

COX SCHOOL OF BUSINESS

GENERAL INFORMATION

Vision Statement

The mission of the Edwin L. Cox School of Business is to improve the school's academic programs and reputation as a top-tier business school by providing a high-quality business education to students and the business community, conducting research that contributes to the understanding of business and management, and participating in the service activities of the University and professional organizations.

History

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

Named in 1978 in honor of Dallas businessman Edwin L. Cox, the Cox School has a rich heritage that began in 1920 when the SMU Board of Trustees established a Department of Commerce at the request of the Dallas business community. In 1921 the Department of Commerce was renamed the School of Commerce, and in 1941 the Board of Trustees established the School of Commerce as a separate entity within the University. At this point, the School of Commerce became the School of Business Administration and the 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. Both the B.B.A. and the M.B.A. degree programs are fully accredited by The Association to Advance Collegiate Schools of Business (AACSB International). The Cox School also grants a minor in business administration and a minor in business to undergraduates. The graduate programs include Full-Time M.B.A., Professional M.B.A. and Executive M.B.A.; M.S. degrees in accounting, finance, management and entrepreneurship; an M.A./M.B.A.; a Juris Doctor/M.B.A.; and custom and open enrollment Executive Education certificate programs.

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 BBA Mentoring Alliance. These two boards involve more than 350 area business leaders who volunteer their time and expertise to students who want to start making business connections for the future.

Cox School Complex

In 1952, ground was broken for the Joseph Wylie Fincher Memorial Building for the School of Business Administration. In 1987, two buildings were added to the Cox School complex: the Cary M. Maguire Building and the Trammell Crow Building.

Today, the Fincher Building houses administrative and faculty offices as well as conference and meeting rooms, while the Maguire and Crow buildings primarily house classrooms and study rooms. Hailed as one of the most technologically advanced business learning facilities in the country, the Cox School complex has as

its hub the Business Information Center – a business library that combines many of the features of a traditional university library with the latest in online databases, search tools and presentation facilities. Through the business library, Cox School students, faculty and staff have access to instruction and research assistance from dedicated business librarians to enhance their use of current business news and financial, industry and market data from premier providers. In addition, the business library contains a multimedia studio, personal computers, printers and scanners for students to use for presentations and papers. In 2011, the Kitt Investing and Trading Center was added to the business library. The Kitt Center is a state-of-the-art instructional and research facility designed to integrate finance curriculum, enhance innovative faculty research and teach students practical finance and investment applications.

In 2005, the Cox School opened the James M. Collins Executive Education Center. Part of the east quadrangle, the building is home to the region's premier resources for working professionals and executives. The Collins Center houses the Cox School's Executive Education programs, Executive M.B.A. program and M.B.A. Global Leadership Program Office (supported by the Norman E. Brinker Global Leadership Endowment Fund), as well as the Southwestern Graduate School of Banking.

Centers and Institutes

Edwin L. Cox Business Leadership Institute

Paula Hill Strasser, **Director**

The Edwin L. Cox Business Leadership Institute offers undergraduate courses designed to develop B.B.A. students' fundamental business communication and leadership skills. The BLI provides students with essential knowledge and experience through class discussions, self-assessments, team projects, simulations, corporate presentations and a comprehensive capstone project. The BLI seeks to help students

- Understand communication channels/appropriate mediums within organizations.
- Understand how cultural diversity and global expansion affect business communication.
- Exercise knowledge through experiential learning/hands-on assignments to develop demonstrable communication skills.
- Develop a communication package necessary for initiating and managing a business career.

The Executive Education Center

Frank R. Lloyd, **Associate Dean of Executive Education**

The Executive Education Center is located in the Collins Center. The center is Dallas' best resource for advanced leadership and business training, offering numerous open-enrollment certificate programs to managers and working professionals in the business community. The center also offers custom programs, tailored to the specific needs of individual organizations and designed to improve organizational performance.

A distinctive offering is the Summer Business Institute, a four-week business certificate for current nonbusiness students and recent graduates. The institute provides a solid foundation in accounting, marketing, finance and other key business topics, along with in-depth career guidance. This program, open to SMU and non-

SMU students, provides a valuable credential in a competitive job market as it sets participants apart from other nonbusiness undergraduates.

