....	84
Grade Point Average .....	85
Course Grades Not Meeting Degree Requirement .....	85
Grade Forgiveness Opportunity for Required Core Courses .....	86
Grade Changes .....	86
Grade Appeals .....	86
Satisfactory Progress Policies .....	87
Leave of Absence .....	87
Academic Progress .....	87
Academic Probation .....	87
Academic Dismissal .....	88
Graduation Policies .....	91
Apply to Graduate .....	91
Commencement Participation .....	91
Statute of Limitations for Degree Plans .....	91
<b>Cox General Information .....</b>	<b>92</b>
History .....	92
Academic Accreditation .....	92
Cox School Complex .....	92
Centers and Institutes .....	93
<b>Financial Information .....</b>	<b>96</b>
Withdrawal From the University .....	96
Merit-Based Scholarships .....	97
Financial Aid .....	97
<b>Description of the University .....</b>	<b>98</b>
The Vision of Southern Methodist University .....	98
The Mission of Southern Methodist University .....	98
Southern Methodist University .....	98
<b>Educational Facilities .....</b>	<b>100</b>
SMU Libraries .....	100
Laboratories and Research Facilities .....	100
Museum .....	100
<b>University Life and Services .....</b>	<b>101</b>
English as a Second Language Program .....	101
SMU-in-Plano .....	101
Graduate Residence Accommodations .....	101
Special Housing Needs .....	102
General Housing Information .....	102
Applications for Residence .....	102
Health Services .....	102
Counseling and Testing Services .....	104
Disability Accommodations and Success Strategies .....	105
Child Care .....	105
Recreational Sports .....	105
Dedman Center for Lifetime Sports .....	105
Intercollegiate Athletics .....	105
Other Recreational Facilities .....	105
Student Center .....	105
Student Media .....	106
Women's Center .....	106
Office of the Chaplain and Religious Life .....	106
<b>Right to Know .....</b>	<b>107</b>
<b>Administration and Faculty .....</b>	<b>109</b>

# COX GRADUATE PROGRAMS

## 2011–12 ACADEMIC CALENDAR

---

### Fall Term 2011

**August 19, Fri.,** Last day to withdraw from the term (drop all classes) with full refund

#### **Module A – Fall 2011**

**August 22, Mon.,** First day of module A

**August 29, Mon.,** Last day to late enroll or to add/drop courses for both fall modules A and B without penalty

**August 30, Tues.,** Makeup for September 3 (Sat.) for Dallas campus required courses P.M.B.A. and part-time M.S. programs

**September 3, Sat.,** No classes held

**September 5, Mon., University holiday – Labor Day (no classes held)**

**September 6, Tues.,** Makeup for September 5 (Mon.) for Plano campus required courses

**September 9, Fri.,** Makeup for September 5 (Mon.) for all Dallas campus courses (required and elective)

**September 30, Fri.,** Last day to drop module A courses with a grade of *W* (no refund)

**October 8, Sat.,** Last day of class instruction for module A

**October 10–15, Mon.–Sat.,** Exams for module A

#### **Module B – Fall 2011**

**October 17, Mon.,** First day of module B

**October 24, Mon.,** Last day to swap for fall module B courses

**November 11, Fri.,** Makeup for November 23 (Wed.) Dallas day and evening elective courses

**November 18, Fri.,** Makeup for November 24 (Thurs.) Dallas day and evening elective courses

**November 21–22, Mon.–Tues.,** Makeup for November 23–24 (Wed.–Thurs.) full-time M.B.A. required courses

**November 21–22, Mon.–Tues.,** Evening makeup for November 23–26 (Wed.–Sat.) required courses for P.M.B.A. and part-time M.S. programs

**November 22, Tues.,** Last day to withdraw from the University for the term or drop module B courses with a grade of *W* (no refund)

**November 23, Wed.,** No classes held

**November 24, Thurs., University holiday – Thanksgiving (no classes held)**

**November 26, Sat.,** No classes held

**December 3, Sat.,** Last day of class instruction

**December 5–10, Mon.–Sat.,** Exams for module B

**December 17, Sat.,** Graduation ceremony for August and December graduates (tentatively, late morning ceremony)

**December 11–January 8, Winter break**

### Spring Term 2012

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

#### **Module A – Spring 2012**

**January 9, Mon.,** First day of module A

**January 13, Fri.,** Makeup for January 16 (Mon.) for all Dallas campus courses (required and elective)

**January 14, Sat.,** Classes meet

**January 16, Mon., University holiday – Birthday of Martin Luther King, Jr. (no classes held)**

**January 17, Tues.,** Last day to late enroll or to add/drop courses for both spring modules A and B without penalty

**January 17, Tues.,** Makeup for January 16 (Mon.) for Plano campus required courses

**February 17, Fri.,** Last day to drop module A courses with a grade of *W* (no refund)

**February 25, Sat.,** Last day of instruction for module A



**February 27–March 3, Mon.–Sat.,** Exams for module A

**March 4–11, Sun.–Sun.,** Graduate Cox spring break

***Module B – Spring 2012***

**March 12, Mon.,** First day of module B

**March 19, Mon.,** Last day to swap for module B courses

**April 6, Fri.,** University holiday – Good Friday (no classes held)

**April 7, Sat.,** No classes held

**April (date TBA),** Makeup for April 7 (Sat.) for required courses P.M.B.A. and part-time M.S. programs

**April 20, Fri.,** Last day to withdraw from the University for the term or drop module B courses with a grade of *W* (no refund)

**April 28, Sat.,** Last day of instruction for module B

**April 30–May 5, Mon.–Sat.,** Exams for module B

**May 12, Sat.,** Commencement (Cox ceremony in midafternoon)

***Summer Term 2012***

**May 4, Fri.,** Last day to withdraw from the term (drop all classes) with full refund

***Module A – Summer 2012***

**May 7, Mon.,** First day of module A

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

**May (date TBA),** Makeup for May 26 (Sat.) for Dallas campus required courses P.M.B.A. and part-time M.S. programs

**May 26, Sat.,** No classes held

**May 28, Mon.,** University holiday – Memorial Day (no classes held)

**May 29, Tues.,** Makeup for May 28 (Mon.) for Plano campus required courses

**June 1, Fri.,** Makeup for May 28 (Mon.) for Dallas campus courses

**June 8, Fri.,** Last day to drop module A courses with a grade of *W* (no refund)

**June 16, Sat.,** Last day of class instruction for module A

**June 18–23, Mon.–Sat.,** Exams for module A

***Module B – Summer 2012***

**June 25, Mon.,** First day of module B

**June 29, Fri.,** Makeup for July 4 (Wed.) for Dallas campus required courses P.M.B.A. and part-time M.S. programs

**July 2, Mon.,** Last day to swap for summer module B courses

**July 4, Wed.,** University holiday – Independence Day (no classes held)

**July 27, Fri.,** Last day to withdraw from the University for the term or drop module B courses with a grade of *W* (no refund)

**August 4, Sat.,** Last day of class instruction

**August 6–11 Mon.–Sat.,** Exams for module B

**August 12–19, Sun.–Sun.,** Summer break for P.M.B.A. and part-time M.S. students

**August 17 (tentative), Fri.,** Degree conferral date for August graduates

**Note:** Absences due to observance of religious holy days are addressed by the State of Texas in 1985 legislation. Allowance is made for completion of an assignment or examination within a reasonable period of time after the absence for this reason. Notification of intended absence is the responsibility of the student and must be given in writing to the instructor of each class the student is to miss no later than the 15th day after the first day of the module. A listing of religious holidays for use in requesting excused absences is available at [www.smu.edu/registrar/academic\\_calendar.asp](http://www.smu.edu/registrar/academic_calendar.asp) or from the Office of the Chaplain.

The last day for a medical withdrawal is the last day of class instruction of the term the student is requesting to withdraw from. The University does not grant retroactive medical withdrawals.

# ACADEMIC PROGRAMS

---

## FULL-TIME M.B.A.

### Program

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

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

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

### Curriculum

**Full-Time M.B.A. Class 2013: Entry Fall 2011, Graduate Spring 2013**

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

**Total Credit Hours: 61**

*Year 1 – Fall Term*

*Credit Hours*

---

#### Module A Courses

<b>ACCT 6201</b> Financial Accounting I	2
<b>FINA 6201</b> Managerial Finance	2
<b>MAST 6201</b> Managerial Statistics	2
<b>MKTG 6201</b> Marketing Management	2
<b>MNGT 6101</b> Managing Your Career	1

<i>Year 1 – Fall Term (continued)</i>	<i>Credit Hours</i>
<b>Module B Courses</b>	
<b>ACCT 2nd</b> required accounting course <sup>+</sup>	2
<b>BUSE 6202</b> Managerial Economics	2
<b>ITOM 6202</b> Management Decision Analysis	2
<b>MNGT 6103</b> Business Presentation Techniques	1
<b>Term Total</b>	<b>16</b>

*Year 1 – Spring Term*

<b>Module A Courses</b>	
<b>ITOM 6203</b> Operations Management	2
<b>MNO 6201</b> Organizational Behavior	2
Electives – 2 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>

*Year 1 – Summer Term: Internships are required*

<b>MNGT 6150</b> Graduate Corporate Internship Program	1
<b>Term Total</b>	<b>1</b>

*Year 2 – Fall Term*

<b>Modules A and B Courses</b>	
Electives: seven courses	14
<b>Term Total</b>	<b>14</b>

*Year 2 – Spring Term*

<b>Modules 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\*\*

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

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

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

\*\* Of these elective courses, students complete one concentration. Each concentration requires 12–16 specific credit hours. (Additional information is in the Concentrations section.)

### **International Exchange Program for Full-Time M.B.A. Students**

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

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

Registration is held in April for the fall program and in October for the spring program. For students participating in the International Exchange Program, tuition is paid to SMU. Living expenses, course materials and other miscellaneous costs are the students' responsibility while living abroad. In addition, financial aid will be handled as though the student is studying at Cox.

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

Cox's International Exchange Program agreements allow one to two students per location; therefore, these spots must be assigned on a competitive basis. For more information, students should visit [www.cox.smu.edu/web/global-programs/mba-exchange-program](http://www.cox.smu.edu/web/global-programs/mba-exchange-program).

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

### **Program**

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

This degree plan must be pursued on a full-time basis. (Information about the part-time dual-degree program is in the Professional M.B.A. section of this catalog.) The Cox School of Business and the Dedman School of Law have different academic calendars; therefore, students must refer to both calendars when scheduling courses for both schools in the same term. Students enrolled in the joint-degree program must complete all requirements of both programs. Cox School of Business required core courses are taken in the second year of the dual-degree program and must be taken in the same order as listed below. The remaining 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 2011, the Dedman School of Law will award 12 hours of academic credit toward the J.D. degree for satisfactory completion of the academic requirements of the M.B.A. program. Similarly, the Cox School of Business will award 12 hours of academic credit toward the M.B.A. degree for satisfactory completion of the academic requirements of the J.D. program.

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

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

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

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

**Curriculum**

**Full-Time J.D./M.B.A. Class 2013: Entry Fall 2011 in Cox,  
Graduate Spring 2014**

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

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

<i>Year 1 – Fall and Spring Terms at Dedman Law</i>	<i>Credit Hours</i>
Dedman Law courses	30
<b>Year Total</b>	<b>30</b>
<hr/>	
<i>Year 2 – Fall Term at Cox Business</i>	
<b>Module A Courses</b>	
ACCT 6201 Financial Accounting I	2
FINA 6201 Managerial Finance	2
MAST 6201 Managerial Statistics	2
MKTG 6201 Marketing Management	2
MNGT 6101 Managing Your Career	1
<b>Module B Courses</b>	
ACCT 2nd required accounting course+	2
BUSE 6202 Managerial Economics	2
ITOM 6202 Management Decision Analysis	2
MNGT 6103 Business Presentation Techniques	1
<b>Term Total</b>	<b>16</b>
<hr/>	
<i>Year 2 – Spring Term at Cox Business</i>	
<b>Module A Courses</b>	
ITOM 6203 Operations Management	2
MNO 6201 Organizational Behavior	2
Electives – 2 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>
<hr/>	
<i>Year 3 – Fall and Spring Terms at Cox Business and Dedman Law</i>	
Cox Business electives: four courses	<b>Cox Year Total 8</b>
Dedman Law courses	<b>Dedman Year Total 23</b>
<b>Year Total</b>	<b>31</b>
<hr/>	
<i>Year 4 – Fall and Spring Terms at Cox Business and Dedman Law</i>	
Cox Business electives: four courses	<b>Cox Year Total 8</b>
Dedman Law courses	<b>Dedman Year Total 22</b>
<b>Year Total</b>	<b>30</b>

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

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

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

**Credit Hours Summary by School**

<i>Dedman Law</i>	<i>Cox Business</i>	<i>Year</i>
30	0	1
0	32	2
23	8	3
22	8	4
<b>75</b>	<b>48</b>	<b>Total</b>

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

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

\*\*Of these elective courses, students complete one concentration. Each concentration requires 12–16 specific credit hours. (Additional information is in the Concentrations section.)

**M.A./M.B.A.****Program**

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

The program is five successive terms, including summer. The curricula include instruction from distinguished arts and business professors, continuing seminars with nationally recognized arts administrators, and study abroad and internship components. During the first year, students take arts management seminars and the core required business curriculum, the basis on which to build for the variety of elective courses scheduled during mornings, afternoons and evenings of the second year. During the summer between the first and second year, students intern full time with a professional arts organization. In the first term of the second year, students study abroad at Bocconi University in Milan, Italy. Seminars and practica (part-time internships) in the arts tailored to the individual student's background, experience and career goals round out the education. The division office also assists graduates in their career objectives through guidance and assistance with their placement.

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

The applications for study in the M.A./M.B.A. program are accepted only for fall admission. Students must be accepted by both the Meadows arts management program and the Cox School of Business; however, candidates submit only the Cox M.B.A. online application and select M.A./M.B.A. as the degree choice. Students who matriculate into the M.A./M.B.A. dual program are required to complete concurrently both the M.A. and the M.B.A. requirements in order to graduate. Students cannot drop either part of the dual degree program. For more information from the Meadows School of the Arts, students should visit [www.smu.edu/Meadows/AreasOfStudy/ArtsManagement](http://www.smu.edu/Meadows/AreasOfStudy/ArtsManagement) or email [arad@smu.edu](mailto:arad@smu.edu). Information is also available from the Cox School of Business: website [coxmba.com](http://coxmba.com); email [mbainfo@cox.smu.edu](mailto:mbainfo@cox.smu.edu).



## Curriculum

**M.A./M.B.A. Class 2013: Entry Fall 2011, Graduate Spring 2013**

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

**Total Credit Hours: 75**

**(48 Business + 27 Arts Administration)**

<i>Year 1 – Fall Term</i>	<i>Credit Hours</i>
<b>Module A Courses</b>	
<b>ARAD 6201</b> Introduction to Arts Management	2
<b>ACCT 6201</b> Financial Accounting I	2
<b>FINA 6201</b> Managerial Finance	2
<b>MAST 6201</b> Managerial Statistics	2
<b>MKTG 6201</b> Marketing Management	2
<b>MNGT 6101</b> Managing Your Career	1
<b>Module B Courses</b>	
<b>ARAD 6223</b> Fundraising in the Arts	2
<b>ACCT</b> 2nd required accounting course <sup>+</sup>	2
<b>BUSE 6202</b> Managerial Economics	2
<b>ITOM 6202</b> Management Decision Analysis	2
<b>MNGT 6103</b> Business Presentation Techniques	1
<b>Term Total</b>	<b>20</b>
<hr/> <i>Year 1 – Spring Term</i>	
<b>ARAD 6051</b> Practica (10 hours per week)	0
<b>Module A Courses</b>	
<b>ARAD 6205</b> Nonprofit Financial Management	2
<b>ITOM 6203</b> Operations Management	2
<b>MNO 6201</b> Organizational Behavior	2
<b>MKTG 6233</b> Nonprofit Marketing Strategy	2
<b>Module B Courses</b>	
<b>ARAD 6222</b> Audience Development and Marketing in the Arts	2
<b>MNGT 6210</b> Global Leadership Program	2
<b>STRA 6201</b> Strategic Management	2
<b>MNGT 6020</b> First Year Foundations*	0
<b>Modules A and B Courses</b>	
Business electives: two courses	4
<b>Term Total</b>	<b>18</b>
<hr/> <i>Year 1 – Summer Term</i>	
<b>ARAD 6304</b> Arts Administration Internship	3
<b>Term Total</b>	<b>3</b>

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

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

<i>Year 2 – Fall Term</i>	<i>Credit Hours</i>
<b>International Study – Courses at Bocconi University in Milan, Italy</b>	
Arts management electives: four courses	12
Business electives: two courses	4
<b>Term Total</b>	<b>16</b>

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

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

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

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

**Credit Hours Summary by School**

<i>Meadows Arts</i>	<i>Cox Business</i>	<i>Year</i>
11	30	1
16	18	2
<b>27</b>	<b>48</b>	<b>Total</b>

*\*\*Of these elective courses, students complete one concentration. Each concentration requires 12–16 specific credit hours. (Additional information is in the Concentrations section.)*

**Arts Management (ARAD) Courses**

**Professor Zannie Giraud Voss, Division Chair**

**Assistant Professors:** Susan Benton Bruning, Elisabetta Lazzaro

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

*Courses: 2 Credit Hours Each*

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

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

**ARAD 6205. Nonprofit Financial Management.** The financial and operational management of nonprofit arts organizations. Emphasizes budgeting as a reflection of the art form; as a means

of fiscal prediction and control; and as a vehicle of communication among staff, trustees and the organization's other constituencies.

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

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

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

*Courses: 3 Credit Hours Each*

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

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

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

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

*Courses: 0 Credit Hours Each*

**ARAD 6051. Practica.** 10 hours per week, spring of first year.

**ARAD 6053. Practica.** 10 hours per week, fall of second year.

**ARAD 6054. Practica.** 10 hours per week, spring of second year.

## PROFESSIONAL M.B.A.

### Program

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

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

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

### Curriculum

#### Fall Entry Curriculum

**P.M.B.A. Class 69: Entry August 2011, Graduate August 2013**

**P.M.B.A. Class 67: Entry August 2010, Graduate August 2012**

**Total Credit Hours: 48**

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

<i>Term 2</i>	<i>Credit Hours</i>
<b>Module A Courses</b>	
ACCT 2nd required course <sup>+</sup>	2
ITOM 6202 Management Decision Analysis	2
MNGT 6003 Business Presentation Techniques <sup>^</sup>	0
<b>Module B Courses</b>	
FINA 6201 Managerial Finance	2
MKTG 6201 Marketing Management	2
MNGT 6001 Managing Your Career <sup>#</sup>	0
<b>Term Total</b>	<b>8</b>
<hr/> <i>Term 3</i>	
<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>
<hr/> <i>Term 4</i>	
<b>Modules A and B Courses</b>	
Electives: four courses	8
<b>Term Total</b>	<b>8</b>
<hr/> <i>Term 5</i>	
<b>Modules A and B Courses</b>	
Electives: four courses	8
<b>Term Total</b>	<b>8</b>
<hr/> <i>Term 6</i>	
<b>Modules A and B Courses</b>	
Electives: four courses	8
<b>Term Total</b>	<b>8</b>

### Spring Entry Curriculum

P.M.B.A. Class 70: Entry January 2012, Graduate December 2013

P.M.B.A. Class 68: Entry January 2011, Graduate December 2012

P.M.B.A. Class 66: Entry January 2010, Graduate December 2011

**Total Credit Hours: 48**

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

<i>Term 2</i>	<i>Credit Hours</i>
<b>Module A Courses</b>	
ACCT 2nd required course <sup>+</sup>	2
ITOM 6202 Management Decision Analysis	2
<b>Module B Courses</b>	
FINA 6201 Managerial Finance	2
MKTG 6201 Marketing Management	2
MNGT 6001 Managing Your Career <sup>#</sup>	0
<b>Term Total</b>	<b>8</b>
<hr/> <i>Term 3</i>	
<b>Module A Courses</b>	
ITOM 6203 Operations Management	2
STRA 6201 Strategic Management	2
MNGT 6003 Business Presentation Techniques <sup>^</sup>	0
<b>Module B Courses</b>	
Electives: two courses	4
<b>Term Total</b>	<b>8</b>
<hr/> <i>Term 4</i>	
<b>Modules A and B Courses</b>	
Electives: four courses	8
<b>Term Total</b>	<b>8</b>
<hr/> <i>Term 5</i>	
<b>Modules A and B Courses</b>	
Electives: four courses	8
<b>Term Total</b>	<b>8</b>
<hr/> <i>Term 6</i>	
<b>Modules A and B Courses</b>	
Electives: four courses	8
<b>Term Total</b>	<b>8</b>
<b>Credit Hours Summary for P.M.B.A. Program</b>	
20 credit hours of required courses	
28 credit hours of elective courses <sup>**</sup>	
<b>48 credit hours total for Cox M.B.A. degree</b>	

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

<sup>#</sup>MNGT 6001 Managing Your Career, a zero-credit course, is a requirement to use the extended services of the Career Management Center. Students earn a grade of Pass or Fail.

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

<sup>\*\*</sup>Of these elective courses, students complete one concentration. Each concentration requires 12–16 specific credit hours. (Additional information is in the Concentrations section.) **One elective must be an international business course.**

### **International Programs for P.M.B.A. Students**

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

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

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

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

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

Cox's P.M.B.A. international agreements limit the number of participants; therefore, spaces are limited. More information is available at [www.cox.smu.edu/web/global-programs/professional-mba](http://www.cox.smu.edu/web/global-programs/professional-mba).

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

### **Program**

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

This degree plan is for the student attending school on a part-time basis. (Information about the full-time dual-degree program is in the Full-Time M.B.A. section of this catalog.) The Cox School of Business and the Dedman School of Law have different academic calendars; therefore, students must refer to both calendars when scheduling courses for both schools in the same term. Students enrolled in the joint-degree program must complete all requirements of both programs. Cox School of Business required core courses are taken in the third year of the dual-degree program and must be taken in the same order as listed below. The remaining 18 credit hours of elective courses are taken during the fourth and fifth years of the dual-degree program. Elective courses are scheduled Monday through Thursday evenings and on Saturday mornings.

Under the structure of the dual program for students entering the Business School in the fall of 2011, the Dedman School of Law will award 12 hours of academic credit toward the J.D. degree for satisfactory completion of the academic requirements of the M.B.A. program. The Cox School of Business requires 48 hours of academic credit for the P.M.B.A. degree. For additional information, students should see the Professional M.B.A. section.

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

Candidates will need to complete the regular admissions processes for both the J.D. program and the P.M.B.A. program, including submission of all applicable test scores and supporting documents. For an application and additional information from the Dedman School of Law, students should see the Admissions section at [www.law.smu.edu](http://www.law.smu.edu). For Cox School of Business admissions information, students should visit [www.coxpmba.com](http://www.coxpmba.com). To be admitted to the joint program, applicants are encouraged to apply to both programs before entering the Dedman School of Law or during their first or second year of law school.

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

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



## Curriculum

### Part-Time J.D./P.M.B.A.: Entry Fall 2011 in Cox, Graduate Spring 2014

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

<i>Year 1 – Fall, Spring and Summer Terms at Dedman Law</i>	<i>Credit Hours</i>
Dedman Law courses	26
<b>Year Total</b>	<b>26</b>
<hr/>	
<i>Year 2 – Fall, Spring and Summer Terms at Dedman Law</i>	
Dedman Law courses	25
<b>Year Total</b>	<b>25</b>
<hr/>	
<i>Year 3 – Fall Term at Cox Business</i>	
<b>Module A Courses</b>	
<b>ACCT 6201</b> Financial Accounting I	2
<b>BUSE 6202</b> Managerial Economics	2
<b>Module B Courses</b>	
<b>MAST 6201</b> Managerial Statistics	2
<b>MNO 6201</b> Organizational Behavior	2
<b>Term Total</b>	<b>8</b>
<hr/>	
<i>Year 3 – Spring Term at Cox Business</i>	
<b>Module A Courses</b>	
<b>ACCT</b> 2nd required accounting course <sup>+</sup>	2
<b>ITOM 6202</b> Management Decision Analysis	2
<b>MNGT 6003</b> Business Presentation Techniques <sup>^</sup>	0
<b>Module B Courses</b>	
<b>FINA 6201</b> Managerial Finance	2
<b>MKTG 6201</b> Marketing Management	2
<b>Term Total</b>	<b>8</b>
<hr/>	
<i>Year 3 – Summer Term at Cox Business</i>	
<b>Module A Courses</b>	
<b>ITOM 6203</b> Operations Management	2
<b>STRA 6201</b> Strategic Management	2
<b>Module B Courses</b>	
Electives: two courses	4
<b>Term Total</b>	<b>8</b>
<hr/>	
<i>Year 4 – Fall, Spring and Summer Terms at Cox Business and Dedman Law</i>	
Cox Business electives: six courses	<b>Cox Year Total 12</b>
Dedman Law courses	<b>Dedman Year Total 12</b>
<b>Year Total</b>	<b>24</b>
<hr/>	
<i>Year 5 – Fall, Spring and Summer Terms at Cox Business and Dedman Law</i>	
Cox Business electives: six courses	<b>Cox Year Total 12</b>
Dedman Law courses	<b>Dedman Year Total 12</b>
<b>Year Total</b>	<b>24</b>

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

20 credit hours of required Cox courses

28 credit hours of elective Cox courses\*\*

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

**Credit Hours Summary by School**

<i>Dedman Law</i>	<i>Cox Business</i>	<i>Year</i>
26	0	1
25	0	2
0	24	3
12	12	4
12	12	5
<b>75</b>	<b>48</b>	<b>Total</b>

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

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

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

**EXECUTIVE M.B.A.****Program**

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

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

Admission procedures to the E.M.B.A. program differ from those of the Full-Time M.B.A. and P.M.B.A. programs. For a brochure that outlines application procedures, potential candidates should call the E.M.B.A. Admissions Office at 214-768-3154 or visit [www.coxemba.com](http://www.coxemba.com).

**Curriculum****E.M.B.A. Class 2013: Entry Fall 2011, Graduate Spring 2013****E.M.B.A. Class 2012: Entry Fall 2010, Graduate Spring 2012****Total Credit Hours: 48**

<i>Term 1 – 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>
<hr/>	
<i>Term 2 – Spring</i>	
<b>Module 3</b>	
BA 6050 Decision Modeling	1.5
BA 6303 Managerial Accounting Part I	1.5
BA 6324 Fundamentals of Marketing Part I	1.5
<b>Module 4</b>	
BA 6079 Microeconomics	1.5
BA 6303 Managerial Accounting Part II	1.5
BA 6324 Fundamentals of Marketing Part II	1.5
<b>Term Total</b>	<b>9</b>

<i>Term 3 – Summer</i>	<i>Credit Hours</i>
<b>Module 5</b>	
<b>BA 6039</b> Macroeconomics	1.5
<b>BA 6077</b> Legal Environment of Business	1.5
<b>BA 6323</b> Business Finance Part I	1.5
<b>Module 6</b>	
<b>BA 6015</b> Executive Leadership	1.5
<b>BA 6030</b> Operations Management	1.5
<b>BA 6323</b> Business Finance Part II	1.5
<b>Term Total</b>	<b>9</b>

<i>Term 4 – Fall</i>	
<b>Module 7</b>	
<b>BA 6331</b> Business Policy Part I	1.5
<b>BA 6352</b> Marketing Strategy Part I	1.5
<b>BA 6375</b> Case Studies in Financial Management Part I	1.5
<b>Module 8</b>	
<b>BA 6331</b> Business Policy Part II	1.5
<b>BA 6352</b> Marketing Strategy Part II	1.5
<b>BA 6375</b> Case Studies in Financial Management Part II	1.5
<b>Term Total</b>	<b>9</b>

<i>Term 5 – Spring</i>	
<b>Module 9</b>	
<b>BA 6005</b> Strategic Human Capital	1.5
<b>BA 6074</b> Mergers and Acquisitions	1.5
<b>BA 6336</b> Entrepreneurship Part I	1.5
<b>Module 10</b>	
<b>BA 6073</b> Negotiations	1.5
<b>BA 6310</b> Global Business Environments	3.0
<b>BA 6336</b> Entrepreneurship Part II	1.5
Elective: one course	1.5
<b>Term Total</b>	<b>12</b>

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

46.5 credit hours of required courses

1.5 credit hours for elective course

**48 credit hours total for Cox M.B.A. degree****Business Administration (BA) Courses**

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

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

*Required: 1.5 Credit Hours Each*

**BA 6005. Strategic Human Capital.** The techniques, policies, processes, strategies and practices used by companies and managers to effectively and efficiently use human resources. Shows how the various “core” areas of human resource management, including staffing, performance management, work and job design, training, compensation, and labor relations, are aligned to accomplish business objectives. Explains how the business strategy, legal environment and design of work affect human resource management. Additionally, because HRM is becoming less of a functional responsibility and more of a manager’s responsibility, shows how these theories and techniques are applicable for many positions in a wide variety of organizations.

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

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

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

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

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

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

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

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

*Required: 3 Credit Hours Each*

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

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

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

**BA 6323. Business Finance.** An examination of topics in finance and investments. Focuses on corporate investment and financing decisions. Examines corporate investment criteria and cash flow estimation, cost of capital and project risk, and capital structure decisions.

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

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

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

**BA 6331. Business Policy.** A focus on problems of strategic management in the modern corporation. Places primary emphasis on cases of success and failure in developing and executing single- and multibusiness strategies. Uses related readings to underline common dimensions of the cases and highlight current theoretical concepts, methods and frameworks.

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

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

**BA 6375. Case Studies in Financial Management.** A practical overview of corporate finance. Draws together the various topics in managerial finance and presents a unified, integrated view of the overall subject area. Builds upon and reinforces the theoretical and institutional framework learned in introductory business and finance courses and, primarily through case analyses, seeks to apply these concepts to real or simulated business situations. Covers topics: financial analysis, capital budgeting analysis, value maximization and corporate governance, capital structure, corporate restructuring, or any other current topic, at the discretion of the instructor.

### Policies and Procedures

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

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

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

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

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

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

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

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

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

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

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

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



## M.S. IN ACCOUNTING

### Program

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

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

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

### Curriculum

#### M.S.A. Class 2012: Entry Fall 2011, Graduate Spring 2012

**Total Credit Hours: 32**

<i>Term 1 – Fall</i>	<i>Credit Hours</i>
<b>Module A Courses</b>	
<b>ACCT 6226</b> Accounting Information Systems	2
<b>ACCT 6248</b> Corporate Taxation	2
Electives: two courses	4
<b>Module B Courses</b>	
<b>ACCT 6214</b> Mergers and Acquisitions	2
<b>ACCT 6249</b> Entity Taxation	2
Electives: two courses	4
<b>Term Total</b>	<b>16</b>
<hr/>	
<i>Term 2 – Spring</i>	
<b>Module A Courses</b>	
<b>ACCT 6215</b> Advanced Topics in Accounting	2
<b>ACCT 6243</b> Assurance Methodology	2
Electives: two courses	4

<i>Term 2 – Spring (continued)</i>	<i>Credit Hours</i>
<b>Module B Courses</b>	
<b>ACCT 6246</b> Noncorporate Entity Accounting	2
<b>ACCT 6244</b> Audit Research	2
Electives: two courses	4
<b>Term Total</b>	<b>16</b>

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

16 credit hours of required accounting courses

16 credit hours of elective courses

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

All students must meet the degree requirement of taking a valuation course. The course options are as follows:

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

Students will choose one of these two tracks to follow in selecting their elective courses.

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

**ACCT 6238** Taxation of Mergers and Acquisitions**ACCT 6240** Advanced Partnership Taxation**ACCT 6241** Seminar in International and State Taxation**ACCT 6242** Accounting for Income Taxes

*Assurance/Advisory Track – Students take these three courses as part of their elective course selections.*

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

For planning assistance regarding the elective course options, students should visit the M.S.A. website [www.coxmsa.com](http://www.coxmsa.com) or contact the director of the M.S.A. program at [msainfo@cox.smu.edu](mailto:msainfo@cox.smu.edu).

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

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

## M.S. IN ENTREPRENEURSHIP

### Program

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

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

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

#### M.S.E. Class 2012: Entry Fall 2011, Graduate Fall 2012

**Total Credit Hours: 32**

<i>Term 1 – Fall</i>	<i>Credit Hours</i>
<b>Module A Courses</b>	
<b>ACCT 6201</b> Financial Accounting I	2
<b>CISB 6222</b> Starting a Business I	2
<b>Module B Courses</b>	
<b>CISB 6223</b> Starting a Business II	2
<b>MNO 6201</b> Organizational Behavior	2
<b>Term Total</b>	<b>8</b>
<i>Term 2 – Spring</i>	
<b>Module A Courses</b>	
<b>ACCT 6205</b> Managerial Accounting I	2
<b>CISB</b> elective course	2
<b>Module B Courses</b>	
<b>CISB</b> elective course	2
<b>MKTG 6201</b> Marketing Management	2
<b>Term Total</b>	<b>8</b>

<i>Term 3 – Summer</i>	<i>Credit Hours</i>
<b>Module A Courses</b>	
<b>CISB 6216</b> Managing the Entrepreneurial Business I	2
<b>STRA 6201</b> Strategic Management	2
<b>Module B Courses</b>	
<b>CISB 6217</b> Managing the Entrepreneurial Business II	2
<b>FINA 6201</b> Managerial Finance	2
<b>Term Total</b>	<b>8</b>

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

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

**Total Credit Hours: 32**

<i>Term 1 – Spring</i>	
<b>Module A Courses</b>	
<b>ACCT 6201</b> Financial Accounting I	2
<b>CISB 6222</b> Starting a Business I	2
<b>Module B Courses</b>	
<b>CISB 6223</b> Starting a Business II	2
<b>MNO 6201</b> Organizational Behavior	2
<b>Term Total</b>	<b>8</b>

<i>Term 2 – Summer</i>	
<b>Module A Courses</b>	
<b>ACCT 6205</b> Managerial Accounting I	2
<b>CISB 6216</b> Managing the Entrepreneurial Business I	2
<b>Module B Courses</b>	
<b>CISB 6217</b> Managing the Entrepreneurial Business II	2
<b>MKTG 6201</b> Marketing Management	2
<b>Term Total</b>	<b>8</b>

<i>Term 3 – Fall</i>	
<b>Module A Courses</b>	
<b>ITOM 6203</b> Operations Management	2
<b>STRA 6201</b> Strategic Management	2
<b>Module B Courses</b>	
<b>CISB</b> elective course	2
<b>STRA 6224</b> Entrepreneurial Strategy	2
<b>Term Total</b>	<b>8</b>

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

<i>Term 4 – Spring</i>	<i>Credit Hours</i>
<b>Module A Courses</b>	
<b>CISB</b> elective course	2
<b>CISB</b> or <b>STRA</b> elective course	2
<b>Module B Courses</b>	
<b>FINA 6201</b> Managerial Finance	2
Approved elective course*	2
<b>Term Total</b>	<b>8</b>

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

14 credit hours of core academic required courses

10 credit hours of specific entrepreneurship required courses

8 credit hours of elective courses as defined in the curriculum

**32 credit hours total for Cox M.S. in entrepreneurship degree**


---

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

**M.S. IN MANAGEMENT****Program**

The curriculum of the M.S. in Management program is designed to provide students with a fundamental understanding of business along with the budgeting, management, marketing, financial and strategic planning tools needed to assume leadership positions. The M.S.M. program is part-time program that starts only in the fall. Students will take a total of 30 credit hours following the semi-lockstep program over 12 months. Each 16-week term is divided into two eight-week modules, A and B, with each module course being two credit hours. Usually, the classes are scheduled for Thursday evening and Saturday morning. Starting with the fourth module, a self-selected third class (elective course) is taken at a time that does not conflict with the required core courses. Each class meets for approximately three hours once a week. Students remain with their entering class and cohort section for the core required courses during the program.

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

**Curriculum****M.S.M. Class 2012: Entry Fall 2011, Graduate Summer 2012****Total Credit Hours: 30**

<i>Term 1 – Fall</i>	<i>Credit Hours</i>
<b>Module A Courses</b>	
<b>ACCT 6201</b> Financial Accounting I	2
<b>BUSE 6202</b> Managerial Economics	2
<b>Module B Courses</b>	
<b>MAST 6201</b> Managerial Statistics	2
<b>MNO 6201</b> Organizational Behavior	2
<b>Term Total</b>	<b>8</b>
<hr/>	
<i>Term 2 – Spring</i>	
<b>Module A Courses</b>	
<b>ACCT 2nd</b> required accounting course+	2
<b>ITOM 6202</b> Management Decision Analysis	2

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

*Term 2 – Spring (continued)**Credit Hours***Module B Courses****FINA 6201** Managerial Finance 2**MKTG 6201** Marketing Management 2

Elective: one course from ACCT/CISB/MNO/nonoperations ITOM 2

**Term Total 10***Term 3 – Summer***Module A Courses****ITOM 6203** Operations Management 2**STRA 6201** Strategic Management 2Elective: one course from offerings  
except STRA or ITOM operations 2**Module B Courses**Electives: three courses from offerings;  
must meet course prerequisites 6**Term Total 12****Credit Hours Summary for M.S.M. Program**

20 credit hours of core academic required courses

10 credit hours of free elective courses as noted above

**30 credit hours total for Cox M.S. in management degree**

## DEPARTMENTS AND COURSES

---

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

### ACADEMIC AREAS OF INSTRUCTION

Courses are listed under the following academic areas:

Accounting (ACCT)

Business Administration

    Managerial Statistics (MAST)

Finance (FINA)

Information Technology and Operations Management (ITOM)

Management (MNGT)

Management and Organizations (MNO)

Marketing (MKTG)

Real Estate, Risk Management and Business Law

    Real Estate (RE)

    Business Law (BL)

    Risk Management and Insurance (RMI)

Strategy, Entrepreneurship and Business Economics

    Strategy (STRA)

    Entrepreneurship (CISB)

    Business Economics (BUSE)

### Accounting (ACCT)

**Professor Hemang Desai, Department Chair**

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

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

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

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

**ACCT 6205. Managerial Accounting I.** Demonstrates techniques for maximizing shareholder value by correctly assessing the financial outcomes of commonly recurring types of operating decisions. Techniques for identifying alternatives, assessing relevant costs and choosing a course of action are illustrated with case studies involving decisions on pricing (including special order and private label pricing), production alternatives (including make or buy) and allocation of care resources. Topics include cost behavior, cost-volume-profit relations, cost system design and interpretation (including the use of actual costs and standard costs), and identification of the costs and revenues relevant to decisions. Uses a case-study orientation. *Prerequisite:* Financial Accounting I.



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

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

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

**ACCT 6208. Audit Risks and Controls.** The course objectives are for students to learn the fundamental concepts and applications of internal control over financial reporting risk as they relate to systems development and design, and to the integrated audit of internal controls over financial reporting in accordance with PCAOB Audit Standard 5. In addition, students will learn fundamental auditing theory, practice and procedures as they are applied to financial statement audits. *Prerequisite:* Financial Accounting II or currently enrolled in M.S.A. program.

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

**ACCT 6211. Financial Statement Analysis.** The course examines the role of financial statements and financial statement analysis in assessing various characteristics of firms, predicting their future performance and valuing them in acquisition. Specific topics include exposure to “fundamental analysis” techniques, forecasting pro forma financial statements, valuation techniques tied to financial statement information and sources of financial information used in the capital markets to facilitate critical examination of the topics mentioned. This course is recommended to be taken immediately following the module in which ACCT 6210 Financial Reporting and Analysis I is taken and along with ACCT 6212 Financial Reporting and Analysis II, which covers a number of topics central to conducting financial statement analysis. *Prerequisite:* Financial Reporting and Analysis I or currently enrolled in M.S.A. program.

**ACCT 6212. Financial Reporting and Analysis II.** This course is a continuation of Acct 6210 Financial Reporting and Analysis I and, like ACCT 6210, it is a course designed for students whose careers will require a more in-depth knowledge of financial statements than that provided by the required core financial accounting courses (ACCT 6201, 6202 Financial Accounting I and II). Specific topics include off-balance sheet financing, accounting for pensions and postretirement benefits, accounting for stock options, and earnings per share. *Prerequisite:* Financial Reporting and Analysis I.

**ACCT 6213. Accounting-Based Valuation.** This course deals with the analysis of financial information, particularly firms’ financial statements, for making decisions to invest in businesses. Methods to determine stock value using fundamental analysis are examined in detail and applied in situations involving listed companies. Particular emphasis is given to the accounting-based valuation models. The appeal of these models is that valuation is based on accounting data; these data are not only available ex post, but they are also commonly available ex ante as forecasts. Topics include 1) comparing accounting-, cash flow-, and dividend-based approaches to valuation; 2) studying financial statement analysis methods, including ratio analysis; 3) dealing with accounting issues; 4) forecasting firms’ future performance; and 5) analyzing risk. *Prerequisite/Corequisite:* ACCT 6210 or currently enrolled in M.S.A. program.