The Center for Marketing Management Studies

Raj Sethuraman, **Executive Director**

The Center for Marketing Management Studies serves as a focal point for interaction among faculty, practitioners and students who share a common interest in applied marketing management research and education. The center sponsors research and educational programs in marketing management.

Since 1989, the center has sponsored the Graduate Marketing Certificate Program, designed to provide current and aspiring business professionals with the latest in marketing thought and practice. The program is held at the Dallas campus and at the SMU-in-Plano campus, one night each week throughout the school year.

The Caruth Institute for Entrepreneurship

Jerry F. White, **Director**

Since its founding in August 1969, the Caruth Institute has continuously developed innovative courses and programs to help individuals keep pace with the dynamic, rapidly changing field of entrepreneurship. The institute currently offers undergraduate, graduate, and professional development courses to give students the skills and knowledge necessary to launch and manage successful entrepreneurial ventures.

In addition to its academic courses, the institute has created a number of unique programs that enable students to experience and better understand the inner workings of entrepreneurial ventures. Programs include the Southwest Venture Forum and the Dallas 100™ Awards – an annual event that identifies and honors the 100 fastest-growing privately held companies in the Dallas area.

The Center for Research in Real Estate and Land Use Economics

William B. Brueggeman, **Director**

The Center for Research in Real Estate and Land Use Economics was created in 1984 as a research entity with a focus on major issues in the real estate industry. It is currently engaged in a number of projects, including housing finance, real estate development, real estate investment performance, database management and property valuation. The center also acts as a conduit for research grants and proposals for management programs, which it conducts through the Costa Institute of Real Estate Finance and the Robert and Margaret Folsom Institute of Real Estate Development and Land Use Policy.

Maguire Energy Institute

W. Bruce Bullock, **Director**

The Maguire Energy Institute promotes the study of policy, marketing and management issues that affect oil, natural gas and electricity. Founded by Cary M. Maguire, chairman, president and chief executive officer of Maguire Oil Company, the institute is a leading-edge resource for energy industry information and facilitates the exchange of ideas among students, businesses, the media and government officials.

Students can participate in courses, workshops and seminars. The institute also conducts research and analysis, publishes a quarterly newsletter on important policy issues and focuses on exploring innovative ways to improve management of the world's oil and gas resources.

JCPenney Center for Retail Excellence

Edward J. Fox, **Executive Director**

The JCPenney Center for Retail Excellence was endowed in 1999 through a gift from the J.C. Penney Company Inc. in order to promote, develop and integrate retail education and practice. Today, the center has become a leading source of academic expertise on consumer shopping behavior and the effects of marketing and merchandising decisions on retailer performance. Among its activities, the center works with SMU's undergraduate Retailing Club to foster student interest in retail careers and cosponsors a retail speaker series with the Dallas/Fort Worth Retail Executives Association.

The EnCap Investments & LCM Group Alternative Asset Management Center

Donald F. Shelly, Jr., **Director**

Made possible by gifts from EnCap Investments and LCM Group, the EnCap Investments & LCM Group Alternative Asset Management Center is designed to meet the increasing demand for investment professionals in the growing field of alternative assets, including hedge funds, private equity, venture capital, real estate, and oil and gas. The center offers courses leading to a specialization within the finance major at the undergraduate level and a specialization within the finance concentration for M.B.A. students. Selected course offerings are also open to M.S. in finance students. Undergraduate students interested in earning a specialization in alternative asset management apply for admission to the program during their junior year, and complete two courses under the direction of the EnCap Investments & LCM Group Alternative Asset Management Center.

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

W. Michael Cox, **Director**

The center was established in 2005 by William "Bill" J. O'Neil (BBA, '55) and his wife, Fay C. O'Neil, to study the impact of competitive market forces on freedom and prosperity in the global economy. The O'Neils created the center to offer education and training for today's forward-looking individuals and businesses that recognize the importance of globalization in changing the paradigm in which everyone is operating. More information is available at www.oneilcenter.org.