**ACCT 6214. Mergers and Acquisitions.** This course examines in detail the controversial nature of mergers, acquisitions and consolidations accounting. In particular, the course examines the differential impact on the financial statements of alternative methods of accounting for economically similar transactions, as well as the implications of the same for managerial behavior, for valuation and for investors. The revised merger accounting standards (SFAS 141/142) require that all mergers be accounted for using one method; however, GAAP still affords significant discretion to managers in implementing these standards, which are reviewed in the class. The insights and the discussions that the M&A setting generated can then be applied to various other scenarios where managers can influence or dictate accounting choice. Given the FASB's harmonization project with IASB, the course will also examine the important differences in U.S. GAAP and IFRS and their implications. The course will conclude with a discussion of accounting issues associated with other corporate restructuring transactions such as LBOs, spin-offs, and carve-outs. *Prerequisite:* Financial Accounting II or currently enrolled in M.S.A. program.

**ACCT 6215. Advanced Topics in Accounting.** This course covers a series of advanced topics in financial accounting. The learning objectives are 1) understand futures, options, and swaps and how they are accounted for, 2) understand foreign currency transactions and how to account for hedging instruments related to those transactions, 3) understand how to translate foreign currency statements for purposes of consolidation, 4) understand SEC reporting requirements, and 5) understand how to account for bankruptcy. *Prerequisite/Corequisite:* ACCT 6202 or currently enrolled in M.S.A. program.

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

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

**ACCT 6226. Accounting Information Systems.** This course enhances students' auditing, SOX 404 consulting and enterprise risk mitigation skills. It focuses on business processes, internal controls and information technology, and teaches students tools for documenting these, namely flowcharts, control matrices, and policy and procedure manuals. This course thus covers topics assessed in the "Information Technology" portion of the C.P.A. exam. *Prerequisite:* Currently enrolled in M.S.A. program.

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

**ACCT 6239. Tax Research.** This course is designed to provide a foundation from which students can effectively identify, research and resolve tax issues. Students learn how to assess

the appropriateness of authoritative sources and communicate the results of tax research clearly and concisely to the intended audiences of their tax memorandums. *Prerequisite:* Currently enrolled in M.S.A. program or by permission.

**ACCT 6240. Advanced Partnership Taxation.** This course builds on ACCT 6248 Corporate Taxation and provides more in-depth coverage of tax issues related to the formation, operation, and dissolution of corporations and partnerships. *Prerequisite:* Corporate Taxation.

**ACCT 6241. Seminar in International and State Taxation.** This course provides a survey of basic issues in international, state and local income taxation. The issues covered in the international segment include taxation on foreign operations of U.S. individuals and corporations, U.S. taxation of foreign individuals and corporations, foreign tax credits, U.S. possessions taxation, foreign tax credits, sourcing of income, and Section 482 reallocation of income adjustments. State and local income taxation issues covered include an analysis of nexus issues, unitary vs. nonunitary tax regimes and the allocation and apportionment of income and expenses. *Prerequisite:* Currently enrolled in M.S.A. program or by permission.

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

**ACCT 6243. Assurance Methodology.** This course presents audit theory and procedures applied to the integrated audit of internal controls over financial reporting. Consideration is given to understanding relationships with clients, substantive testing, and audit documentation. In addition, client, industry, and technical research are applied to high-risk audit areas. *Prerequisite:* Introduction to Auditing or currently enrolled in M.S.A. program.

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

**ACCT 6246. Noncorporate Entity Accounting.** This course focuses on financial reporting by government entities and nonprofit organizations. It also covers accounting for partnerships, including the formation and termination of partnerships. This course is required for M.S.A. students and recommended for anyone interested in bank lending. *Prerequisite:* Financial Accounting II or currently enrolled in M.S.A. program.

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

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

## Business Administration Managerial Statistics (MAST)

*Required: 2 Credit Hours Each – The following course is required of all M.B.A. students.*

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

## Finance (FINA)

**Professor William Maxwell, Department Chair**

**Professors:** Andrew Chen, Darius Miller, Albert Niemi, James Smith, Rex Thompson, Michel Vetsuypens. **Associate Professors:** Chun Lam, Kumar Venkataraman. **Assistant Professors:** Indraneel Chakraborty, Amar Gande, Stacey Jacobsen, Swaminathan Kalpathy, Qin Lei, Yian Liu, Natalia Reisel, Johan Sulaeman. **Clinical Professors:** Jeffrey Allen, Charles Ruscher. **Professor of Practice:** Donald Shelly.

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

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

*Required for Concentrations: 2 Credit Hours Each – The following two courses and BUSE 6206 Uncertainty and Strategic Decision-Making are required for finance concentrations.*

**FINA 6205. Finance Theory and Practice.** This course examines the tools and concepts that form the core of modern finance theory, with an emphasis on practical applications. Topics include risk measurement and the investor's portfolio optimization problem, asset pricing models, risk-adjusted discount rates, investment under uncertainty, capital structure theory, firm valuation, and an introduction to options pricing. *Prerequisite:* Managerial Finance.

**FINA 6216. Portfolio Theory and Asset Pricing.** This is a course in the theory and applications of risk and return in capital markets. Topics include the measurement of risk, diversification, portfolio theory, asset allocation, CAPM and APT models of asset pricing, and various measures of portfolio performance evaluation that arise from these models. Applications will stress the use of portfolio theory and asset pricing models in contemporary investment decisions. This course will also examine the empirical evidence as it pertains to these theories and practices. *Prerequisite:* Finance Theory and Practice.

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

**FINA 6211. Valuation and Analysis.** This is a practical, applied, overview course in corporate finance. The course builds upon and reinforces the theoretical and institutional framework covered in introductory business and finance courses. It uses the case approach to apply these concepts to real or simulated business situations. The focus is on the valuation of the enterprise. The topics covered may include financial analysis and financial planning, corporate strategy, capital expenditure analysis, capital structure, and cost of capital determination. FINA 6212 Corporate Financial Policies highly recommended as a sequel course. *Prerequisite:* Finance Theory and Practice.

**FINA 6212. Corporate Financial Policies.** This course addresses advanced topics in corporate financial management. It relies primarily on the case method of analysis and may be supplemented by mini-lectures. Topics covered may include corporate restructuring, mergers and acquisitions, capital raising, risk management, project finance, dividend policy, financial distress, and real options. At the discretion of the instructor, recent advances in the theoretical and empirical finance literature may be discussed. FINA 6211 Valuation and Analysis not required but highly recommended as a prequel course. *Prerequisite:* Finance Theory and Practice.

**FINA 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 6217. Leveraged Finance.** Broadly defined leverage finance deals with the riskiest forms of debt financing. This debt financing encompasses original issue debt from either investment bank issued debt (high-yield bonds) or bank issued debt (leveraged loans) and debt that has fallen from investment grade to high-yield status ("fallen angels"). Credit default swaps also play an important role in these markets as they are derivative contracts deriving their value

from the risk of specific firm default, industry default rates or aggregate default rates. As such, they provide an alternative mechanism for investors to take short or long positions on the underlying assets. Most collateralized debt obligations are constructed using leveraged finance instruments so the course also examines the basics of collateralized debt obligations and more specifically collateralized leveraged loans. Next, the course examines what happens when these risky debt instruments default or are restructured, which entails debtor-in-possession financing and vulture investing. Finally, the course discusses how these instruments trade in the primary and secondary markets. The course follows the required book, *Leveraged Financial Markets: A Comprehensive Guide to Loans, Bonds, and Other High-Yield Instruments*, by Maxwell and Shenkman, McGraw-Hill, 2010. *Prerequisite:* Finance Theory and Practice.

**FINA 6218. Fixed Income Securities.** This course provides an analysis of fixed-income securities and interest rate derivatives. Topics covered include an overview of key bond markets, bond mathematics, theories and models of the term structure of interest rates, evaluation of credit risk, determination of duration, bond portfolio management, and interest rate derivatives. *Prerequisite:* Finance Theory and Practice.

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

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

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

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

**FINA 6227. Hedge Funds.** This course is an in-depth study of the theory and management of hedge funds. Topics include: arbitrage pricing theory, measuring return and risk of arbitrage strategies, performance evaluation, risk management, and compensation. The course pays attention to issues at the operational level and examines specific controlled-risk strategies, including statistical arbitrage, convertibles arbitrage and risk arbitrage. *Prerequisite:* Finance Theory and Practice.

**FINA 6228. Energy Project Valuation and Finance.** This course focuses on the principal energy sectors, their characteristic investment risks and common financial strategies. It examines fundamental principles of project valuation, including adjustments for risk and project optionality. The course also explores the methods and implications of nonrecourse financing (project financing) versus corporate financing, and surveys the major institutions and

international organizations that are relevant to energy investment and finance. *Prerequisites:* Finance Theory and Uncertainty and Strategic Decision-Making.

**FINA 6229. Energy Risk Management.** Throughout the world, the volatility of energy prices (oil, gas and electric power) exceeds that of all other commodities. Many techniques and devices have been designed and applied to assess and manage risks associated with the energy business. This course reviews the current state of the art in this field, including the application of techniques that pertain to the futures and forward markets, energy derivatives, diversification, price forecasting, and information acquisition. The course also introduces the application of real options analysis as an alternative to conventional discounted cash flow analysis of risky projects. *Prerequisites:* Finance Theory and Practice, Uncertainty and Strategic Decision-Making, and Energy Project Valuation and Finance.

**FINA 6230. Practicum in Portfolio Management I.** (*fall term*) The first course, taught in the fall term, of a two-course, two-term practicum that provides students with real-time money-management experience in managing the Nancy Chambers Underwood portfolio (approximately \$4 million). The course tasks involve sector analysis, the evaluation of existing securities, the analysis and due diligence underlying security transactions into and out of the portfolio, and performance assessment. With a directed-study flavor, the contact hours of a two-hour course are spread across the entire fall term by meeting 1.5 hours per week instead of the regular three hours per class time. Students are expected to take the entire two-course practicum in the fall-spring sequence. Admission is by application (in the spring term prior to the fall term enrollment), and an application does not guarantee admission.

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

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

## Information Technology and Operations Management (ITOM)

**Professor John Semple, Department Chair**

**Professors:** Amit Basu, Bezalel Gavish. **Associate Professors:** R. Canan Savaskan Ebert, Ulrike Schultze. **Assistant Professors:** Aydin Alptekinoglu, Sree Kumar Bhaskaran, Karthik Ramachandran. **Clinical Professors:** Ellen Allen, Amy Puelz. **Senior Lecturer:** James Collins.

*Required: 2 Credit Hours Each – The following two courses are required of all M.B.A. students.*

**ITOM 6202. Management Decision Analysis.** The purpose of this course is to help students understand how complex business problems can be analyzed, modeled and solved in an optimal manner. The course begins with a review of decision-making under risk and uncertainty. Specific emphasis is then placed on the use and application of decision trees, including the incorporation of utility theory. The course moves on to the use and application of mathematical

optimization models, including linear programming, network models and integer programming. The final topic covered is simulation. Students learn to develop spreadsheet models for making complex business decisions as well as to interpret the results of such models.

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

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

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

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

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

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

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

**ITOM 6218. Business Process Consulting.** A business process is a collection of activities – connected by flows of goods and information – that create value by transforming inputs into

(more valuable) outputs through the use of capital and labor. As such, business processes are the key drivers of organizational value creation and performance, competitive advantage, etc. The objective of this course is to teach students skills to model, analyze (for effectiveness, efficiency and internal controls) and redesign business processes. The course focuses particularly on information technology's role in enabling business processes.

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

**ITOM 6222 Predictive Analytics and Forecasting.** From forecasting aggregate-level sales to predicting whether a customer will choose a particular product, analytic techniques are used by businesses to make rigorous, data-driven predictions. This course explores analytic models such as deterministic time-trend, exponential smoothing, Holt-Winters, autoregressive exogenous, and Box-Jenkins, among others. Students learn to distinguish between trend and seasonality and to utilize both for making forecasts in such areas as sales and operational planning. The course also covers how to use industry and government metrics and how to present results to management. *Prerequisites:* Managerial Statistics and Management Decision Analysis.

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

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

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

**ITOM 6230. Business Process Outsourcing and Offshoring.** The course will focus on business process outsourcing/offshoring. Examines the motivators for BPO/O, the considerations underlying the decision to choose BPO/O, the relevant strategies and business



models that can be used, the choice of locations, and the management of the BPO/O relationships. Considers five application areas: 1) information technology, 2) customer care, 3) finance and accounting, 4) human resources, and 5) transaction processing. Uses a combination of lectures, case analyses, guest lectures and student presentations.

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

### Management (MNGT)

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

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

**MNGT 6103. Business Presentation Techniques.** Today's competitive marketplace demands that managers be successful on both a technical and an individual level, exhibiting a high degree of leadership skills. Helps students achieve proficiency in oral presentation techniques to enhance academic and career success. Graded on a pass/fail basis.

**MNGT 6150. Graduate Corporate Internship Program.** A degree requirement for all students in the Full-Time M.B.A. program during the third term (summer) in the program. Provides compensated or noncompensated career experience related to a student's degree goals. Graded on a pass/fail basis. This specific internship meets the Curricular Practical Training standards set forth by the University's International Student Office.

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

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

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

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

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

**MNGT 6003. Business Presentation Techniques.** Today's competitive marketplace demands that managers be successful on both a technical and an individual level, exhibiting a high degree of leadership skills. Helps students achieve proficiency in oral presentation techniques to enhance academic and career success. Graded on a pass/fail basis.

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

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

*Elective: 2 Credit Hours – The following course is optional and does not count toward any concentration.*

**MNGT 6238. Financial Modeling.** Presents practical examples and real-world templates and tools used by investment bankers and private equity professionals in 1) financial statement spreading and analysis, 2) valuation (using comparables, precedent transactions, and discounted cash flow analyses) of public and private companies in both minority interest and controlling interest situations, 3) construction and sensitivity of integrated cash flow models

(financial statement projections), 4) analysis and construction of leveraged buyout models, and 5) analysis and construction of merger and acquisition (accretion/dilution) models. Classroom discussions are a blend of lecture and case studies, with case studies involving a hands-on modeling approach by all students. Homework/projects provide additional real-world context and practice for in-class discussions and case studies. Note: Does not count in the finance concentration. *Prerequisites:* FINA 6205 Finance Theory and Practice and FINA 6211 Valuation and Analysis.

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

**Associate Professor Don VandeWalle, Department Chair**

**Professors:** Robin Pinkley, Miguel Quiñones, Linda Stearns. **Associate Professors:** Mel Fugate, Ellen Jackofsky. **Assistant Professors:** Jay Carson, Maribeth Kuenzi, Robert Rasberry, John Sumanth. **Visiting Assistant Professor:** Ryan Vogel.

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

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

*Required for Concentration: 2 Credit Hours – The following course is required for the concentrating in management.*

**MNO 6202. Managing Organizations.** This course develops an understanding of the successful management of organizations. Topics include organizational design, corporate culture, power and influence, decision-making tactics, and effective internal and external strategic alignment of organizational systems. *Prerequisite:* Organizational Behavior.

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

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

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

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

**MNO 6215. Master Negotiation.** This course gives students the conceptual foundation and basic tools needed to negotiate like a master negotiator, an elite class of negotiators most capable of obtaining substantial value through negotiation. Master negotiators use a flexible set of strategies that allow them to: 1) be proactive and reactive; 2) partner with the other party by increasing their value and decreasing their costs and options for going elsewhere; and 3) make the process a pleasant one.

**MNO 6216. Advanced Master Negotiation.** This course builds on the basic knowledge and experience acquired in MNO 6215 Master Negotiation. Advanced topics and related strategies are covered, including topics such as how to enhance or decrease power differences and how to

capitalize on common negotiator biases. Significant time and attention are given to successful implementation of strategies covered in both courses. *Prerequisite:* Master Negotiation.

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

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

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

**MNO 6232. Corporate Ethics and Organizational Responsibility.** This course offers a set of readings, cases and movies aimed at integrating ethical reflection with business decision-making. It examines ethical dilemmas faced by the individual manager and ethical issues in organizational policy. Typical topics include: conflicts of interest, supplier relations, consumer relations, ethical codes, whistle blowing, product liability, governance, corporate responsibility and competitive intelligence.

**MNO 6233. Conscious Capitalism.** This course examines the new business paradigm of conscious capitalism, which affirms that by simultaneously delivering multiple dimensions of value and well-being to all its stakeholders (society, partners, investors, customers, and employees), businesses can be a powerful force for the greater good and prosperity of the world, and yet also be more financially successful. Students comprehensively explore the four key elements of conscious capitalism: higher purpose (not only profits), stakeholder alignment, conscious leadership, and conscious culture. Through a blend of lectures, readings, discussions, industry expert guest speakers, and group projects, students learn how to implement the principles of conscious capitalism and incorporate the practices of conscious living into their own career and life.

## Marketing (MKTG)

### Professor Raj Sethuraman, Department Chair

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

*Required: 2 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, strategy and tactics with a global perspective of business. The purpose of the course is to develop a disciplined process for addressing marketing issues and challenges.

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

**MKTG 6204. Consumer Behavior.** This course is the study of why people buy what they buy. It examines in depth the consumer decision-making processes and the factors that influence those processes as well as how people make product-related decisions and the information used

to make those decisions. The course is taught from a consumer-psychology perspective and shows how that perspective can be applied to business. *Prerequisite:* Marketing Management.

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

**MKTG 6206. Marketing Management Implementation.** This course integrates customer, consumer, collaborator and company analysis; segmentation, targeting and positioning choices; and marketing mix decisions using a computer simulation format that spans several years. Students will be assigned to groups – each group representing a firm. Each firm will compete with other firms in the market over several rounds (years) and make marketing decisions to achieve the company's objectives. This dynamic game will prepare students to make, modify and implement marketing decisions over time. *Prerequisite:* Marketing Management.

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

*Marketing Functions Courses for the Concentration: 2 Credit Hours Each*

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

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

**MKTG 6215. Advanced Product and Brand Management.** 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:* Marketing Management.

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

*Marketing Topics Courses for the Concentration: 2 Credit Hours Each*

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

**MKTG 6223. Understanding What Customers Value.** Determining what is valued is perhaps the most important issue facing marketing managers. Recently, conjoint and choice models

have become popular techniques to help marketing managers understand what customers value in terms of the importance placed on specific product features and services. The objective of this course is to expose students to a variety of preference models used by brand managers and marketing analysts and to give students hands-on experience in using conjoint and choice modeling techniques. This course examines these marketing decisions using a combination of lectures, cases, and exercises.

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

**MKTG 6225. Retailer Behavior and Sales Promotion.** The vast majority of consumer expenditures, which represent more than \$5 trillion dollars and 68 percent of the United States gross domestic product, are made through retailers. Moreover, the average consumer product company spends as much on trade promotions (such as promoting its products to retailers) as it does on media advertising and consumer promotions combined. These facts highlight the importance of retailer behavior and trade promotions in consumer marketing. This course takes the retailer's point of view, exploring strategic and tactical decision-making by assessing the impact of these decisions on both consumer shopping behavior and the retailer's own operating costs. Explores issues in sales promotion, pricing, product mix and store location while gaining an understanding of consumer response in these areas. This course will be useful to students who plan to work in retailing, consumer marketing, brand or product management, or sales and distribution.

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

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

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

**MKTG 6230. Customer Loyalty Management.** This course explores the key concepts, metrics, strategies and tactics of customer loyalty management through lectures, interactive discussions and a hands-on consulting project for a corporation. Overall, students will develop

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

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

### **Real Estate, Risk Management and Business Law**

**Professor William Brueggeman, Department Chair**

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

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

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

**RE 6211. Real Estate Investment.** A survey of real estate investments. Includes the underlying determinants of supply and demand for various property types, leases, pro forma statements of cash flows, measurement of rates of return and approaches to valuation. Serves as the prerequisite course for RE 6212, RE 6213 and RE 6215. *Prerequisite:* Managerial Finance.

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

**RE 6213. Real Estate Finance and Development.** A course that includes case studies dealing with property selection, acquisition, leasing strategy, financing, sources of debt and equity capital, project development, and land development. *Prerequisite:* Real Estate Investment.

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

#### ***Business Law (BL)***

*Electives: 2 Credit Hours Each*

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

and the use of a release of liability as a risk mitigation device are also discussed. The format of the class is a combination of lecture, informal class discussion and case studies.

**BL 6225. Legal and Ethical Environment of Business for Accountants.** This course provides an in-depth study of the Texas State Board of Public Accounting's Rules of Professional Conduct and the Code of Professional Conduct promulgated by the American Institute of Public Accountants. A concrete understanding of these rules of ethics is necessary for both the practice of public accounting and prior to that, success on the CPA exam. Related legal issues, including accounting malpractice and liability to third parties such as the creditors or investors of the accounting client, are also discussed.

### ***Risk Management and Insurance (RMI)***

*Electives: 2 Credit Hours*

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

## **Strategy, Entrepreneurship and Business Economics**

**Professor Gordon Walker, Department Chair**

**Professor:** Maria Minniti. **Associate Professor:** David Lei. **Assistant Professors:** Bo Kyung Kim, Qi Zhou. **Clinical Professors:** David Croson, Michael Davis. **Professor of Practice:** Robert Lawson. **Scholar-in-Residence:** Dwight Lee. **Executive-in-Residence:** W. Michael Cox. **Writer-in-Residence:** Richard Alm.

### ***Strategy (STRA)***

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

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

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

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

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

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

**STRA 6220. Strategic Mergers and Acquisitions.** A focus on the strategic and organizational issues associated with mergers and acquisitions. Students examine the factors that lead to successful – and unsuccessful – mergers and acquisitions. Topics covered include mergers within an industry, international acquisitions, diversification, vertical integration,

organizational design concepts and the management of organizational behavior issues associated with mergers. Uses a case-study approach. *Prerequisite:* Advanced Strategic Management.

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

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

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

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

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

**STRA 6236. The Practice of International Business.** A course that equips students with a case-based, pragmatic understanding of international business in today's flat world. The nation's international trade and investments, already substantially above the gross domestic product figure, will climb in the next decade to several times GDP. International business skills will therefore become increasingly important for all managers. Answers questions such as: "Where does one start? Why? And how?" Examines how the international business environment (culture, history, governments, politics, law, war and demographics) affects the strategy and operations of the global firm. Includes a number of international business executives as guest speakers. The course concludes with presentations of team projects and the creation of scenarios for the future.

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



### **Entrepreneurship (CISB)**

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

**CISB 6210. Essential Law for the Entrepreneur.** A course that provides a broad awareness of and skill in coping with critical legal issues encountered by the entrepreneur building a growth-oriented business. Also helps students develop skills in the practice of minimizing exposure to liability and litigation and in working effectively with attorneys and regulators. Addresses venture initiation through expansion stage. Topics covered include: 1) contract law, 2) legal entities, 3) governance, 4) intellectual property, 5) e-law and e-litigation, 6) securities law overview, 7) dispute resolution and litigation management, 8) employment law, and 9) protection of intellectual assets.

**CISB 6211. Enhancing Operational Performance for Entrepreneurial Companies.** A course that addresses how, by making good operating decisions, an entrepreneur can successfully direct/manage his or her fledgling company into becoming a successful firm capable of withstanding the challenges of an ever-changing marketplace. In both lectures and cases, emphasis is placed on practical, real-world approaches to operations. Topics covered include: industry and competitor analysis, assessing financial strength, the business model, building the management team, measuring costs, the legal foundation of the business, marketing issues, preparing for the challenges of growth, and growth by acquisition.

**CISB 6212. International Entrepreneurship.** A course that provides students with an understanding of the complexities faced by entrepreneurs doing business in a global environment and knowledge that will help them to successfully cope with that environment. Focuses on and emphasizes the perspective of the entrepreneur. Topics covered from an international perspective are: entrepreneurial opportunity identification and evaluation; market analysis and intelligence; joint ventures and partnerships; agents, value added resellers and representatives; regulations, laws and customs; regional and cultural issues; financing foreign ventures; and choice of domestic and international legal entities.

**CISB 6214. Law of Financial Transactions for Entrepreneurs.** A course that teaches students what issues determine the proper entity for their businesses (corporation, partnership, LLC); the legal and practical issues in funding their businesses in the start-up phase; how venture capital funding works and how to negotiate with venture capitalists; the mechanics of stock option plans and how to best design them for their businesses; the tax, legal and business issues that determine the proper structure for mergers and acquisitions; how to read definitive documents and what to look for; and how the IPO process works.

**CISB 6216. Managing the Entrepreneurial Business I.** A focus on entrepreneurial management and leadership issues in a rapidly changing micro and macro environment. Topics covered include: managing rapid growth, managing adversity, entrepreneurial leadership and contemporary management theories applied to the entrepreneurial setting.

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

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

**CISB 6219. Business Decision-Making.** A class that provides students with the tools needed to make better business decisions. Analyzes theories and practices of decision-making in a variety of business settings. Specifically, it focuses on understanding the processes through which individuals and firms make decisions (and mistakes) in uncertain situations. Places particular emphasis on how to process information effectively, when to use rules of thumb and how to detect biased judgments. Uses simulations and in-class experiments.

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

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

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

**CISB 6225. Entrepreneurial Exit Strategies.** An examination of one of the key strategies required of any entrepreneurial venture: how the founders and the investors realize the appreciated value of their contributions to the business. The strategies and methodologies for each of the major types of exit transactions are covered in depth. The types of transactions covered include: the leveraged buyout, the sale of the business, the use of an IPO, the recapitalization of the firm and the liquidation of the business.

**CISB 6226. Evaluating Entrepreneurial Opportunities.** A course that provides students with the knowledge and skills necessary for selecting viable opportunities and evolving them into high potential concepts and business models. Topics addressed include: 1) identifying opportunities, 2) evaluating opportunities, 3) evaluating markets, 4) developing a powerful value proposition, 5) creating a sustainable competitive advantage, 6) creating market pull through channels, 7) developing powerful and successful business models, and 8) evolving an insightful sales forecast.

**CISB 6228. Corporate Entrepreneurship: Intrapreneuring.** A course that examines in detail the challenges and tradeoffs a corporation faces when trying to implement and manage for corporate entrepreneurship. Key elements for intrapreneurship, success drivers, as well as business frameworks and models are developed and analyzed. Topics for discussion include: definition of intrapreneurship and comparing and contrasting it with traditional entrepreneurship; the impact of corporate culture, processes and systems on the rate of innovation and new venture development; international impacts on intrapreneurship; and models for sustaining and adapting corporate entrepreneurship. An M.B.A. graduate who can innovate and grow new ventures within a corporation can add significant value to the company for which he or she works.

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

**CISB 6231. Venturing in China.** This course offers a systematic approach for investing in China based on the best and most current international investment practices customized for China. It focuses on the investment process and the critical steps, including: 1) developing a supply of investments of the desired variety, 2) evaluating and selecting investments that meet

established investment criteria, 3) negotiating and structuring investments, 4) adding value to the investments by assisting management to achieve their business objectives, and 5) monitoring those investments (in particular through an initial public offering). Teaches students how to develop a market entry plan for entering a specific industry and a specific geography in China.

### **Business Economics (BUSE)**

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

**BUSE 6202. Managerial Economics.** An examination of the basic principles behind the operating and pricing decisions of firms in a market economy. Applies methods of marginal analysis and optimization as a guide to the business decision-making process. Topics include: supply, demand and market equilibrium competition, industrial concentration, government regulation, optimal pricing strategies, and economic efficiency.

*Electives: 2 Credit Hours Each*

**BUSE 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 course. *Prerequisite:* Managerial Economics.

**BUSE 6223. Game Theory for Business Managers.** This course applies and extends the tools of modern game theory that are introduced in BUSE 6206. The course provides a framework for recognizing the basic types of strategic situations that confront management and a systematic approach for identifying effective competitive strategies. The principles of cooperative versus noncooperative behavior, pure versus mixed strategies, reputation building, repeated interaction, first-mover advantage, coordination, and alternative equilibrium outcomes are examined. *Prerequisites:* Finance Theory and Practice, and Uncertainty and Strategic Decision-Making.

### **Business Administration Exchange (BAEX)**

*Elective Credit Hours – The credit hour value varies from one to four hours per course.*

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

## **PROFESSIONAL M.B.A. INTERNATIONAL ELECTIVE COURSE LIST**

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

*Course Number and Catalog Course Title*

---

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

*International Program Courses*

*Program Course Title*

---

- |   |  |
|---|--|
| <b>BAEX 6238</b> Doing Business/Latin America | Risks and Opportunities of Latin American Emerging Markets |
|---|--|

*P.M.B.A International Program Courses*

---

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

*P.M.B.A Exchange Program*

---

Copenhagen Business School

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

---

## M.B.A. CONCENTRATIONS

- Accounting  
*Specialization option: Financial statement analysis*
- Business Analytics
- Finance  
*Specialization options: 1) alternative assets, 2) investments, 3) corporate finance or 4) energy finance*
- Financial Consulting
- General Business
- Information and Operations
- Management
- Marketing
- Real Estate
- Strategy and Entrepreneurship

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

## ACCOUNTING DEPARTMENT

### Concentration in Accounting – 12 credit hours

#### Requirements

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

**ACCT 6205** Managerial Accounting I

**ACCT 6206** Managerial Accounting II

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

**ACCT 6208** Audit Risks and Controls

**ACCT 6210** Financial Reporting and Analysis I

**ACCT 6211** Financial Statement Analysis

**ACCT 6212** Financial Reporting and Analysis II

**ACCT 6213** Accounting-Based Valuation

**ACCT 6214** Mergers and Acquisitions

**ACCT 6215** Advanced Topics in Accounting

**ACCT 6217** International Financial Reporting

**ACCT 6218** Forensic Accounting and Financial-Statement Fraud

**ACCT 6239** Tax Research

- ACCT 6243** Assurance Methodology
- ACCT 6244** Audit Research
- ACCT 6246** Noncorporate Entity Accounting
- ACCT 6248** Corporate Taxation
- ACCT 6249** Entity Taxation

*M.S.A. tax courses:*

- ACCT 6238** Taxation of Mergers and Acquisitions
- ACCT 6240** Advanced Partnership Taxation
- ACCT 6241** Seminar in International and State Taxation
- ACCT 6242** Accounting for Income Taxes

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

**Financial Statement Analysis – 12 credit hours**

**Requirements**

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

*Plus any 12 hours of elective courses from 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 6213** Accounting-Based Valuation
- ACCT 6214** Mergers and Acquisitions

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

**Requirements**

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

*Plus any 12 hours of elective 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 6213** Accounting-Based Valuation
- FINA 6205** Finance Theory and Practice
- FINA 6211** Valuation and Analysis
- FINA 6212** Corporate Financial Policies

**FINANCE DEPARTMENT**

**Concentration in Finance – 16 credit hours**

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

**Requirements**

**ACCT 6202** Financial Accounting II or **ACCT 6205** Managerial Accounting I (required core course, not included in 16-hour total)

**FINA 6205** Finance Theory and Practice (MUST be taken before all other FINA electives)

**FINA 6216** Portfolio Theory and Asset Pricing

**BUSE 6206** Uncertainty and Strategic Decision-Making (taken after completing the prerequisite, **BUSE 6202**)

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

**FINA 6211** Valuation and Analysis

**FINA 6212** Corporate Financial Policies

**FINA 6214** International Financial Markets

**FINA 6217** Leveraged Finance

**FINA 6218** Fixed Income Securities

**FINA 6219** Forwards, Futures and Swaps

**FINA 6220** Options

**FINA 6222** Financial Markets and Monetary Policy

**FINA 6226** Alternative Asset Management

**FINA 6227** Hedge Funds

**FINA 6228** Energy Project Valuation and Finance

**FINA 6229** Energy Risk Management

**FINA 6230** Practicum in Portfolio Management I (fall term)

**FINA 6231** Practicum in Portfolio Management II (spring term)

**FINA 6236** Advanced Portfolio Management

**BUSE 6223** Game Theory for Business Managers

*The finance concentration supports further specialization in the following four areas:*

*1) alternative assets, 2) investments, 3) corporate finance or 4) energy finance.*

**1. Alternative Assets – 16 credit hours****Requirements**

**ACCT 6202** Financial Accounting II or **ACCT 6205** Managerial Accounting I (required core course)

**FINA 6205** Finance Theory and Practice

**FINA 6216** Portfolio Theory and Asset Pricing

**FINA 6226** Alternative Asset Management

**FINA 6227** Hedge Funds

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

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

**FINA 6214** International Financial Markets

**FINA 6217** Leveraged Finance

**FINA 6218** Fixed Income Securities

**FINA 6219** Forwards, Futures and Swaps

**FINA 6220** Options

**FINA 6228** Energy Project Valuation and Finance

**FINA 6229** Energy Risk Management

**FINA 6230** Practicum in Portfolio Management I (fall term)

**FINA 6231** Practicum in Portfolio Management II (spring term)

**FINA 6236** Advanced Portfolio Management

**2. Investments – 16 credit hours**

**Requirements**

**ACCT 6202** Financial Accounting II or **ACCT 6205** Managerial Accounting I (required core course)

**FINA 6205** Finance Theory and Practice

**FINA 6216** Portfolio Theory and Asset Pricing

**FINA 6236** Advanced Portfolio Management

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

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

**FINA 6214** International Financial Markets

**FINA 6217** Leveraged Finance

**FINA 6218** Fixed Income Securities

**FINA 6219** Forwards, Futures and Swaps

**FINA 6220** Options

**FINA 6222** Financial Markets and Monetary Policy

**FINA 6226** Alternative Asset Management

**FINA 6227** Hedge Funds

**FINA 6230** Practicum in Portfolio Management I (fall term)

**FINA 6231** Practicum in Portfolio Management II (spring term)

**3. Corporate Finance – 16 credit hours**

**Requirements**

**ACCT 6202** Financial Accounting II or **ACCT 6205** Managerial Accounting I (required core course)

**FINA 6205** Finance Theory and Practice

**FINA 6211** Valuation and Analysis

**FINA 6216** Portfolio Theory and Asset Pricing

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

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

**FINA 6212** Corporate Financial Policies

**FINA 6214** International Financial Markets

**FINA 6217** Leveraged Finance

**FINA 6219** Forwards, Futures and Swaps

**FINA 6220** Options

**FINA 6222** Financial Markets and Monetary Policy

**FINA 6228** Energy Project Valuation and Finance

**FINA 6229** Energy Risk Management

**FINA 6236** Advanced Portfolio Management

**BUSE 6223** Game Theory for Business Managers

**4. Energy Finance – 16 credit hours**

**Requirements**

**ACCT 6202** Financial Accounting II or **ACCT 6205** Managerial Accounting I (required core course)

**FINA 6205** Finance Theory and Practice

**FINA 6216** Portfolio Theory and Asset Pricing

**FINA 6228** Energy Project Valuation and Finance

**FINA 6229** Energy Risk Management (For 2011–12, students should substitute **FINA 6219** from the elective options below.)

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



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

- FINA 6211** Valuation and Analysis
- FINA 6212** Corporate Financial Policies
- FINA 6214** International Financial Markets
- FINA 6217** Leveraged Finance
- FINA 6219** Forwards, Futures and Swaps
- FINA 6220** Options
- FINA 6222** Financial Markets and Monetary Policy
- FINA 6236** Advanced Portfolio Management
- BUSE 6223** Game Theory for Business Managers
- LAW 6378** Oil and Gas Law or **LAW 7264** Oil and Gas Environmental Law (with instructor's permission)

### **INFORMATION TECHNOLOGY AND OPERATIONS MANAGEMENT DEPARTMENT**

#### **Concentration in Business Analytics – 12 credit hours**

##### **Requirements**

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

*Plus minimum of 4 hours from the foundation list:*

- ITOM 6214** Business Modeling Using Spreadsheets
- ITOM 6217** Business Intelligence and Data Mining
- ITOM 6222** Predictive Analysis and Forecasting (new course spring 2012)

*Plus additional courses from the following elective course list:*

- ITOM 6215** Database Design for Business Applications
- ITOM 6218** Business Process Consulting
- ITOM 6220** Revenue Management
- ITOM 6225** Project Management
- BUSE 6206** Uncertainty and Strategic Decision-Making
- MKTG 6223** Understanding What Customers Value or **MKTG 6230** Customer Loyalty Management

##### **Secondary Concentration Option**

##### **Requirements**

A secondary concentration in business analytics can be obtained by taking a total of eight credit hours in ITOM, subject to the same foundation course requirements used in the primary business analytics concentration.

In addition, four hours of courses from one of the following primary concentrations are required: 1) accounting, 2) financial consulting, 3) finance, 4) marketing, 5) management, 6) real estate, or 7) strategy and entrepreneurship.

#### **Concentration in Information and Operations – 12 credit hours**

##### **Requirements**

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

*Plus minimum of 4 hours from the foundation list:*

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

*Plus additional courses from the following elective course list:*

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

### **Secondary Concentration Option**

#### **Requirements**

A secondary concentration in information and operations can be obtained by taking a total of eight credit hours in ITOM, subject to the same foundation course requirements used in the primary information and operations concentration.

In addition, four hours of courses from one of the following primary concentrations are required: 1) accounting, 2) financial consulting, 3) finance, 4) marketing, 5) management, 6) real estate, or 7) strategy and entrepreneurship.

## **MANAGEMENT AND ORGANIZATIONS DEPARTMENT**

### **Concentration in Management – 12 credit hours**

#### **Requirements**

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

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

- MNO 6210** Leader as Coach
- MNO 6212** Introduction to Consulting
- MNO 6214** Strategic Human Resources Management
- MNO 6215** Master Negotiation
- MNO 6216** Advanced Master Negotiation
- MNO 6218** Organizational Leadership
- MNO 6220** Corporate Governance
- MNO 6226** Managing Across Cultures
- MNO 6232** Corporate Ethics and Organizational Responsibility
- MNO 6233** Conscious Capitalism
- BL 6224** Managerial Perspectives on Law and the Workplace
- MKTG 6218** Advanced Sales and Distribution Management
- STRA 6202** Advanced Strategic Management

## **MARKETING DEPARTMENT**

### **Concentration in Marketing – 16 credit hours**

#### **Requirements**

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

*Plus 6 hours of marketing foundation courses:*

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

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

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

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

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

**Notes:**

1. It is strongly recommended that students take the foundation courses before taking the functional and topics courses, but it is not required.
2. Any course from the marketing functions list beyond the required 4 hours may be substituted for a course from the marketing topics list.

**REAL ESTATE, RISK MANAGEMENT AND  
BUSINESS LAW DEPARTMENT**

**Concentration in Real Estate – 14 credit hours**

**Requirements**

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

*Plus the 14 hours of courses in the following list:*

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

**STRATEGY, ENTREPRENEURSHIP AND  
BUSINESS ECONOMICS DEPARTMENT**

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

**Requirements**

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

**STRA 6202** Advanced Strategic Management

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

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

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

**STRA 6224** Entrepreneurial Strategy

**STRA 6225** Strategic Alliances

**STRA 6226** Developing Business Unit Strategy in a Competitive Environment

**STRA 6228** Global Strategy

**STRA 6232** Innovation and Strategic Change

**STRA 6236** The Practice of International Business

**STRA 6410** Venture Capital Practicum (counts as two courses, 4 hours)

**CISB** – one or two courses (maximum of 4 credit hours) from the following list:

**CISB 6210** Essential Law for the Entrepreneur

**CISB 6211** Enhancing Operational Performance for Entrepreneurial Companies

**CISB 6212** International Entrepreneurship

**CISB 6214** Law of Financial Transactions for Entrepreneurs

**CISB 6216** Managing the Entrepreneurial Business I

**CISB 6217** Managing the Entrepreneurial Business II

**CISB 6218** Managing the Family-Owned and Closely Held Business

**CISB 6219** Business Decision-Making

**CISB 6222** Starting a Business I

**CISB 6223** Starting a Business II

**CISB 6224** Venture Financing

**CISB 6225** Entrepreneurial Exit Strategies

**CISB 6226** Evaluating Entrepreneurial Opportunities

**CISB 6228** Corporate Entrepreneurship: Intrapreneuring

**CISB 6230** Teaming With Venture Investors

**CISB 6231** Venturing in China

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

**CISB** – one or two courses (maximum of 4 credit hours) from the above CISB list

**ACCT 6210** Financial Reporting and Analysis I

**ACCT 6211** Financial Statement Analysis

**ACCT 6214** Mergers and Acquisitions

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

**BUSE 6223** Game Theory for Business Managers

**ITOM 6226** Operations Management Strategy

**MKTG 6222** New Product Development

**MKTG 6223** Understanding What Customers Value

**MKTG 6226** Marketing Strategy

**MNO 6214** Strategic Human Resources Management

**MNO 6215** Master Negotiation

**MNO 6216** Advanced Master Negotiation

**ACROSS ACADEMIC DEPARTMENTS**

**Concentration in General Business – 12 credit hours**

**Requirements**

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

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

**List of courses not included in specific concentrations:**

**BL 6224** Managerial Perspectives on Law and the Workplace (course option in management concentration)

**BL 6225** Legal and Ethical Environment of Business for Accountants

# ACADEMIC RECORDS, GENERAL AND ENROLLMENT STANDARDS

---

Enrollment in the University is a declaration of acceptance of all University rules and regulations. A complete listing is available online at [smu.edu/policy](http://smu.edu/policy). Additional information regarding rules and regulations of the University can be found in this catalog.