ADMISSION

The Cox School of Business offers three undergraduate programs. All Cox classes, unless otherwise noted in the course descriptions, are open only to students in the Bachelor of Business Administration or Minor in Business Administration programs. Students in the minor in business may enroll only in the classes listed in this minor's curriculum (Minor Requirements section). **Note:** Detailed information regarding SMU's admission requirements, regulations and procedures is found in the Admission to the University section of this catalog.

- The B.B.A. program offers seven academic majors within business. Admission is available to entering SMU students through the BBA Scholars Program, the Business Direct Program, or to continuing and transfer students through the process described in Admission of SMU Students to a Business Major or Admission of External Transfer Students to a Business Major below.
- The minor in business administration provides a comprehensive introduction to business for SMU students who have majors outside the Cox School. Courses in this minor are a subset of the B.B.A. core courses and are offered throughout the academic year. Admission to the minor in business administration follows the same requirements outlined in Admission of SMU Students to a Business Major or Admission of External Transfer Students to a Business Major below.
- The minor in business offers non-Cox students a foundation in business concepts to complement their primary areas of academic interest. Courses in this program are offered during summer terms at SMU's main campus and January terms at the SMU-in-Plano campus. These courses are open to all non-Cox majors or students not enrolled in the minor in business administration. Cox majors and minors in business administration may take BUSE 3310, FINA 3312 and ITOM 3310 as free elective credit only.
- All B.B.A. majors and minors in business administration are required to have a laptop computer for use in the classroom. Many prebusiness students enroll in ITOM 2308; this course requires students to bring their own laptops to class. In ITOM 2308 classes, students run Windows-based software on their laptops.

Admission of SMU Students to a Business Major/B.B.A. Degree Program

Admission to the Cox undergraduate program may be earned by current SMU students via the admission requirements below, or at the time a student is admitted to SMU via the BBA Scholars Program or the Business Direct Program (under Applying for Admission as a First-Year Applicant). *Regular admission to any B.B.A. major requires*

1. Completion of a minimum of 39 hours.
2. A minimum all-college cumulative GPA of 3.300.
3. A minimum 3.300 GPA in the business subset:
 - DISC 1312 or 2305
 - DISC 1313 or 2306
 - ECO 1311, 1312
 - MATH 1309 or 1337 or 1340
 - ACCT 2301
 - ITOM 2305, or STAT 2301, or EMIS 3340, or CSE/STAT 4340

Notes

- After a student completes MATH 1340, the Mathematics Department may award credit for MATH 1337, depending on the grade earned in MATH 1340. When this occurs, the letter grade earned in MATH 1340 will count for the subset, not the MATH 1337 credit.
- Test or transfer credit for STAT 2331 earned prior to SMU matriculation will count toward the subset.
- For admission purposes to the Cox B.B.A. program, the all-college cumulative GPA is recorded at the end of the term the student completes the business subset AND has at least 39 cumulative credit hours. The all-college cumulative GPA includes all SMU coursework and courses completed at all other colleges if these courses have content-based equivalents at SMU. If credit is nontransferable because the grade earned is below C-, but the course is equivalent in content to an SMU course, the grade will count toward the all-college cumulative GPA.
- Once a student enters SMU, all remaining subset courses must be completed through enrollment at SMU.
- With the exception of courses completed under the SMU first-year grade-repeat policy (under Grades for Repeated Courses in the Grade Policies section of this catalog), the subset GPA is calculated using the first graded attempt of these courses, even if the course was later repeated.
- The subset GPA for students who have Advanced Placement or International Baccalaureate credit is based on the remaining (graded) subset courses.
- All subset courses must be taken for a grade (not taken pass/fail), with the exception of those courses in which the student has test credit.
- Students must have passing grades in all subset courses before entering the Cox School.
- Current University grading policy, as summarized under Academic Forgiveness in the General Policies section of this catalog, permits forgiveness of academic work taken 10 or more years prior to the term of admission. Academic work forgiven under this policy will not be included in the subset or all-college cumulative GPA.