## **COX GRADUATE PROGRAMS POLICIES AND PROCEDURES**

### **Honor Code of Cox School of Business**

By becoming members of the Cox School of Business, students are bound to hold intellectual integrity to the highest standard and commit to uphold the Cox School of Business Honor Code. Any actions committed by a member of the student body in violation of the Honor Code degrades the principles underlying the mission of the University and profoundly affects the integrity and reputation of the degrees to be earned, as well as the reputation of the institution. **At the core of the Cox School Honor Code is the student who will not lie, cheat, steal or tolerate those who do. Not reporting an honor violation is an honor violation.**

New graduate students receive a copy of the entire Honor Code at orientation and review all standards and policies. For additional information, students should contact the assistant dean of the Graduate Student Services Office or see the Honor Code in the Student Life section at the website [cox.smu.edu/web/current-students/graduate-students](http://cox.smu.edu/web/current-students/graduate-students).

### **Admissions Information**

The Cox School of Business seeks candidates who show a strong potential for success in today's global business environment. Candidates who demonstrate analytical capabilities, leadership experience, interpersonal and communication skills, and personal commitment and motivation are invited to apply. The Admissions Committee seeks candidates who possess outstanding academic achievement and potential, leadership qualities, and management potential. To assess these characteristics, the committee will look to the following elements to help identify a candidate's potential to succeed in the program: test scores, previous academic records, references who can speak to the candidate's professional performance and self-evaluation essays. Complete details and an application packet are available from the Cox Admissions Office: [www.coxgrad.com](http://www.coxgrad.com); 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 the program for the specific term of acceptance. If extenuating circumstances prevent the student from matriculating for the specific term, he or she must petition the graduate Admissions Committee for deferral prior to the first day of instruction of that term. This petition should state the reason for requesting a deferral to the next entering term. If the applicant fails to matriculate for the deferred term, the deposit is forfeited and the applicant must reapply for acceptance to the Cox Business School.

### **Course Enrollment**

Students process their own enrollment transactions, including add, drop and swap, on the Web-based Access.SMU ([access.smu.edu](http://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 email enrollment information and dates for that term's enrollment transactions.

The enrollment information is distributed in October for the spring term for the registration that starts in November with a week of priority registration. In March, the information is distributed for the summer and fall terms for the registration that starts in April with a week of priority registration. In both November and April, after the week of priority registration, open enrollment starts and continues until the first week of classes. Professional M.B.A. and M.S. students enroll for the summer term prior to the fall enrollment in April.

Cox graduate students have priority for course enrollment until the week prior to the start of classes. Options for enrolling in courses for credit are available for other students as follows: 1) an M.B.A. graduate of an AACSB accredited school, 2) visiting students in the Professional M.B.A. program and 3) *approved* non-Cox SMU graduate students taking graduate Cox courses. Other individuals interested in taking a Cox graduate course may be able to do so as an auditor. Policies for these student classifications are included in this catalog.

Changes can be made to enrollments without penalty through the first week of class. In addition, an elective course may be dropped with no refund given and assigned a grade of *W* (Withdrawn) through the deadline listed in the Cox Graduate Programs Academic Calendar. After the deadline date, students may not drop a class. Note that students cannot drop required core courses without the specific written permission of the Graduate Student Services Office.

After the deadline date in the Cox Graduate Programs Academic Calendar, a student may not drop a class. All schedule changes must be processed by the deadline date specified in this calendar.

Additional information is found in the Enrollment Policies section of this catalog.

### **Course Loads and Scheduling**

Students need to be aware that examinations, special class meetings, and other informal and formal events may be scheduled for alternate times than stated for the course schedule.

**Full-Time M.B.A.** Students complete 32 credit hours in the first year (16 credit hours per term), one credit hour internship in the summer (third term) and 28 credit hours in the second year (14 credit hours per term) plus one noncredit-bearing requirement (First Year Foundations) for a total of 61 credit hours for the two-year program. The maximum hours of course enrollment allowed during the program is 69 credit hours. The required core courses and some elective courses are scheduled for weekdays, with additional elective courses offered in the evenings and Saturday mornings.

**Professional M.B.A.** Students complete six terms of eight credit hours each term, including summer terms, for a total of 48 credit hours for this part-time program. The maximum hours of course enrollment allowed during the program is 56 credit hours. The usual schedule for the required core curriculum is Monday and/or Wednesday evenings at the Plano campus and Thursday evening and/or Saturday morning at the Dallas campus. Elective courses are offered Monday through Thursday evenings plus Saturday mornings on the Dallas campus.

**M.S. in Accounting.** Students complete 16 credit hours each term for a total of 32 credit hours for the full-time one-year program. The maximum hours of course

enrollment allowed during the program is 36 credit hours. The courses for this program are generally offered Monday through Thursday during the day and evening.

**M.S. in Entrepreneurship.** Students complete four consecutive terms of eight credit hours each term for a total of 32 credit hours for the part-time program. The maximum hours of course enrollment allowed during the program is 36 credit hours. This structured program has courses scheduled Monday through Thursday evenings and on Saturday mornings.

**M.S. in Management.** Students complete eight credit hours, 10 credit hours and 12 credit hours in three consecutive terms for a total of 30 credit hours for the part-time 12-month program. The maximum hours of course enrollment allowed during the program is 34 credit hours. The usual schedule for this program has courses on Thursday evenings and/or Saturday mornings; starting with the fourth module a self-selected third course (an elective) is taken at a time that does not conflict with the required core course schedule.

### **Course Overloading for Full-Time M.B.A. Students**

After successfully completing the first term of the Full-Time M.B.A. program, students with a cumulative GPA of 3.500 or higher may elect to take more than the normal load of 14–16 credit hours, with a maximum of 20 credit hours in one future term. The total number of overload hours can be no more than eight hours during the two-year program. Full-Time M.B.A. students may overload at no additional cost as they are charged a flat-rate tuition per term and pay the full flat-rate tuition for that term, regardless of the number of hours in which the student is enrolled. Students should contact the Graduate Student Services Office for assistance.

### **Course Overloading for Professional M.B.A. Students**

After successfully completing all 20 credit hours of required core courses with a cumulative GPA of 3.200 or better, Professional M.B.A. students may elect to take up to three courses or six credit hours in a module, a total of 12 credit hours in a term. Students need to contact Graduate Student Services Office staff for override permission when taking 12 credit hours. Professional M.B.A. students are not permitted to transfer into the Full-Time M.B.A. program. However, with approval from the Graduate Student Services Office, an unemployed student may be granted permission to carry a full-time academic course load of up to 16 credit hours per term. Professional M.B.A. students who take additional credit hours (maximum is 56 allowed in the program) will continue to pay the published hourly tuition rates.

### **Acceleration For Professional M.B.A. Students**

Acceleration of the Professional M.B.A. degree is defined as a Professional M.B.A. student with enough additional credit hours to advance his or her expected graduation date by at least one term. Professional M.B.A. students are not permitted to transfer into the Full-Time M.B.A. program. However, with approval from the Graduate Student Services Office, an unemployed student may be granted permission to carry a full-time academic course load of up to 16 credit hours per term, paying the published hourly tuition rates. Additional information is available at [www.smu.edu/bursar/gradtuit.asp](http://www.smu.edu/bursar/gradtuit.asp).

### **Readmission**

Students in good standing who have not enrolled in more than 12 months must complete a Readmission Request Form. To be in good standing, a student must have a cumulative GPA of 3.000 or better, must have earned eight or more hours, and must have a clear student financial record. After receiving the Readmission Request Form, the Graduate Student Services Office will review the student's request and academic record to determine the student's eligibility to be readmitted to the same program. If approval to return to the Cox graduate program is granted, the student will receive information detailing her or his new degree plan, including any updates to the curriculum that must be followed. Readmitted students are charged a rematriculation fee of \$75. Readmission does not affect the statute of limitations established by the initial enrollment.

Any former student with less than the criteria outlined for good standing must reapply to the program. Note: For coursework to count toward a degree, it must be completed within six years of matriculation with no absence greater than three consecutive calendar years. Coursework completed more than three years prior to readmittance to a graduate program may need to be repeated or replaced with current coursework, at the discretion of the associate dean for Master's programs.

Students seeking readmission to the same Cox program within 12 months of the last term of attendance should follow the guidelines for leave of absence.

#### **Student in Good Standing Criteria**

To be in good standing, a student must have a cumulative GPA of 3.000 or better, must have earned eight or more credit hours, and must have a clear student financial record.

#### **Graduates of Cox M.S. Programs Applying to the Professional M.B.A. Program**

Students who are graduates of a Cox M.S. program and who want to pursue a Cox M.B.A. degree may apply to the Professional M.B.A. program. Students must complete the application and satisfy all application criteria to be considered for admission. The Full-Time M.B.A. and the Executive M.B.A. programs are excluded from this option.

When a graduate of one of the M.S. programs is accepted into the Professional M.B.A. program, the student will be required to complete a minimum of 34 additional credit hours, 17 courses, in order to earn the M.B.A. degree. These hours will consist of M.B.A. core academic courses not taken as part of the M.S. degree plus elective courses not previously taken. All degree requirements of the M.B.A. program will need to be met for successful completion of the M.B.A. degree program.

Students will not need to retake successfully completed core required courses if the M.S. and the M.B.A. degrees are completed within six years from the original matriculation date of the M.S. program with no absence greater than three consecutive calendar years. Coursework completed more than three years prior to admittance into the M.B.A. program may need to be repeated or replaced with current courses at the discretion of the associate dean for Master's programs.

The M.S. graduate admitted to the Professional M.B.A. will pay the current Professional M.B.A. tuition rate at the time of matriculation.



### **Graduates of Cox M.B.A. Programs Applying to Cox M.S. Programs**

Students who are graduates of a Cox M.B.A. program and who want to pursue a Cox M.S. degree may apply to the specific M.S. program, M.S. in Accounting or M.S. in Entrepreneurship. Students must complete the application and satisfy all application criteria to be considered for admission.\*

When a graduate of one of the M.B.A. programs is accepted into an M.S. program, the student will be required to complete a minimum of 18 additional credit hours, nine courses, in order to earn the M.S. degree. These hours will consist of courses not previously taken as part of the M.B.A. degree. All degree requirements of the specific M.S. program will need to be met for successful completion of the M.S. degree program.

Students will not need to retake successfully completed core required courses if the M.S. and the M.B.A. degrees are completed within six years from the original matriculation date of the M.B.A. program with no absence greater than three consecutive calendar years. Coursework completed more than three years prior to admittance into the M.S. program may need to be repeated or replaced with current courses at the discretion of the associate dean for Master's programs.

The M.B.A. graduate admitted to an M.S. degree program will pay the current M.S. program tuition rate at the time of matriculation.

### **Course Waiver for Required Core Courses**

While the Cox School is not obligated to grant any waiver credit, in certain cases, up to eight credit hours for Full-Time and Professional M.B.A. students and up to four credit hours for M.S. students of required core courses may be waived, at entrance only, thereby eliminating the need to take a specific required course. This does not reduce the total number of credit hours required for the degree; it allows only for another course(s) to be substituted for the required course(s) as determined in the waiver process. Requests for waived credit are reviewed and processed only after the student's enrollment deposit is received in the Admissions Office. For complete details and a Course Waiver Petition Request Form, students should contact the Graduate Student Services Office at [gradcox@cox.smu.edu](mailto:gradcox@cox.smu.edu).

### **Transfer Courses From Other Institutions**

Although the Cox School of Business is not obligated to accept any transfer credit, in certain cases coursework may be transferred, at entrance only, thereby reducing the number of credit hours required to be taken at Cox for the degree. Transferable hours, up to eight credit hours for Full-Time and Professional M.B.A. students and up to four credit hours for M.S. students, will be considered only if the following criteria are met: 1) graduate course taken at an institution accredited by AACSB International, 2) course must have a grade better than B-, 3) course was completed within the three years prior to matriculation at Cox and 4) course was not credited toward a previous degree. Requests for transfer credit are reviewed and processed

---

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

only after the student's enrollment deposit is received in the Admissions Office. For complete details and a Transfer Credit Petition Request Form, students should contact the Graduate Student Services Office at [gradcox@cox.smu.edu](mailto:gradcox@cox.smu.edu).

### **Southwestern Graduate School of Banking Credit**

For candidates admitted to the Full-Time M.B.A. or Professional M.B.A. programs, the Cox School of Business will grant six graduate credit hours (equivalent to three graduate elective module courses) to successful graduates of the Southwestern Graduate School of Banking. This credit is awarded only to SWGSB graduates from the two graduating classes prior to the student's admission to the Full-Time or Professional M.B.A. program. The credits will be treated as general graduate elective credits and will not count toward any specific area of concentration. The credit may not be applied to the Executive M.B.A. program.

### **M.B.A. Students Taking Courses in Other SMU Graduate Programs**

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

### **Directed Studies**

Although faculty members generally discourage the use of directed studies to replace regularly scheduled elective courses, some students may benefit from a highly focused, specialized research-based project designed in conjunction with a full-time faculty member in a specific academic department of the Cox School of Business. These projects may involve further study of a specific topic from a previous course or may deal with an area of business or management research not covered in regularly scheduled business courses. No more than four credit hours may be earned through directed study. In general, directed studies do not count toward a concentration; any exception to the policy must be approved by the respective department chair. Students must be in good standing academically and must have completed the required core course sequence prior to enrolling for a directed study.

The Directed Study Request Form is available in the Graduate Student Services Office. The student must meet with the instructor to establish the course criteria, and the instructor must sign the Directed Study Request Form acknowledging approval of the request. The documented and signed Directed Studies Request Form is returned to the Graduate Student Services Office for processing.

### **Courses for Credit After Graduation From M.B.A. Program**

Cox M.B.A. graduates, and graduates of other AACSB International accredited M.B.A. programs, can apply to take graduate courses for credit by submitting the application and providing an official transcript listing the graduation date, program and final cumulative GPA which must be 3.000 or higher.

Criteria for course enrollment include meeting the course prerequisites and earning grades of *B* and above in each postgraduate course taken. For Cox Executive M.B.A. graduates and non-Cox graduates, the academic department chair or designee will review prior coursework for meeting the course prerequisites.

Enrollment is on a space-available basis, with this decision made a week prior to the start of the course.

For Cox M.B.A. graduates, an additional concentration may be earned and posted to their academic record with the successful completion of the credit hours and specific courses required for the concentration. (Additional details are found in the section Concentrations Full-Time M.B.A. and Professional M.B.A. Programs.)

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

### **Non-Cox SMU Graduate Students Taking Graduate Cox Courses**

Matriculated graduate students in other SMU programs may request permission to enroll in elective courses on the first day of class for the term or module based on the Cox Graduate Programs Academic Calendar. Enrollment is on a space-available basis. For more information, students should contact the Graduate Student Services Office at [gradcox@cox.smu.edu](mailto:gradcox@cox.smu.edu).

### **Guidelines for In-class Use of Laptops, PDAs and Mobile Communication Equipment**

All graduate students are expected to have access to a laptop computer for use in the classroom. The instructor has the right and responsibility to set the policy for the specific class, which should be included in the course syllabus. Students are bound by the class policy regardless of what other instructors or courses may accept and/or require. This policy may include (but is not restricted to) the following alternatives:

- The use of laptop computers is limited to one of the following levels.
  - Laptop use is restricted to course-related (and possibly session-related) content and applications only.
  - If there is no course-related content that students can reasonably be expected to need during class sessions, laptop use can be restricted to note-taking use only.
  - If in-class tests are provided in electronic form, students may be allowed to take the exam on their laptops.
  - If none of the above uses is desired, the use of laptops can be prohibited during class sessions.
- Use of chat services during class sessions is prohibited.
- Unless there are course-related applications of mobile phones, PDAs and smart-phones, the use of such equipment during class sessions is prohibited. Mobile phones are required to be shut off or set to silent mode during class sessions, and answering telephone calls and text messages during class is prohibited.

- Use of cameras and video cameras on mobile phones and laptops during class sessions may be prohibited or allowed. For example, students may be allowed to take photos of the whiteboard and/or projected materials in the session.

The Cox School does not prescribe any specific brand or configuration of laptop hardware for student laptops. Rather, it is expected that student laptops will be able to reasonably execute all application programs that are site licensed by SMU for student use in business-related programs. Information about relevant application programs as well as suggested minimum functionality for laptop systems will be made available to incoming students prior to the beginning of their program and can be obtained from the Cox Computer Support staff at [support@cox.smu.edu](mailto:support@cox.smu.edu).

### **Awards**

Students who excel during the course of their graduate work in the Cox School may be honored with awards available through the various subject areas. At graduation, students who reach high academic achievement are recognized through an invitation to join Beta Gamma Sigma, the business honor fraternity.

### **Merit-Based Scholarships**

Scholarships are awarded by the Cox School to entering Full-Time M.B.A. and M.S. in accounting students on the basis of demonstrated academic achievement and capability as well as significant career experience and leadership achievement at the time of acceptance into the Cox program. Scholarships must be used in the term awarded.

Any student who is awarded a scholarship and who goes on academic probation will immediately lose the scholarship but may be given an opportunity to regain the scholarship when his or her cumulative GPA is raised to 3.000 or above.

### **Financial Aid**

In addition to the merit-based scholarships described above, grants, private and federal loans, and employment programs may be available to Cox students. The Cox School of Business encourages all graduate students to complete the Free Application for Federal Student Aid form. The FAFSA may be completed online at [www.fafsa.ed.gov](http://www.fafsa.ed.gov). Students can obtain a personal identification number at [www.pin.ed.gov](http://www.pin.ed.gov), and it may be used to electronically sign the application. SMU's code number is 003613. Students should see [www.smu.edu/bursar](http://www.smu.edu/bursar) for more information.

### **Tuition Information**

The Student Financial Office (also known as the Bursar's Office) provides current information on tuition rates, general student fees, payment due dates and contact references as well as other relevant information to assist students with their financial planning on its website [smu.edu/bursar/index.asp](http://smu.edu/bursar/index.asp).

### **Accommodations for Students With Disabilities**

Cox students who have disabilities and need special accommodations, such as extended time to take exams or other reasonable academic accommodations, should contact the Disability Accommodations and Success Strategies Office immediately after accepting admission to a Cox program or as soon as possible after arriving at Cox. Since Cox graduate courses are taught in eight-week modules, students may have projects due by the second class meeting or midterm exams three or four weeks

after classes begin. It is necessary that students requesting reasonable accommodations do so as early as possible as the eligibility process must be completed prior to the arrangements being made.

In addition, because of the short duration of Cox modules and once per week class sessions, faculty must have a full week (seven calendar days) to arrange reasonable accommodations once students have been certified as eligible for reasonable accommodations and have notified their instructor.

More information about DASS is available at [www.smu.edu/alec/dass.asp](http://www.smu.edu/alec/dass.asp) and in the University Life and Services section of this catalog.

## **GENERAL POLICIES**

### **Confidentiality of Education Records**

The Family Educational Rights and Privacy Act of 1974 is a federal law that grants students the right to inspect, obtain copies of, challenge, and, to a degree, control the release of information contained in their education records. The act and regulations are very lengthy, and for that reason, SMU has issued guidelines that are available at the University Registrar's Office FERPA website ([www.smu.edu/ferpa](http://www.smu.edu/ferpa)). Policy 1.18 of the *University Policy Manual*, accessible at [www.smu.edu/policy](http://www.smu.edu/policy), also discusses this law.

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

### **Student File Number**

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

### **Name Change**

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

### **Mailing Addresses, Telephone, Email Address and Emergency Contact**

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

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

Students are expected to keep current all their addresses and telephone numbers, including emergency contact details, through Access.SMU, the University's Web-based self-service system. Changes to parent information should be reported on the Web form found at [www.smu.edu/registrar](http://www.smu.edu/registrar). Students may be prevented from enrolling if their information is insufficient or outdated.

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

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

### Cell Phones

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

### Transcript Service\*

A transcript is an official document of the permanent academic record maintained by the University Registrar's Office. The permanent academic record includes all SMU courses attempted, all grades assigned, degrees received and a summary of transfer hours accepted. Official transcripts and certifications of student academic records are issued by the University Registrar's Office for all students. Copies of high school records and transfer transcripts from other schools must be requested from the institutions where the coursework was taken.

Transcripts are \$12.25 per copy. Additional copies in the same request mailed to the same address are \$3.50. Additional copies mailed to different addresses are \$12.25 a copy. PDF transcripts are \$16.00 per email address and are available only

---

\* Chapter 675, S.B. 302. Acts of the 61st Texas Legislature, 1969 Regular Session, provides: Section I. No person may buy, sell, create, duplicate, alter, give or obtain; or attempt to buy, sell, create, duplicate, alter, give or obtain a diploma, certificate, academic record, certificate of enrollment or other instrument which purports to signify merit or achievement conferred by an institution of education in this state with the intent to use fraudulently such document or to allow the fraudulent use of such document.

Section II. A person who violates this act or who aids another in violating this act is guilty of a misdemeanor and upon conviction is punishable by a fine of not more than \$1,000 and/or confinement in the county jail for a period not to exceed one year.

for students who attended after summer 1996. Requests may be delayed due to outstanding financial or other obligations, or for posting of a grade change, an earned degree or term grades. Instructions for requesting a transcript to be mailed or picked up on campus are available through the “Transcript Requests” link at [www.smu.edu/registrar](http://www.smu.edu/registrar). A student may request his or her official transcript through Access.SMU Student Center. Requests are processed through the National Student Clearinghouse. Telephone and email requests are not accepted. Students or their specified third party can pick up their transcripts at the University Registrar’s Office, 101 Blanton Building. No incomplete or partial transcripts, including only certain courses or grades, are issued. Transcripts cannot be released unless the student has satisfied all financial and other obligations to the University. Transcripts may be delayed pending a change of grade, degree awarded or term grades.

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

Transcripts may be released to a third party as specified by the student on the Student’s Consent for SMU to Release Information to Student’s Specified Third Party form accessible at [www.smu.edu/registrar/ferpa/forms.asp](http://www.smu.edu/registrar/ferpa/forms.asp).

### **Final Examinations**

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

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

### **Academic Grievance and Appeals Procedures for Students With Disabilities**

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

### **Term Hour Loads**

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

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

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

### **Stop Enrollment/Administrative Withdrawal**

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

## **ENROLLMENT POLICIES**

### **Course Scheduling and Enrollment Cycles**

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

Each student is personally responsible for complying with enrollment procedures and for ensuring the accuracy of his or her enrollment. Students are expected to confirm the accuracy of their enrollment each term. Students who discover a discrepancy in their enrollment records after the close of enrollment for the term should immediately complete an Enrollment Discrepancy Petition. Petition instructions are available at [www.smu.edu/registrar](http://www.smu.edu/registrar). Petitions are to be submitted to the record offices of the appropriate academic deans within six months of the term in which the discrepancy appeared. Petitions submitted later than six months after the discrepancy may not be considered.

### **Schedule Changes**

Schedule changes are not complete for official University record purposes unless finalized in the University Registrar's Office. Additional information about schedule changes is found under Course Enrollment in the Cox Graduate Programs Polices and Procedures section of this catalog.

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

**International Students.** Students should consult with the International Center prior to dropping a course. If dropping a course will cause the student to be enrolled below the required number of hours to remain a full-time student, the student's immigration status could be affected. After the consultation, the student may drop a



course through Access.SMU Self Service. The consultation is advisory; students are responsible for their enrollment.

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

### Withdrawal From the University

**Note:** Students receiving financial aid should refer to the Financial Information section of this catalog.

Students should be aware of the difference between a *drop* and a *withdrawal* and remember that they may have different deadlines and separate financial policies. The deadlines are posted each term on the Cox Graduate Programs Academic Calendar. A *drop* occurs when a student removes one or more courses from his or her schedule and remains enrolled in at least one credit hour for the term. A *withdrawal* occurs when removing the course or courses will result in the student being enrolled in **zero** hours for the term. The Cox modules within the term can be negatively affected by the withdrawal process; therefore, students should always contact the Cox Graduate Student Services Office prior to initiating this transaction.

If a student removes all courses from his or her schedule **prior to the payment due date**, the transaction is considered a *cancellation* and does not result in financial penalty or impact the student's transcript.

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

The enrollment of students who withdraw on or before the sixth day of regular classes as listed in the Cox Graduate Programs Academic Calendar will be canceled. Courses and grades are not recorded for canceled enrollments. A student who withdraws after the sixth class day will receive the grade of *W* in each course in which enrolled.

Reduction of tuition and fees is based on the schedule listed in the *Bursar's Financial Information: Southern Methodist University* supplement (available online at [smu.edu/bursar/financialinformation.asp](http://smu.edu/bursar/financialinformation.asp)) and is determined by the effective date of the withdrawal. More information is available through the Division of Enrollment Services (phone: 214-768-3417).

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.

### **Withdrawal From a Course (Drop a Course)**

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

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

### **Audit Enrollment (Course Visitor)**

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

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

The following regulations are applicable:

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

### **Class Attendance**

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

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

Students may be dropped by a course instructor or academic dean for non-attendance or tardiness with a grade of *W* until the calendar deadline to drop. After the deadline, students must remain enrolled in the course. Students who miss two successive class meetings during the official add-drop period at the beginning of each term are subject to being dropped from the class. To avoid this possibility, students should contact the instructor or the department concerned immediately following such a series of absences.

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

### **Absence Due to Illness**

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

### **Interpretation of Course Numbers**

Each SMU course has a four-digit course number. The first number indicates the general level of the course: 1 – first year; 2 – sophomore; 3 – junior; 4 – senior; 5 – senior or graduate; 6, 7, 8, 9 – graduate. The second digit specifies the number of credit hours. The third and fourth digits are used to make the course number unique within the department.

## **GRADE POLICIES**

### **Grade Scale**

The grade of a student in any course is determined by the instructor of the course. The following grades are authorized for recording on the student's official graduate academic record maintained by the University Registrar's Office. In order for a course to count towards a Cox graduate degree, a grade of *C-* or better must be earned.

<i>Grades</i>	<i>Description</i>	<i>Grade Points per Term Hour</i>
A	Excellent Scholarship	4.000
A-	Excellent Scholarship	3.700
B+	Good Scholarship	3.300
B	Good Scholarship	3.000

<i>Grades</i>	<i>Description</i>	<i>Grade Points per Term Hour</i>
B-	Good Scholarship	2.700
C+	Fair Scholarship	2.300
C	Fair Scholarship	2.000
C-	Fair Scholarship	1.700
D+	Poor Scholarship	1.300
D	Poor Scholarship	1.000
D-	Poor Scholarship	0.700
F	Fail	0.000
P	Pass	*
I	Incomplete	*
NC	No Credit Received	*
W	Withdrew	*
X	No Grade Received in Registrar's Office	*

\*Grades not included in GPA

All graduate courses in the Cox School of Business, except those noted in this paragraph, are assigned a letter grade with grade point value and cannot be taken as pass/fail. The courses specifically established with the pass/fail grading basis are BAEX, MNGT 6001, MNGT 6003, MNGT 6020, MNGT 6101, MNGT 6103, MNGT 6150 and MNGT 6238.

### **Grade of Incomplete**

A student may receive a grade of Incomplete (*I*) if the majority (90 percent) of the course requirements have been completed with passing grades, but for some justifiable reason acceptable to the instructor, the student has been unable to complete the full requirements of the course. The grade of *I* (Incomplete) can be requested and given only at the end of the module. At the time the grade of *I* is given, the instructor must stipulate on an Incomplete Grade Assignment Report Form the requirements and completion date that must be met and the grade that will be given if the requirements are not met by the stated completion date. The instructor and the student sign the form, with a copy of the form given to the student and to the Graduate Student Services Office and with the instructor retaining the original form. The maximum period of time allowed to clear the Incomplete is until the end of the next term. If the Incomplete grade is not cleared by the date set by the instructor or by at the end of the next term, the grade of *I* will be changed to the grade provided by the instructor at the time the Incomplete grade was assigned or to a grade of *F* if no alternate grade was provided. The grade of *I* is not given in lieu of a grade of *F* or *W*, or other grade, each of which is prescribed for other specific circumstances.

If the student's work is incomplete, poor quality and not acceptable, a grade of *F* will be given. The grade of *I* does not authorize a student to attend the course during a later term.

Graduation candidates must clear all 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 grade of *I* to the grade indicated by the instructor at the time the grade of *I* was given.

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

The student's grades are available to the student through Access.SMU Student Center.

### Grade Point Average

A student's GPA is computed by multiplying the term hours of each course attempted by the grade points earned in the particular course and then dividing the total number of grade points by the total number of hours attempted, excluding those hours for which grades are shown with an asterisk on the grade chart. The GPA is truncated at three decimal places.

### Course Grades Not Meeting Degree Requirement

For required core courses, if a grade of *D+*, *D*, *D-* or *F* is earned, the course is not successfully completed, and the student must retake the same course the next time it is taught. All required core courses must be successfully completed with an earned grade of *C-* or above. (Additional information is found in the policy section Grade Forgiveness Opportunity.)

For an elective course, if a grade of *D+*, *D*, *D-* or *F* is earned, the course is not successfully completed, therefore a student must take an additional course and successfully complete it to earn the credit hours to count toward the degree. The student has the option of taking either the same course or a different one, but must earn a grade of *C-* or above for a course to count toward the degree.

In both situations of required and elective courses not successfully completed, these courses and grades are listed on the student's transcript. While the grades are included in the student's cumulative GPA, the credit hours of the unsuccessful attempt are not counted toward the degree. Students are permitted to take no more than the maximum hours allowed (listed below) toward their degree for GPA purposes.

### Maximum Hours Allowed

<i>Program</i>	<i>Cox Hours Needed to Complete Degree*</i>	<i>Maximum Hours Allowed</i>
Full-Time M.B.A.	61 credit hours	69 credit hours
Full-Time J.D./M.B.A.	48 credit hours	56 credit hours
M.A./M.B.A.	48 credit hours	56 credit hours
Professional M.B.A.	48 credit hours	56 credit hours
Part-Time J.D./P.M.B.A.	48 credit hours	56 credit hours
Executive M.B.A.	48 credit hours	56 credit hours
M.S. in Accounting	32 credit hours	36 credit hours
M.S. in Entrepreneurship	32 credit hours	36 credit hours
M.S. in Management	30 credit hours	34 credit hours

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

### **Grade Forgiveness Opportunity for Required Core Courses**

Students in the M.B.A. programs may repeat up to two different required core courses for which grades of *D+* or lower were received, provided the first enrollment of the course was completed during a student's first three terms of enrollment, or for the Executive M.B.A. during the student's first four terms of enrollment.

Students in the M.S. programs may repeat one course for which a grade of *D+* or lower was received for any course completed during a student's first two terms of enrollment.

The student who repeats a course with the grade forgiveness option remains on academic probation until the course is successfully completed, even if the cumulative GPA is raised to 3.000 or above. Note that the grade from the second time the course is taken, even if lower than the first attempt, will be the grade used to calculate the student's GPA.

A specific course may be repeated only once for grade forgiveness, and it must be repeated within the next two terms following the term in which the course was initially taken. Exceptions to the two-term restriction may be requested from the program registrar if the course is not taught again within that period. The student must declare which course(s) he or she will repeat under this policy with the program registrar by the seventh day of classes in the module or term of the repeated course enrollment.

Under this policy, the course hours and grade from the second time the course is taken count toward the degree. However, the initial course and grade also are listed on the student's permanent academic record with an explanatory note. All completed attempts of the courses are included in the count of "Maximum Hours Allowed" listed under the Course Grades Not Meeting Degree Requirement Policy.

### **Grade Changes**

Changes of grades, including change of the grade of *I*, are initiated by the course instructor and filed in the Graduate Student Services Office for processing under the authorization of the dean of the Cox School. If a student requests a grade change, the instructor may ask the student to provide a written petition requesting the change of grade which may become an official part of any further process at the instructor's discretion. Changes of grades may be made only for the following authorized reasons: to clear a grade of *I*, to correct a processing error or to reflect a re-evaluation of the student's original work. A change of grade will not be based on additional work options beyond those originally made available to the entire class.

Changes of grades of *I* should be processed within a calendar year of the original grade assignment. Other changes of grades must be processed by the end of the next regular term. No grade will be changed after 12 months or after a student's graduation except a grade successfully appealed, provided that written notice of appeal is given within six months following graduation, and in extenuating circumstances authorized by the academic dean and approved by the registrar.

### **Grade Appeals**

A student who feels that an assigned grade is other than the grade earned must first discuss the matter with the course instructor to determine if the discrepancy is caused by error or misunderstanding. At the time of the initial discussion, the student may be asked to provide a written petition requesting the change of grade.

A student who is not satisfied by the instructor's denial of a request for a grade change, and who maintains that the original grade was capriciously or unfairly determined, may appeal to the chair of the department in which the course was offered (or, in the case of a nondepartmental course, to a faculty agent designated by the academic dean. After discussing the matter with the student, and bearing in mind that the final authority in matters of academic judgment in the determination of a grade rests with the course instructor, the chair (or faculty agent) will consult with the course instructor, who will subsequently report to the student the disposition of the appeal.

A student who is not satisfied by the disposition of the appeal may appeal the decision to the associate dean of the Master's programs. The associate dean will take action as he or she deems appropriate, but the action taken must respect the principle that the determination of a grade rests with the course instructor.

## **SATISFACTORY PROGRESS POLICIES**

### **Leave of Absence**

A leave of absence is a temporary leave from the University – a kind of “time out” which may be necessary during graduate studies. Students may elect to take leaves of absence for a variety of reasons, including 1) medical reasons due to accident or illness, 2) family crises or other personal situation that requires an extended absence from school, 3) financial issues that may take time to resolve, and 4) academic difficulties that may best be handled by taking time to refocus on college work.

Students in good standing may take a leave of absence for up to 12 months by sending a written notice to the Cox Graduate Student Services Office. To be in good standing, a student must have a cumulative GPA of 3.000 or 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 the Graduate Student Services Office in writing. A leave of absence does not affect the statute of limitations established by the initial enrollment.

Any former student with less than the criteria outlined herein for good standing must reapply to the program.

Students who have not enrolled for more than 12 months must follow the guidelines for readmission.

### **Academic Progress**

Failure to meet established minimum acceptable standards of academic or disciplinary performance can result in probation or dismissal.

### **Academic Probation**

Academic probation is a serious warning that the student is not making satisfactory academic progress. Graduate students must maintain a cumulative GPA of 3.000. A graduate student who fails to maintain a cumulative 3.000 GPA is placed on academic probation and is considered not in good standing. Academic probation is not noted on the permanent academic record. However, a student on academic probation may be subject to certain conditions during the period of probation.

To graduate from a Cox School of Business graduate program, students must earn a cumulative GPA of 3.000 or better (without rounding) with no grade less than a C- (1.700) applying toward the degree. The academic performance of all graduate

students is reviewed at the end of each term. All calculations for academic performance evaluations are based on grades earned in Cox programs. Grades earned in accepted transfer courses are not counted in Cox School of Business cumulative GPA calculations.

A student in a graduate Cox program with a cumulative GPA below 3.000 upon completion of the credit hours required for the degree may petition the Cox Graduate Policy Committee to take additional credit hours at Cox to raise his or her cumulative GPA to 3.000, the required level. Students who receive approval to take additional hours will not be permitted to earn more than the maximum hours allowed toward their degree for GPA purposes. A chart of maximum hours allowed is found under Course Grades Not Meeting Degree Requirement in the Grade Policies section of this catalog.

In addition, any student who is awarded a scholarship and who goes on academic probation will immediately lose the scholarship but may be given an opportunity to regain the scholarship when his or her cumulative GPA is raised to 3.000 or above.

Cox graduate students on academic probation are not permitted to serve in any student leadership position of any organization representing either Cox or SMU. A student on academic probation is not permitted to enroll in a directed study nor enroll for an internship during an active term. Full-Time M.B.A. students are required to enroll in the internship course as part of the Full-Time M.B.A. curriculum in the summer term between the first and second year of the program.

### ***Academic 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.

The following criteria outline when graduate students will be dismissed from the Cox School of Business but does not limit dismissal to these criteria:

*Full-Time M.B.A. students will be dismissed if they achieve:*

---

- Less than a cumulative 2.250 GPA at the end of 14 GPA hours or the first term.
- Less than a cumulative 2.500 GPA at the end of 30 GPA hours or the second term.
- Less than a cumulative 2.750 GPA at the end of 44 GPA hours or the third term.
- Less than a cumulative 2.950 GPA at the end of 58 GPA hours or the fourth term.

*With an approved petition to take up to eight additional hours beyond the 58 GPA hours required for the degree, Full-Time M.B.A. students will be dismissed if they achieve:*

- Less than a cumulative 2.950 GPA at the end of 58 GPA hours or the fourth term.
- Less than a cumulative 2.970 GPA at the end of 60 GPA hours (+ 2 hours).
- Less than a cumulative 2.980 GPA at the end of 62 GPA hours (+ 4 hours).
- Less than a cumulative 2.990 GPA at the end of 64 GPA hours (+ 6 hours).
- Less than a cumulative 3.000 GPA at the end of 66 GPA hours (+ 8 hours).

**Full-Time M.B.A. students MUST have a cumulative 3.000 GPA at the end of 66 GPA hours.**



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

---

- Less than a cumulative 2.250 GPA at the end of 14 GPA Cox hours or the first term.
- Less than a cumulative 2.500 GPA at the end of 24 GPA Cox hours or the second term.
- Less than a cumulative 2.750 GPA at the end of 34 GPA Cox hours or the third term.
- Less than a cumulative 2.950 GPA at the end of 46 GPA Cox hours or the fourth term.

*With an approved petition to take up to eight additional hours beyond the 46 GPA hours required for the degree, M.A./M.B.A. and J.D./M.B.A. students will be dismissed if they achieve:*

- Less than a cumulative 2.950 GPA at the end of 46 GPA Cox hours or the fourth term.
- Less than a cumulative 2.970 GPA at the end of 48 GPA Cox hours (+ 2 hours).
- Less than a cumulative 2.980 GPA at the end of 50 GPA Cox hours (+ 4 hours).
- Less than a cumulative 2.990 GPA at the end of 52 GPA Cox hours (+ 6 hours).
- Less than a cumulative 3.000 GPA at the end of 54 GPA Cox hours (+ 8 hours).

**M.A./M.B.A. and J.D./M.B.A. students MUST have a cumulative 3.000 GPA at the end of 54 GPA hours.**

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

---

- Less than a cumulative 2.000 GPA at the end of 8 GPA hours or first term.
- Less than a cumulative 2.250 GPA at the end of 16 GPA hours or second term.
- Less than a cumulative 2.500 GPA at the end of 24 GPA hours or third term.
- Less than a cumulative 2.750 GPA at the end of 32 GPA hours or fourth term.
- Less than a cumulative 2.900 GPA at the end of 40 GPA hours or fifth term.
- Less than a cumulative 2.950 GPA at the end of 48 GPA hours or sixth term.

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

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

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

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

---

- Less than a cumulative 2.000 GPA at the end of 8 GPA hours or first term.
- Less than a cumulative 2.250 GPA at the end of 16 GPA hours or second term.
- Less than a cumulative 2.500 GPA at the end of 24 GPA hours or third term.
- Less than a cumulative 2.750 GPA at the end of 32 GPA hours or fourth term.
- Less than a cumulative 2.900 GPA at the end of 40 GPA hours or fifth term.
- Less than a cumulative 2.950 GPA at the end of 48 GPA hours or sixth term.

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

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

**Part-Time J.D./Professional M.B.A. students MUST have a cumulative 3.000 GPA at the end of 56 GPA hours.**

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

---

- Less than a cumulative 2.500 GPA at the end of 16 GPA hours or first term.
- Less than a cumulative 2.950 GPA at the end of 32 GPA hours or second term.

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

- Less than a cumulative 2.950 GPA at the end of 32 GPA hours or second term.
- Less than a cumulative 2.980 GPA at the end of 34 GPA hours (+ 2 hours).
- Less than a cumulative 3.000 GPA at the end of 36 GPA hours (+ 4 hours).

**M.S. in Accounting students MUST have a cumulative 3.000 GPA at the end of 36 GPA hours.**

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

---

- Less than a cumulative 2.500 GPA at the end of 8 GPA hours or first term.
- Less than a cumulative 2.750 GPA at the end of 16 GPA hours or second term.
- Less than a cumulative 2.900 GPA at the end of 24 GPA hours or third term.
- Less than a cumulative 2.950 GPA at the end of 32 GPA hours or fourth term.

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

- Less than a cumulative 2.950 GPA at the end of 32 GPA hours or fourth term.
- Less than a cumulative 2.980 GPA at the end of 34 GPA hours (+ 2 hours).
- Less than a cumulative 3.000 GPA at the end of 36 GPA hours (+ 4 hours).

**M.S. in Entrepreneurship students MUST have a cumulative 3.000 GPA at the end of 36 GPA hours.**

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

---

- Less than a cumulative 2.500 GPA at the end of 8 GPA hours or first term.
- Less than a cumulative 2.900 GPA at the end of 18 GPA hours or second term.
- Less than a cumulative 2.950 GPA at the end of 30 GPA hours or third term.

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

- Less than a cumulative 2.950 GPA at the end of 30 GPA hours or third term.
- Less than a cumulative 2.980 GPA at the end of 32 GPA hours (+ 2 hours).
- Less than a cumulative 3.000 GPA at the end of 34 GPA hours (+ 4 hours).

**M.S. in Management students MUST have a cumulative 3.000 GPA at the end of 34 GPA hours.**

## **GRADUATION POLICIES**

### **Apply to Graduate**

Students must file an Application for Candidacy to Graduate form with the Cox Graduate Student Services Office at the beginning of the term in which they expect to complete all degree requirements. Applications must be filed by the posted deadline date. Students will be charged an Apply to Graduate fee during the term the application is filed. Students who file an application after the published deadline may be required to pay a nonrefundable late fee.