Admission via the Extended Subset

Students who do not achieve a 3.300 GPA in the business subset and/or a 3.300 all-college cumulative GPA and/or 39 hours completed may seek admission to Cox through the extended subset option by adding the first graded attempt of ACCT 2302 to the original subset. Students who have completed at least 39 credit hours and who earn both a minimum 3.300 GPA on the extended subset and a minimum 3.300 all-college cumulative GPA as of the term in which the extended subset is completed will be admitted to the Cox B.B.A. degree program. Once a student enters SMU, ACCT 2302 must be completed through enrollment at SMU.

Applying for Admission as a First-Year Applicant

First-year applicants submit an application for admission to the SMU Division of Enrollment Services and follow the University requirements for admission (under the Admission to the University section in this catalog). Applicants who are admitted to SMU and who indicate business as their primary academic interest on the applica-

tion for admission are automatically reviewed for admission to the Cox BBA Scholars Program or the Business Direct Program. More information is available in the BBA Scholars and Business Direct programs sections.

Admission to the Cox BBA Scholars Program and to the Business Direct Program is by invitation only to students entering SMU directly from high school. Transfer students are not considered for admission in either the BBA Scholars Program or the Business Direct Program. First-year students invited to join either program must accept their invitation no later than the University's deposit deadline (typically May 1) prior to SMU matriculation in the following fall. Students who accept admission to the Cox BBA Scholars Program may enter Cox during their first year at SMU. Students who accept admission to the Business Direct Program may enter Cox after completion of the subset courses with good academic standing.

Declaring a Business Major as a Current SMU Student

Students who meet the Cox admission requirements should complete a Change of Academic Program form at the records office of their current school. This form will be forwarded with the student's academic record to the Cox School. Business majors normally enter Cox after three terms of full-time enrollment; students who take longer to complete the admission requirements may need additional time to complete degree requirements.

Admission of External Transfer Students to a Business Major/B.B.A. Degree Program

Admission of external transfer students to a B.B.A. major requires

1. Admission to SMU.
2. Completion of a minimum of 39 hours of transferable college credit.
3. Minimum all-college cumulative GPA of 3.300.
4. A minimum GPA of 3.300 in the business subset:
ENGL 1301, 1302
ECO 1311, 1312
MATH 1309 or 1337 or 1340
ACCT 2301
ITOM 2305, or STAT 2301, or EMIS 3340, or CSE/STAT 4340

Notes

- After a student completes MATH 1340, the Mathematics Department may award credit for MATH 1337, depending on the grade earned in MATH 1340. When this occurs, the letter grade earned in MATH 1340 will count for the subset, not the MATH 1337 credit.
- Test or transfer credit for STAT 2331 earned prior to SMU matriculation will count toward the subset.
- For admission purposes to the Cox B.B.A. program, the all-college cumulative GPA is recorded at the end of the term the student completes the business subset AND has at least 39 cumulative credit hours. The all-college cumulative GPA includes all SMU coursework and courses completed at all other colleges if these courses have content-based equivalents at SMU. If credit is non-transferable because the grade earned is below C-, but the course is equivalent in content to an SMU course, the grade will count toward the all-college cumulative GPA.

- The subset GPA is calculated using the first graded attempt of the subset courses, even if a course was later repeated.
- Current University grading policy, as summarized under Academic Forgiveness in the General Policies section of this catalog, permits forgiveness of academic work taken 10 or more years prior to the term of admission. Academic work forgiven under this policy will not be included in the subset or all-college cumulative GPA.
- The subset GPA for students who have Advanced Placement or International Baccalaureate credit is based on the remaining (graded) subset courses.
- Students must have passing grades in all subset courses before entering the Cox School.
- When evaluating courses taken at other colleges or universities, the Cox School will use the grades and credit hours designated by the school at which the courses were taken. The Cox School will not recalculate grades earned at schools that use grading systems different from SMU's nor change the number of credit hours for a course.

Transfer students who have not completed the business subset courses may be eligible for admission to SMU as prebusiness majors and will then follow the admission requirements outlined above for current SMU students. Those who have completed the subset but who do not meet Cox admission requirements may be eligible for admission to SMU via the extended subset option or for admission to SMU to pursue a nonbusiness major.