Late applications may be denied after the start of the next term, and the Application for Candidacy to Graduate form applied to the next conferral date. Students taking coursework at another institution and transferring the course(s) back to SMU are responsible for ensuring that the University Registrar's Office receives their official transcript in order for their degree to be conferred for the anticipated graduation term.

SMU has three degree conferral periods: fall (December), spring (May) and summer (August). Prior to approving a graduate business student for degree conferral, Cox faculty and administration will consider any documented judicial or disciplinary complaints on record and audit the student's academic standing, including satisfactory completion of the required, but noncredit-bearing, aspects of the Cox program.

Graduation fees can be found on the bursar's website at [smu.edu/bursar/adminfees.asp](http://smu.edu/bursar/adminfees.asp).

### **Commencement Participation**

An All-University Commencement Convocation is held in May for students on schedule and enrolled to complete degree requirements during the spring term. The Cox School of Business holds a diploma ceremony each year in May following the University-wide commencement program.

Students in good academic standing, within eight credit hours of graduating and enrolled to complete all degree requirements during the following summer term may also participate in the May ceremonies, although their degrees will not be conferred until August.

An All-University Graduation Ceremony is held each December for students completing degree requirements during the fall term. Students who completed degree requirements during the previous summer term may also participate.

A student may participate once in either the May All-University Commencement Convocation or the December graduation ceremony for a given degree, but not both. To participate in a ceremony, a student must file an Application for Candidacy to Graduate or Intent to Participate Form with the Cox Graduate Student Services Office.

### **Statute of Limitations for Degree Plans**

The maximum length of time for degree completion in any and all graduate business degree programs is six calendar years. All course and degree requirements must be completed in this time period, which begins at the time of initial enrollment, with no absence greater than three consecutive calendar years.

# COX GENERAL INFORMATION

---

## HISTORY

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

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

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

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

## ACADEMIC ACCREDITATION

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

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

## COX SCHOOL COMPLEX

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

## **CENTERS AND INSTITUTES**

### **The MBA Business Leadership Center**

Paula Hill Strasser, **Director**

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

### **The Business Information Center**

Sandal Miller, **Director**

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

### **The Caruth Institute for Entrepreneurship**

Jerry F. White, **Director**

The Caruth Institute at SMU was established in 1970 by W.W. Caruth, Jr., to help people learn about the excitement of building their own business, the challenges of management, the uncertainties of the marketplace and the acceptance of adversity as a learning experience.

The Caruth Institute focuses on both the entrepreneurial and managerial aspects of starting and growing a business. Programs include credit courses for undergraduate and graduate students, including the M.S. in entrepreneurship as well as certificate programs for the outside business community.

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

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

Raj Sethuraman, **Executive Director**

Marci Armstrong, **Director, Graduate Marketing Certificate Program**

Charles Besio, **Director, Marketing Management Studies**

The Center for Marketing Management Studies supports ongoing marketing education through the Graduate Marketing Certificate Program. The 21-week program, offered on the Dallas and Plano campuses, runs throughout the school year and is designed to help marketing professionals from the North Texas business community sharpen their marketing skills and knowledge. GMCP topics include strategic marketing, customer loyalty and satisfaction, consumer decision-making, social media, and Internet marketing. Cox graduate students have the opportunity to network with the marketing professionals attending the GMCP.

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

### **The EnCap Investments & LCM Group Alternative Asset Management Center**

Donald Shelly, **Director**

This recently established center at the Cox School of Business puts Southern Methodist University at the forefront of training in the most significant growth area in the investment field today. There are more than 200 alternative investment firms in the DFW metroplex. The Alternative Asset Management program makes Cox a top provider of trained students for these local firms and other growing firms throughout the United States and the world.

### **JCPenney Center for Retail Excellence**

Edward J. Fox, **Executive Director**

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

### **The Maguire Energy Institute**

W. Bruce Bullock, **Director**

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

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

William B. Brueggeman, **Director**

The center was created in 1984. It sponsors real estate industry outreach programs, general management programs and student internships. It also awards both undergraduate and graduate student assistantships and scholarships, which are made from endowments established by the Costa Institute of Real Estate Finance and the Robert and Margaret Folsom Institute of Real Estate 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 multi-disciplinary courses that explore ethical decision-making and corporate governance, preparing students to understand the choices they make and how those decisions affect the governance structure of their firm.

### **Executive Education Center**

Frank R. Lloyd, **Associate Dean**

The Executive Education Center is one of the pillars of the Cox commitment to the business community. The center's seminars and certificate programs develop leadership and business acumen through its world-class faculty and facilities. The customized educational experiences for groups of current and high-potential managers improve a company's organizational performance. For more information, visit [www.exed.cox.smu.edu](http://www.exed.cox.smu.edu) or call 214-768-3335 or 1-800-768-6699.

### **Southwestern Graduate School of Banking Foundation**

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

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

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

W. Michael Cox, **Director**

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

## FINANCIAL INFORMATION

---

The catalog supplement *Bursar's Financial Information: Southern Methodist University* is issued each academic year. It provides the general authority and reference for SMU financial regulations and obligations, as well as detailed information concerning tuition, fees and living expenses. The supplement can be accessed online at [smu.edu/bursar/financialinformation.asp](http://smu.edu/bursar/financialinformation.asp). More information is available through the Division of Enrollment Services (phone: 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 website). No confirmation of receipt of payment will be sent. Invoice notifications are emailed to the student's SMU email address after registration for the student to view on the Web. If notification has not been received two weeks prior to the due date, the student should contact Enrollment Services. 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 federal parent PLUS loans and the SMU monthly TuitionPay Payment Plan. If the refund is issued by check, the student may request, in writing, that the refund be sent to another party. Any outstanding debts to the University will be deducted from the credit balance prior to issuing a refund check. Students with Title IV financial aid need to sign an Authorization to Credit Account form. Students with a federal parent PLUS Loan need to have the parent sign an Authorization to Credit Account Parent form. A student whose University account is overdue or who in any other manner has an unpaid financial obligation to the University will be denied the recording and certification services of the Office of the Registrar, including the issuance of a transcript or diploma, and may be denied readmission until all obligations are fulfilled. The Division of Enrollment Services may stop the registration, or may cancel the completed registration, of a student who has a delinquent account or debt, and may assess all attorney's fees and other reasonable collection costs (up to 50 percent) and charges necessary for the collection of any amount not paid when due. Matriculation in the University constitutes an agreement by the student to comply with all University rules, regulations and policies.

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

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

### **WITHDRAWAL FROM THE UNIVERSITY**

**NOTE:** Students should also refer to the Academic Records, General and Enrollment Standards section of this catalog.

A student who wishes to withdraw (resign) from the University before the end of a term or session must initiate a Student Petition for Withdrawal form, obtain approval from his/her academic dean and submit the form to the Division of Enrollment Services, University Registrar. The effective date of the withdrawal is the date on which the Student Petition for Withdrawal is processed in the Registrar's



Office. Discontinuance of class attendance or notification to the instructors of intention to withdraw does not constitute an official withdrawal.

Reduction of tuition and fees is based on the schedule listed in the *Bursar's Financial Information: Southern Methodist University* supplement and is determined by the effective date of the withdrawal. The supplement can be accessed online at [smu.edu/bursar/financialinformation.asp](http://smu.edu/bursar/financialinformation.asp). More information is available through the Division of Enrollment Services (phone: 214-768-3417).

**NOTE:** For students receiving financial aid (scholarships, grants or loans), when the withdrawal date qualifies for reduction of tuition and fees charges, the refund typically will be used to repay the student aid programs first and go to the student/family last. Further, government regulations may require that SMU return aid funds whether or not the University must reduce its tuition and fees (based on the *Bursar's Financial Information: Southern Methodist University supplement*); 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 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.

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

### **MERIT-BASED SCHOLARSHIPS**

Information about merit-based scholarships at the Cox School is found in the Academic Records, General and Enrollment Standards section of this catalog.

### **FINANCIAL AID**

Information about financial aid for the Cox School is found in the Academic Records, General and Enrollment Standards section of this catalog.

# DESCRIPTION OF THE UNIVERSITY

---

## **THE VISION OF SOUTHERN METHODIST UNIVERSITY**

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

## **THE MISSION OF SOUTHERN METHODIST UNIVERSITY**

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

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

- Goal one: To enhance the academic quality and stature of the University.
- Goal two: To improve teaching and learning.
- Goal three: To strengthen scholarly research and creative achievement.
- Goal four: To support and sustain student development and quality of life.
- Goal five: To broaden global perspectives.

## **SOUTHERN METHODIST UNIVERSITY**

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

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

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

The University has 109 buildings, a total enrollment that has averaged more than 10,000 the past 10 years, a full-time faculty of 668 and assets of \$2.26 billion – including an endowment of \$1.06 billion (Market Value, June 30, 2010).

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

Of the 10,938 students enrolled for the 2010 fall term, 6,192 were undergraduates and 4,746 were graduate students. The full-time equivalent enrollment was 6,034 for undergraduates and 3,248 for graduate students.

Nearly all the students in SMU's first class came from Dallas County, but now 48 percent of the University's undergraduate student body comes from outside Texas. In a typical school year, students come to SMU from every state; from 92 foreign countries; and from all races, religions and economic levels.

Undergraduate enrollment is 53 percent female. Graduate and professional enrollment is 45 percent female.

A majority of SMU undergraduates receive some form of financial aid. In 2010–2011, 77.4 percent of first-year students received some form of financial aid, and 30.5 percent of first-year students received need-based financial aid.

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

# EDUCATIONAL FACILITIES

---

## SMU LIBRARIES

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

SMU libraries rank first in total volumes held among non-ARL (Association of Research Libraries) universities in the United States. The SMU libraries comprise the largest private research library in Texas and rank third in the state in total volumes, after the University of Texas at Austin and Texas A&M University. SMU libraries are one of the greatest assets of the University.

The University's library system is divided into a number of different units:

1. **Central University Libraries** (reporting to the Office of the Provost).
2. **Underwood Law Library** (reporting to Dedman School of Law).
3. **J.S. Bridwell Library** (reporting to Perkins School of Theology).
4. **Business Information Center** (reporting to Cox School of Business).

## LABORATORIES AND RESEARCH FACILITIES

The University provides many laboratories and much equipment for courses in accounting; anthropology; art; biology; chemistry; languages; earth sciences; communication arts; psychology; physics; health and physical education; dance; music; theatre; statistics; and civil, computer, electrical, environmental and mechanical engineering.

## MUSEUM

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

# UNIVERSITY LIFE AND SERVICES

---

## ENGLISH AS A SECOND LANGUAGE PROGRAM

John E. Wheeler, **Director**

Students whose first language is not English may encounter special challenges as they strive to function efficiently in the unfamiliar culture of an American university setting. The Office of General Education offers the following ESL resources to students from all schools and departments of SMU. Additional information and a list of courses are available online at [smu.edu/esl](http://smu.edu/esl).

## SMU-IN-PLANO

In the fall of 1997, SMU opened a campus in Plano's Legacy Business Park and expanded its reach into North Texas. The journey of SMU-in-Plano began with a few well-defined goals: 1) to extend SMU's resources to meet the educational needs of residents in rapidly growing Collin County and beyond, 2) to make it more convenient for working professionals to enroll in graduate-level programs necessary to advance their careers, and 3) to collaborate with area businesses by offering programs to serve the training needs of their employees, as well as to provide corporate meeting space.

SMU-in-Plano serves more than 800 adult students each year (excluding enrollment in noncredit courses) through a variety of full-time, evening and weekend programs leading to Master's degrees and/or professional certificates in business administration, counseling, dispute resolution, liberal studies, education and learning therapies, engineering, and video game technology (The Guildhall at SMU). During the summer, nearly 2,000 children participate in a variety of programs designed to enhance their academic skills. The campus also provides important outreach services to the surrounding Collin County communities; these services include the Center for Dispute Resolution and Conflict Management, the Diagnostic Center for Dyslexia and Related Disorders, and the Center for Family Counseling.

Conveniently located about one mile south of the intersection of HWY 121 and the Dallas North Toll Road, SMU-in-Plano sits in the shadows of the international corporate headquarters of Hewlett Packard, Frito Lay, JCPenney, Pizza Hut and several others. Originally the training facility for EDS (now HP), the campus is set on 16 landscaped acres and consists of four buildings with close to 200,000 square feet of classroom space. An additional nine acres adjacent to the facility gives SMU-in-Plano room to grow in the future.

More information is available online at [smu.edu/plano](http://smu.edu/plano) or through the SMU-in-Plano office: 5236 Tennyson Parkway, Plano TX 75024; 972-473-3400.

## GRADUATE RESIDENCE ACCOMMODATIONS

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

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

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

### **Special Housing Needs**

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

### **General Housing Information**

Each apartment is equipped with a telephone, local telephone service, voice mail system and wireless Ethernet connections to the University's computer system. All residence halls are air-conditioned and some have individually climate-controlled rooms. Washing machines and dryers are located in all residence halls. Meal plans are not required in graduate halls.

### **Applications for Residence**

New graduate students should submit the completed application and contract to RLSH with a check or money order for \$100 made payable to Southern Methodist University for the nonrefundable housing deposit.

Priority of assignment is based on the date on which applications are received by RLSH. Notification of assignment will be made by RLSH. Rooms are contracted for the full academic year (fall and spring terms).

Rent for the fall term will be billed and is payable in advance for students who register before August 1, and rent for the spring term will be billed and is payable in advance for students who register before December 1. Students who enroll after these dates must pay at the time of enrollment.

Rent for the full academic year will be due and payable should a student move from the residence hall at any time during the school year. Accommodations for shorter periods are available only by special arrangement with the executive director of RLSH before acceptance of the housing contract.

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

### **HEALTH SERVICES**

[www.smu.edu/healthcenter](http://www.smu.edu/healthcenter)

The University's health facilities, a fully accredited outpatient medical clinic, are located in the SMU Memorial Health Center. An outpatient primary care clinic, specialty clinics, pharmacy and lab/X-ray facilities occupy the first floor. Counseling and Psychiatric Services and the Center for Alcohol and Drug Abuse Prevention are located on the second floor.

**Outpatient Medical Services.** SMU provides a convenient, economical medical clinic for diagnosis and treatment of illness/injury, as well as for immunizations and continuation of treatment, such as allergy injections. The clinic is staffed by physicians, registered pharmacists, registered nurses, medical assistants, and lab and X-ray technologists. Physicians are available by appointment from 8:30 a.m. to 4 p.m., Monday through Friday. Students should visit the Health Center website at [smu.edu/healthcenter](http://smu.edu/healthcenter) for further information.

**Patient Observation.** When ordered by a staff physician, a student may be held in observation between 8:30 a.m. and 5 p.m., Monday through Friday. Observation is

available for most types of nonmajor medical treatment. When necessary, students are referred to medical or surgical specialists in Dallas. The patient will be responsible for the costs of these services.

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

**Costs.** Undergraduate and graduate students paying full fees (which include a health service fee) receive unlimited primary care physician visits at no charge, as well as all counseling services, at the Health Center for that term. Costs for specialized physician care, laboratory tests, X-rays, pharmaceuticals and supplies may be charged to the student's account or paid at the time of the visit. Undergraduate and graduate students not paying full fees have the option to pay the health service fee of \$140 per term or \$50 per visit, not to exceed \$140 per term. Covered charges for Health Center treatment rendered to students enrolled in the Student Health Insurance Plan will be billed directly to the insurance company, after paying their co-pay. The Health Center files claims for SHIP only. Students who have other insurance are provided an itemized receipt upon request at the time of service. This receipt is adequate to file with the student's private insurance company for reimbursement to the student.

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

SMU's mandatory policy requires those students with the enrollment status mentioned above to provide documentation of current insurance coverage or to enroll in the Student Health Insurance Plan by the drop/add date each term. Students can enroll in SHIP, after they have enrolled for classes, by selecting the "Health Insurance" button on the "Student Center" component of Access.SMU. A domestic student who already has private health insurance coverage must waive SHIP coverage to avoid automatic enrollment into the plan and thereby have the premium charge applied to his/her University account. Changes will not be permitted 30 days after the first day of the term. For more information and instructions on how to waive or elect SHIP coverage, students should visit [www.smu.edu/healthinsurance](http://www.smu.edu/healthinsurance).

Health insurance is separate from the student Health Center fees and is paid for independently.

**Pharmacy.** A complete pharmacy with registered pharmacists is open from 8:30 a.m. to 5 p.m., Monday through Friday. Many prescription plans are accepted.

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

**Immunizations.** All students (undergraduate, graduate, part-time, full-time to include international and IEP/ESL students) are required to have an SMU medical history form on file in the SMU Health Center before registration. To comply with SMU policy, all students must provide proof of immunization against mumps, rubeola (red or regular measles) and rubella (German or three-day measles). These

immunizations must be documented by a physician, public health record or school health record. Students will not be allowed to register without compliance. Students are encouraged to check their Access.SMU account for immunization status. Immunizations are available at the Health Center. Health history forms are available on the Health Center's website.

**Note:** Effective January 1, 2010, the Texas legislature passed and the governor signed HB 4189, requiring students living on college campuses to be vaccinated against bacterial meningitis. First-time students, including transfer students, who reside in or have applied for on-campus housing, must present documentation that they have been vaccinated against bacterial meningitis. A student may be exempt from the requirement if he or she presents a physician's certificate that the vaccination would injure the health of the student or if he or she signs an affidavit declining the vaccination due to reasons of conscience including religious belief. *This law is due to change again in January 2012. Students should refer to the Health Center's website for updates.* [This and previous paragraph replaced in addendum 11/14/11.]

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

## COUNSELING AND TESTING SERVICES

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

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

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

**Office of Health Education and Promotion.** This office serves as a resource for health information on campus. It promotes programs and activities that focus attention on health-related issues affecting college students. Students can get involved with health education on campus through the Peer Advising Network. For more information, students should call 214-768-2393 or visit [www.smu.edu/healthcenter/healtheducation](http://www.smu.edu/healthcenter/healtheducation).



## **DISABILITY ACCOMMODATIONS AND SUCCESS STRATEGIES**

Housed within the Altshuler Learning Enhancement Center, DASS offers comprehensive disability services for all SMU students with disabilities. Services include classroom accommodations and physical accessibility for all students with a learning disability and/or attention deficit hyperactivity disorder, as well as other conditions such as physical, visual, hearing, medical or psychiatric disorders. For accommodations, it is the responsibility of the undergraduate and graduate students themselves to establish eligibility through this office. Students must provide 1) appropriate current documentation in keeping with SMU's documentation guidelines, and 2) a request indicating what kind of assistance is being sought, along with contact information. More information is available at [www.smu.edu/alec/dass.asp](http://www.smu.edu/alec/dass.asp).

### **CHILD CARE**

SMU provides a licensed child care center for children ages 1 month to 5 years on a space-available basis. For more information, students can contact the director of the center: SMU Preschool and Child Care Center, Southern Methodist University, PO Box 215, Dallas TX 75275-0215, 214-768-227; or visit [www.smu.edu/childcare](http://www.smu.edu/childcare).

### **RECREATIONAL SPORTS**

#### **Dedman Center for Lifetime Sports**

Dedman Center for Lifetime Sports ([www.smu.edu/recsports](http://www.smu.edu/recsports)) is a facility designed for recreational sports and wellness. A 170,000-square-foot expansion and renovation was completed in 2006. The center provides racquetball courts; aerobic studios; an indoor running track; basketball courts; indoor and outdoor sand volleyball courts; climbing wall; bouldering wall; 25-meter, five-lane recreational pool; 15,000 square feet of fitness and weight equipment; lobby; and café. Various fitness classes are offered. These facilities are open to SMU students, faculty, staff and members.

#### **Intercollegiate Athletics**

SMU is a member of the National Collegiate Athletic Association (Division I-A) and participates in Conference USA. Men and women student-athletes compete in basketball, cross country/track and field (women only), swimming and diving, golf, soccer, tennis, volleyball (women only), crew (women only), equestrian (women only), and football (men only).

#### **Other Recreational Facilities**

The Perkins Natatorium, the Barr Outdoor Pool, the Morrison-Bell Track, Moody Coliseum, outdoor tennis courts and open recreational fields combine to provide students with a full range of leisure possibilities.

### **STUDENT CENTER**

[www.smu.edu/htrigg](http://www.smu.edu/htrigg)

Hughes-Trigg Student Center is the hub of student life at SMU, bringing together members of the University community with emphasis on the pursuit of educational programs, student activities and services. The center is fully wheelchair-accessible and features important services and resources to meet the daily needs of students, faculty, staff and visitors. These include a 500-seat theatre, a multipurpose

ballroom, a 100-seat high-tech forum, 18 meeting rooms and the offices of various organizations and departments. In addition, the facility houses an art gallery, a 24-hour computer lab, a commuter lounge and several retail operations. Students may study in comfortable public lounge areas, snack or dine in the Mane Course, conduct small or large meetings, send faxes, practice the piano or get the latest information on special events. Open from early morning until late evening, the center provides cultural, social and educational programs and resources to foster personal growth and enrich cultural, social, educational and recreational experiences. More than a building, Hughes-Trigg is “the center of the SMU community.”