Transfer Admission via the Extended Subset

Students who do not achieve a 3.300 GPA in the business subset and/or a 3.300 all-college cumulative GPA and/or 39 hours completed may seek admission to Cox through the extended subset option by adding the first graded attempt of ACCT 2302 to the original subset. Students who have completed at least 39 credit hours and who earn both a minimum 3.300 GPA on the extended subset and a minimum 3.300 all-college cumulative GPA as of the term in which the extended subset is completed will be admitted to the Cox B.B.A. degree program. Once a student enters SMU, ACCT 2302 must be completed through enrollment at SMU.

Admission to Minors

SMU students who are NOT seeking a major in the Cox School may select from two business minors. The minor in business administration provides a comprehensive introduction to business for SMU students who have majors outside the Cox School. Students in this minor take specified B.B.A. core courses, which are offered throughout the academic year. The minor in business offers non-Cox students a foundation in business concepts to complement their primary areas of academic interest. Courses in this program are offered during summer terms at SMU's main campus and January terms at the SMU-in-Plano campus. These courses are open to all non-Cox majors or students not enrolled in the minor in business administration.

Admission to the Minor in Business Administration

The minor in business administration operates concurrently with the B.B.A. degree program and includes seven courses that can apply toward either the B.B.A. degree or the minor in business administration (Minor Requirements section). Students in this minor must meet the same admission requirements as students in the Cox B.B.A. program as described above and will be enrolled in the same sections of business courses as business majors.

Admission to the Minor in Business

The minor in business is open to all SMU students who are NOT pursuing a B.B.A. major or the minor in business administration. The minor in business does not have prerequisite courses or GPA-based admission requirements. The minor in business offers courses designed to provide a general overview of business topics to complement a variety of academic interests. Students may pursue this minor by enrolling in the appropriate courses and completing a minor declaration form with the academic adviser for their major.

Statute of Limitations

If a student is readmitted to SMU after an absence of three years or longer, the student will be readmitted under the University catalog in effect at the time of readmission and will be subject to degree and admissions requirements in that current catalog.

Acceptance of Transfer Credit Prior to Enrollment

A prospective transfer student must present to the Division of Enrollment Services official transcripts containing a full record of all previous college work attempted. Failure to provide full records of all work is grounds for dismissal from the Cox School. To avoid delay, students should forward transcripts to the SMU Division of Enrollment Services no later than July 1 for the fall term and December 1 for the spring term.

In general, transfer credit will be accepted for business major or minor credit only if the courses completed are equivalent in content to those offered at SMU and if the university's school of business at which the courses were completed is accredited by The Association to Advance Collegiate Schools of Business (AACSB International). In the case of transfer credit completed at a junior/community college, only those courses with equivalents at the first-year and sophomore level at SMU (1000- and 2000-level courses) will be accepted for business major or minor credit.

Prior to matriculation, the Cox School will accept transfer business credit toward the B.B.A. degree from schools accredited by AACSB International regardless of the student's classification if there are equivalent/appropriate courses at SMU.

Courses completed with a grade of *D+* or less or those completed without letter grades (pass/fail or satisfactory/unsatisfactory) will not be transferred for any degree credit. Grades earned elsewhere will be considered for admission purposes and in determining graduation with honors. When evaluating courses taken at other colleges and universities, the Cox School will use the grades designated by the school at which the courses were taken. The Cox School will not recalculate grades earned at schools that use grading systems different from SMU's.

Transfer Credit for Current SMU Students

Students enrolled in the Cox School who are seeking to fulfill any portion of their degree requirements through transfer credit must file a petition for approval of their intentions with the Undergraduate Advising and Records Office in 252 Maguire prior to enrollment for such courses. With the approval of the appropriate SMU departmental chair, SMU students may complete a maximum of 30 transfer hours for degree credit. Students are cautioned to check the current SMU catalog before enrolling in courses at other institutions and to verify transferability with the appropriate offices. Matriculated students must complete all required business courses through enrollment at SMU. Exceptions to this policy require concurrent approval of the associate dean for undergraduate studies, the appropriate department chair, and the director of B.B.A. academic advising and records.

Regardless of the number of acceptable transfer hours, at least 60 hours of the total 122 baccalaureate hours must be completed through enrollment at SMU. Of the required business hours, a minimum of 30 must be completed through enrollment at SMU or SMU-approved international programs.