### **STUDENT MEDIA**

The student newspaper, *The Daily Campus* ([www.smudailycampus.com](http://www.smudailycampus.com)), and the student yearbook, *Rotunda* ([www.smurotunda.com](http://www.smurotunda.com)), are produced by SMU students under the auspices of Student Media Company Inc., a nonprofit educational corporation legally and financially independent of SMU. The print edition of *The Daily Campus* is published Monday, Wednesday and Friday during the fall and spring terms and monthly during the summer, and the *Rotunda* yearbook delivers at the end of the spring term. The company also publishes *The Directory of Students, Staff and Faculty*.

### **WOMEN'S CENTER**

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

### **OFFICE OF THE CHAPLAIN AND RELIGIOUS LIFE**

[www.smu.edu/chaplain](http://www.smu.edu/chaplain)

The Office of the Chaplain and Religious Life engages all aspects of the campus community life. It is responsible for the administration of religious life on campus. Chaplain Stephen Rankin is the pastor and minister to the University community. The staff is also available for personal counseling with students, faculty and staff during office hours.

# RIGHT TO KNOW

---

Southern Methodist University is pleased to provide information regarding academic programs, enrollment, financial aid, public safety, athletics and services for persons with disabilities. Students also may obtain paper copies of this information by contacting the appropriate office listed below. Disclosure of this information is pursuant to requirements of the Higher Education Act and the Campus Security Act. More information is available at [www.smu.edu/srk](http://www.smu.edu/srk).

1. **Academic Programs:** [www.smu.edu/srk/academics](http://www.smu.edu/srk/academics)  
Provost Office, Perkins Administration Building, Room 219  
214-768-3219
  - a. Current degree programs and other educational and training programs.
  - b. Instructional, laboratory and other physical facilities relating to the academic program.
  - c. Faculty and other instructional personnel.
  - d. Names of associations, agencies or governmental bodies that accredit, approve or license the institution and its programs and the procedures by which documents describing that activity may be reviewed.
2. **Enrollment:** [www.smu.edu/srk/enrollment](http://www.smu.edu/srk/enrollment)  
Registrar, Blanton Student Services Building, Room 101  
214-768-3417
  - a. Graduation Rates: The completion or graduation rate of the institution's certificate- or degree-seeking, full-time undergraduate students and students who receive athletically related financial aid.
  - b. Privacy of Student Education Records: The Family Educational Rights and Privacy Act governs SMU's maintenance and disclosure of a student's education records. FERPA provides students the right to inspect and review their education records and to seek amendment of those records that they believe to be inaccurate, misleading or otherwise in violation of their privacy rights. Further, FERPA prevents SMU from disclosing personally identifiable information about a student to outside third parties, except under specific circumstances outlined in SMU's Policy Manual.
  - c. Withdrawal: Requirements and procedures for officially withdrawing from the institution.
3. **Financial Aid:** [www.smu.edu/srk/finaid](http://www.smu.edu/srk/finaid)  
Director of Financial Aid, Blanton Student Services Building, Room 212  
214-768-3417
  - a. Financial assistance available to students enrolled in the institution.
  - b. Cost of attending the institution, including tuition and fees charged to full-time and part-time students; estimates of costs for necessary books and supplies; estimates of typical charges for room and board; estimates of transportation costs for students; and any additional cost of a program in which a student is enrolled or expresses a specific interest.
  - c. Terms and conditions under which students receiving Federal Direct Loan or Federal Direct Perkins Loan assistance may obtain deferral of the repayment of the principal and interest of the loan for
    - i. Service under the Peace Corps Act;
    - ii. Service under the Domestic Volunteer Service Act of 1973; or
    - iii. Comparable service as a volunteer for a tax-exempt organization of demonstrated effectiveness in the field of community service.

- d. The requirements for return of Title IV grant or loan assistance.
- e. Enrollment status of students participating in SMU study abroad programs, for the purpose of applying for federal financial aid.

**4. Student Financials/Bursar:** [www.smu.edu/srk](http://www.smu.edu/srk); [www.smu.edu/bursar](http://www.smu.edu/bursar)

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

- a. Tuition and fees.
- b. Living on campus.
- c. Optional and course fees.
- d. Financial policies.
- e. Administrative fees and deposits.
- f. Payment options.
- g. Any refund policy with which the institution is required to comply for the return of unearned tuition and fees or other refundable portions of costs paid to the institution.

**5. DASS:** [www.smu.edu/alec/dass](http://www.smu.edu/alec/dass)

Disability Accommodations and Success Strategies  
Altshuler Learning Enhancement Center  
214-768-1470

- a. Description of the process for establishing eligibility for services and documentation guidelines.
- b. Listings of the various on- and off-campus resources.
- c. Discussions of transitioning to postsecondary education.
- d. Tips for faculty on teaching and making accommodations.

**6. Athletics:** [www.smu.edu/srk/athletics](http://www.smu.edu/srk/athletics)

Associate Athletic Director for Student-Athlete Services, 316 Loyd Center  
214-768-1650

- a. Athletic program participation rates and financial aid support.
- b. Graduation or completion rates of student athletes.
- c. Athletic program operating expenses and revenues.
- d. Coaching staffs.

**7. Campus Police:** [www.smu.edu/srk](http://www.smu.edu/srk); [www.smu.edu/pd](http://www.smu.edu/pd)

SMU Police Department, Patterson Hall  
214-768-1582

Southern Methodist University's Annual Security Report includes statistics for the previous three years concerning reported crimes that occurred on campus, in certain off-campus buildings or property owned or controlled by SMU, and on public property within or immediately adjacent to/accessible from the campus. The report also includes institutional policies concerning campus security, such as policies concerning alcohol and drug use, crime prevention, the reporting of crimes, sexual assault, and other related matters.

The information listed above is available in a conveniently accessible website at [smu.edu/srk](http://smu.edu/srk).

# ADMINISTRATION AND FACULTY

---

## **CORPORATE OFFICERS OF THE UNIVERSITY**

R. Gerald Turner, *President*  
Thomas E. Barry, *Vice President for Executive Affairs*  
Chris Casey, *Vice President for Business and Finance*  
Brad E. Cheves, *Vice President for Development and External Affairs*  
Michael A. Condon, *University Treasurer*  
Paul W. Ludden, *Provost and Vice President for Academic Affairs*  
Paul J. Ward, *Vice President for Legal Affairs and Government Relations, General Counsel and Secretary*  
Lori S. White, *Vice President for Student Affairs*

## **COX SCHOOL OF BUSINESS**

### **Office of the Academic Dean**

Albert W. Niemi, Jr., *Dean of Edwin L. Cox School of Business and Tolleson Chair in Business Leadership*  
William R. Dillon, *Senior Associate Dean for Academic Affairs and Herman W. Lay Chair of Marketing*  
Marcia K. Armstrong, *Associate Dean for Master's Programs*  
Frank R. Lloyd, *Associate Dean for Executive Education*  
Gary T. Moskowitz, *Associate Dean for Undergraduate Business Programs*  
Michael S. Caplan, *Assistant Dean for Graduate Student Services*  
Catherine Collins, *Assistant Dean for Finance, Administration and Facilities*  
Linda Kao, *Assistant Dean for Global Operations*  
Kevin Knox, *Assistant Dean for External Relations*  
Lynda Oliver, *Assistant Dean for Marketing and Communications*  
Tom Perkowski, *Assistant Dean for Executive M.B.A. Program*

### **Administration**

Vicki Cartwright, *Director of Admissions, Working Professional Master's Programs*  
Patti Cudney, *Director of Admissions, Full-time M.B.A.*  
Steven Denson, *Director of Diversity*  
Dennis Grindle, *Director of Career Management Center*  
Paula Hill Strasser, *Director of Edwin L. Cox Business Leadership Institute and MBA Business Leadership Center*  
Mary D. Powell, *Executive Assistant to the Dean*

### **Faculty**

Ellen Parker Allen, *Clinical Professor of Information Technology and Operations Management, Ph.D., SMU*  
Jeffrey W. Allen, *Clinical Professor of Finance, Ph.D., Purdue*  
Richard Gordon Alm, *Writer-in-Residence for the William J. O'Neil Center for Global Markets and Freedom, M.A., Kansas*  
Aydin Alptekinoglu, *Assistant Professor of Information Technology and Operations Management, Ph.D., California (Los Angeles)*  
Thomas E. Barry, *Professor of Marketing, Ph.D., North Texas*  
Amit Basu, *Professor of Information Technology and Operations Management and Carr P. Collins, Jr. Chair in Management Information Science, Ph.D., Rochester*  
Charles A. Besio, *Senior Lecturer in Marketing, M.B.A., SMU*  
Sreekumar R. Bhaskaran, *Assistant Professor of Information Technology and Operations Management, Ph.D., Texas (Austin)*

- Nilabhra Bhattacharya, *Associate Professor of Accounting*, Ph.D., Georgia (Athens)
- Richard A. Briesch, *Associate Professor of Marketing*, Ph.D., Northwestern
- William B. Brueggeman, *Professor of Real Estate and Clara R. and Leo F. Corrigan, Sr. Endowed Chair in Real Estate*, Ph.D., Ohio State
- Barry J. Bryan, *Professor of Practice in Accounting*, Ph.D., Texas A&M
- Jay B. Carson, *Assistant Professor of Management and Organizations*, Ph.D., Maryland
- Indraneel Chakraborty, *Assistant Professor of Finance*, Ph.D., Pennsylvania (Philadelphia)
- Andrew H. Chen, *Professor of Finance and Distinguished Chair in Finance*, Ph.D., California (Berkeley)
- James C. Collins, Jr., *Senior Lecturer in Information Technology and Operations Management*, M.S.I.E., SMU
- Sonja C. Corbin, *Senior Lecturer in Marketing*, M.B.A., Texas Christian
- William Michael Cox, *Executive in Residence and Director of the William J. O'Neil Center for Global Markets and Freedom*, Ph.D., Tulane
- David Carroll Croson, *Clinical Professor of Strategy, Entrepreneurship and Business Economics*, Ph.D., Harvard
- Michael L. Davis, *Clinical Professor of Strategy, Entrepreneurship and Business Economics*, Ph.D., SMU
- Steven P. Dennis, *Executive-in-Residence*, M.B.A., Harvard
- Hemang A. Desai, *Professor of Accounting and Robert B. Cullum Professor in Accounting*, Ph.D., Tulane
- William R. Dillon, *Professor of Marketing, Professor of Statistics and Herman W. Lay Chair of Marketing*, Ph.D., City University of New York
- Edward J. Fox, *Associate Professor of Marketing and W. R. and Judy Howell Director of the JCPenney Center for Retail Excellence*, Ph.D., Pennsylvania (Philadelphia)
- Judith H. Foxman, *Senior Lecturer in Marketing*, M.B.A., SMU
- Mel Fugate, *Associate Professor of Management and Organizations*, Ph.D., Arizona State
- Amar Gande, *Assistant Professor of Finance*, Ph.D., New York
- Bezalel Gavish, *Professor of Information Technology and Operations Management and Eugene J. and Ruth F. Constantin, Jr. Distinguished Chair in Business*, Ph.D., Technion, Israel Institute of Technology
- J. Douglas Hanna, *Associate Professor of Accounting*, Ph.D., Cornell
- Daniel J. Howard, *Professor of Marketing*, Ph.D., Ohio State
- Ellen F. Jackofsky, *Associate Professor of Management and Organizations*, Ph.D., Texas (Dallas)
- Stacey Elizabeth Jacobsen, *Assistant Professor of Finance*, Ph.D., Indiana
- Swaminathan Kalpathy, *Assistant Professor of Finance*, Ph.D., Arizona State
- Roger A. Kerin, *Professor of Marketing and Harold Simmons Chair in Marketing*, Ph.D., Minnesota
- Bo Kyung Kim, *Assistant Professor of Strategy, Entrepreneurship and Business Economics*, Ph.D., Michigan (Ann Arbor)
- Barbara W. Kincaid, *Senior Lecturer in Business Law*, J.D., SMU
- Maribeth Kuenzi, *Assistant Professor of Management and Organizations*, Ph.D., Central Florida
- Chun H. Lam, *Associate Professor of Finance*, Ph.D., Duke
- Robert A. Lawson, *Professor of Practice in Strategy, Entrepreneurship and Business Economics, and Jerome M. Fullinwider Endowed Centennial Chair in Economic Freedom*, Ph.D., Florida State

- Dwight R. Lee, *Scholar in Residence and William J. O'Neil Chair in Global Markets and Freedom*, Ph.D., California (San Diego)
- David T. Lei, *Associate Professor of Strategy, Entrepreneurship and Business Economics*, Ph.D., Columbia
- Qin Lei, *Assistant Professor of Finance*, Ph.D., Michigan (Ann Arbor)
- Zining Li, *Assistant Professor of Accounting*, Ph.D., Minnesota
- Yian Liu, *Assistant Professor of Finance*, Ph.D., Chicago
- Joseph Magliolo, III, *Professor of Accounting and Distinguished Chair in Accounting*, Ph.D., Stanford
- William F. Maxwell, *Professor of Finance and Mary Jo Vaughn Rauscher Chair of Financial Investments*, Ph.D., George Washington
- Darius P. Miller, *Professor of Finance and Caruth Chair of Financial Management*, Ph.D., California (Irvine)
- Maria A. Minniti, *Professor of Strategy, Entrepreneurship and Business Economics, and Bobby B. Lyle Endowed Professor of Entrepreneurial Studies*, Ph.D., New York
- Albert W. Niemi, Jr., *Professor of Finance and Tolleson Chair in Business Leadership*, Ph.D., Connecticut
- Hyungshin Park, *Assistant Professor of Accounting*, Ph.D., North Carolina (Chapel Hill)
- Joonwook Park, *Assistant Professor of Marketing*, Ph.D., Penn State
- Robin L. Pinkley, *Professor of Management and Organizations*, Ph.D., North Carolina (Chapel Hill)
- Mina J. Pizzini, *Assistant Professor of Accounting*, Ph.D., Pennsylvania (Philadelphia)
- T. Andrew Poehlman, *Assistant Professor of Marketing*, Ph.D., Yale
- Amy V. Puelz, *Clinical Professor of Information Technology and Operations Management*, Ph.D., Nebraska (Lincoln)
- Robert Puelz, *Associate Professor of Insurance and Financial Services and Charles L. Dexter Chair of Insurance*, Ph.D., Georgia
- Miguel A. Quiñones, *Professor of Management and Organizations and O. Paul Corley Distinguished Chair in Organizational Behavior and Administration*, Ph.D., Michigan State
- Priyali Rajagopal, *Assistant Professor of Marketing*, Ph.D., Ohio State
- Karthik Ramachandran, *Assistant Professor of Information Technology and Operations Management*, Ph.D., Texas (Austin)
- Robert W. Rasberry, *Assistant Professor of Management and Organizations*, Ph.D., Kansas
- Natalia I. Reisel, *Assistant Professor of Finance*, Ph.D., Rutgers
- Susan M. Riffe, *Clinical Professor of Accounting*, Ph.D., Southern California
- Charles B. Ruscher, *Clinical Professor of Finance*, Ph.D., Arizona
- R. Canan Savaskan-Ebert, *Associate Professor of Information Technology and Operations Management*, Ph.D., INSEAD
- Ulrike Schultze, *Associate Professor of Information Technology and Operations Management*, Ph.D., Case Western Reserve
- John H. Semple, *Professor of Information Technology and Operations Management and Charles Wylly Professor of Management Information Sciences*, Ph.D., Texas (Austin)
- Raj Sethuraman, *Professor of Marketing and Marilyn R. and Leo F. Corrigan, Jr. Endowed Professor*, Ph.D., Northwestern
- Wayne H. Shaw, *Professor of Accounting and Helmut Sohmen Endowed Professor in Corporate Governance*, Ph.D., Texas (Austin)
- Donald Shelly, *Professor of Practice in Finance and Director of the EnCap Investments & LCM Group Alternative Asset Management Center*, M.B.A., Michigan (Ann Arbor)

- Tasadduq Shervani, *Associate Professor of Marketing and Marilyn R. and Leo F. Corrigan, Jr. Endowed Professor*, Ph.D., Southern California
- James L. Smith, *Professor of Finance and Maguire Chair of Oil and Gas Management*, Ph.D., Harvard
- Gregory A. Sommers, *Clinical Professor of Accounting*, Ph.D., Ohio State
- Johan Sulaeman, *Assistant Professor of Finance*, Ph.D., Texas (Austin)
- John J. Sumanth, *Assistant Professor of Management and Organizations*, Ph.D., North Carolina (Chapel Hill)
- Jacquelyn S. Thomas, *Associate Professor of Marketing*, Ph.D., Northwestern
- Rex W. Thompson, *Professor of Finance*, Ph.D., Rochester
- Michael F. van Breda, *Associate Professor of Accounting*, Ph.D., Stanford
- Donald M. VandeWalle, *Associate Professor of Management and Organizations*, Ph.D., Minnesota
- Kumar Venkataraman, *Associate Professor of Finance and James M. Collins Chair in Finance*, Ph.D., Arizona State
- Ramgopal Venkataraman, *Assistant Professor of Accounting*, Ph.D., Penn State
- Michel R. Vetsuypens, *Professor of Finance*, Ph.D., Rochester
- Ryan M. Vogel, *Visiting Assistant Professor of Management and Organizations*, Ph.D., Georgia
- Glenn Voss, *Professor of Marketing and Marilyn R. and Leo F. Corrigan, Jr. Endowed Professor*, Ph.D., Texas A&M
- Zannie G. Voss, *Professor of Arts Administration, Professor of Marketing and Chair of Arts Administration*, Ph.D., Institut D'Administration des Entreprises
- Dimitris Vrettos, *Assistant Professor of Accounting*, Ph.D., Michigan State
- Gordon Walker, *Professor of Strategy, Entrepreneurship and Business Economics and David B. Miller Endowed Professor in Business*, Ph.D., Pennsylvania
- Morgan K. Ward, *Assistant Professor of Marketing*, Ph.D., Texas (Austin)
- Catherine Weber, *Senior Lecturer in Business Law*, J.D., SMU
- Wendy M. Wilson, *Assistant Professor of Accounting*, Ph.D., North Carolina (Chapel Hill)
- Jeff Jiewei Yu, *Assistant Professor of Accounting*, Ph.D., Ohio State
- Qi Jessie Zhou, *Assistant Professor of Strategy, Entrepreneurship and Business Economics*, Ph.D., Ohio State

### **Emeritus Professors**

- Marvin L. Carlson, *Professor Emeritus of Accounting*, Ph.D., Wisconsin
- Alan B. Coleman, *Professor Emeritus of Finance*, Ph.D., Stanford
- Elbert B. Greynolds, Jr., *Professor Emeritus of Accounting*, Ph.D., Georgia State
- Richard W. Hansen, *Professor Emeritus of Marketing*, Ph.D., Minnesota
- Thomas V. Hedges, *Professor Emeritus of Accounting*, D.B.A., Indiana
- Richard O. Mason, *Professor Emeritus of Management Sciences*, Ph.D., California (Berkeley)
- John W. Slocum, Jr., *Professor Emeritus of Management and Organizations*, Ph.D., Washington
- Marion G. Sobol, *Professor Emeritus of Information Technology and Operations Management*, Ph.D., Michigan (Ann Arbor)
- John A. Stieber, *Professor Emeritus of Finance*, M.A., SMU
- Rhonald D. Walker, *Professor Emeritus of Accounting/Business Law and Taxation*, J.D., SMU
- Frank A. Young, *Professor Emeritus of Insurance*, M.A., Michigan



# APPENDIX

---

## 2011–2012 COX GRADUATE CATALOG

### Summary of Corrections and Changes

The table below lists corrections and changes to the official *Southern Methodist University 2011–2012 Cox School of Law Graduate Programs Catalog* as found online at [smu.edu/catalogs](http://smu.edu/catalogs).

*Updated November 14, 2011*

#### Section: University Services: Health Services

Paragraph	Summary of Change	Page	Date
Immunizations	Replace the paragraph with the two paragraphs in the addendum.	103–104	11/14/11
Note	Replace the paragraph with the Meningitis Vaccination paragraph in the addendum.	103–104 Added a note referring readers to the addendum.	11/14/11



ADDENDUM

SOUTHERN METHODIST UNIVERSITY

2011-2012

# UNIVERSITY LIFE AND SERVICES

---

## (HEALTH SERVICES)

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

Students are encouraged to check their Access.SMU account for immunization status. Immunizations are available at the Health Center. Health history forms are available on the Health Center's website.

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