Detailed information regarding University-wide policies is provided in this catalog in the Admission to the University section and the Academic Records, General and Enrollment Standards section, and topics for the latter are listed in the table of contents.

ACADEMIC REGULATIONS

B.B.A. Degree Requirements

The Edwin L. Cox School of Business adheres to the Association to Advance Collegiate Schools of Business (AACSB International) standards of accreditation. Students will be awarded the Bachelor of Business Administration degree upon successful completion of the following requirements:

- **Admission.** Detailed information regarding admission to the Cox School of Business is found in the Admission section above.
- **Grade Requirements.** An overall GPA of at least 2.000 on all SMU work attempted and on all SMU business coursework attempted. Students must earn at least a 2.000 GPA in all business coursework attempted within the student's declared major to graduate with that major.
- **Minimum Hours and SMU Credit Requirement.** University policy requires a minimum of 122 term hours of approved credits. Detailed information is found in the Curriculum section below. Of the 122 minimum required term hours for a degree, at least 60 academic hours must be earned as SMU credit in SMU courses or SMU-approved international programs. No more than two hours of Wellness or PRW courses can count toward the 122 minimum hours. A minimum of 30 business hours must be completed through enrollment at SMU or SMU-approved international programs. The maximum number of business credit hours a student may take is the sum of the number of credit hours required to complete the student's major, plus up to 12 credit hours in one concentration if the student is pursuing a concentration (under Concentrations for Majors below), plus up to six credit hours of unrestricted business electives. Students may not exceed six credit hours of unrestricted business electives. Students are not required to take courses in a concentration or unrestricted business electives. The maximum limit on business hours does not include business courses taken abroad, business internship courses not required for a major, business-directed studies or hours needed to meet the business degree requirements related to the minimum credit hours taken at or through SMU. Business majors are limited to one major within the Cox School.

<i>Major</i>	<i>Minimum Number of Business Credit Hours</i>
Accounting	54
Finance	57
Financial Consulting	57
All other business majors	51

Application for Graduation

In order to graduate, students must file an application for candidacy to graduate with the Undergraduate Advising and Records Office of the Cox School (in 252 Maguire) before the final term of coursework. Students should consult the Official University Calendar for graduation application deadlines.

In addition to requiring students to fulfill all academic requirements, the Cox School may consider any judicial or disciplinary matters before any degree may be conferred. Students must meet all financial obligations to the University in order to receive their diploma and transcript(s).

Commencement Activities Prior to Completion of Degree Requirements

Participation in May graduation activities is allowed for students who are August graduates provided they are enrolled to complete all graduation requirements during the summer following May graduation activities.

Curriculum Requirements

The requirements summarized below must be satisfied to earn the Bachelor of Business Administration degree. In addition to the University-wide requirements, a core of required business fundamental courses has been designed by the faculty of the Cox School as specified below. Each core course must be passed for a student to be eligible for graduation. Generally, Discernment and Discourse, calculus, and economics courses should be completed in the student's first year; accounting, managerial statistics, business communications and information systems requirements in the sophomore year; finance, legal environment and ethics, marketing, management, and operations management requirements in the junior year; and the business strategy requirement (STRA 5370 or CISB 5397, also known as capstone courses) in the senior year.

Students are responsible for designing their own degree programs with assistance from the Cox academic advisers. Coordination with the B.B.A. Career Management Center is highly advantageous for students who want to align major and course selection with their career aspirations. Close attention should be given to course and knowledge prerequisites as well as course content to maximize the value of each course and to avoid enrolling in a course for which a student has insufficient preparatory background. It is expected that students will consult with faculty and academic advisers in determining their course selections.

Each student's file, reflecting his or her total academic record, is located in the Undergraduate Advising and Records Office, 252 Maguire. Transcripts of the student's official record should be requested from the Office of the Registrar.

Minor in Business Administration

Undergraduates with majors outside the Cox School may complete the minor in business administration. *The minor in business administration requires*

- Admission to the Cox School through the same admission process as admission to the business majors. **Note:** Admission requirements are found under Admission of SMU Students to a Business Major/B.B.A. Degree Program in the Admission section of this catalog.
- A minimum 2.000 business and 2.000 minor in business administration GPA.
- Completion of the 21 hours specified for the minor in business administration below and all related prerequisite courses.

Course Requirements

Matriculated students must complete all hours toward the minor in business administration through enrollment at SMU. Students who transfer courses for this minor prior to SMU matriculation must still complete 21 hours in business through enrollment at SMU or SMU-approved international programs, and will need additional business courses beyond the 21 hours specified below for the minor in business administration to meet the SMU credit requirement. To earn a minor in business administration, students must satisfy the following requirements:

	<i>Credit Hours</i>
ACCT 2301, 2302	6
FINA 3320	3
ITOM 2308, 3306	6
MNO 3370	3
MKTG 3340 (or ADV 3362, for advertising majors and minors only)	3

Note: Management science majors in the minor in business administration take ITOM 2308; however, they take EMIS 3360 and 5362 instead of ITOM 3306.

Grading

Regular grading standards will be used. None of the 21 hours may be completed pass/fail for the minor in business administration. A minimum 2.000 GPA on all business courses attempted is required for satisfactory completion of the minor in business administration.

Minor in Business

Undergraduates with majors outside the Cox School may complete the minor in business, which is an open-enrollment program with no grade-based admission requirements. The minor in business offers courses designed to provide a general overview of business topics to complement a variety of academic interests. The minor in business requires

- A minimum 2.000 business and 2.000 minor in business GPA.
- Completion of the 18 hours specified for the minor below.

Minor in business courses will be accepted in transfer prior to matriculation, but once a student has entered SMU, all remaining minor in business courses and a minimum of nine hours of business coursework must be completed through enrollment in courses offered by the faculty of the Cox School of Business.

Note: With the exception of BUSE 3310, FINA 3312 and ITOM 3310, no courses offered for the minor in business may be taken by B.B.A. majors or students enrolled in the minor in business administration. BUSE 3310, FINA 3312 and ITOM 3310 may be taken as free (nonbusiness) elective credit by B.B.A. majors and students enrolled in the minor in business administration.

Course Requirements

Students must complete all hours toward the minor in business through enrollment in courses at SMU (or a minimum of nine hours for transfer students). Courses in this program are offered during summer terms at SMU's main campus and January terms at the SMU-in-Plano campus.

Students entering the minor in business with prior course credit for certain business courses may substitute the following credits toward the minor in business: ACCT 2301 for ACCT 2310, BL 3335 for BL 3310, FINA 3320 for FINA 3310, MNO 3370 for MNO 3310 and MKTG 3340 for MKTG 3310. No other course substitutions are approved, and all postmatriculation courses must be completed at SMU. Students must complete all remaining courses and a minimum of nine hours toward the minor in business through enrollment in courses at SMU. Students must petition for course substitutions after having declared the minor in business.

With the exception of ITOM 3310, BUSE 3310 and FINA 3312, the courses offered as part of the minor in business may not be taken by students in the Cox B.B.A. program or in the minor in business administration. Cox B.B.A. majors and students enrolled in the minor in business administration may take ITOM 3310, BUSE 3310 and/or FINA 3312 as free elective credit; these courses will not count as business hours toward any B.B.A. degree. To earn a minor in business students must satisfy the following requirements:

	<i>Credit Hours</i>
Core Courses	15
ACCT 2310, <i>or</i> ACCT 2301 <i>or</i> 2311	
BUSE 3310 <i>or</i> BUSE 3311	
FINA 3310	
MNO 3310	
MKTG 3310 (<i>or</i> ADV 3362, for advertising majors and minors only)	
Elective (selected from the following)	3
BL 3310, FINA 3312, <i>or</i> ITOM 3310	

Grading

Regular grading standards will be used. None of the courses may be completed pass/fail. A minimum 2.000 GPA on all business courses attempted is required for satisfactory completion of the minor in business.

Advising

The undergraduate program of the Cox School of Business is strongly committed to the academic advising process and believes that advising is effective only if the student actively participates in, and assumes responsibility for, the advising process. Cox academic advisers are available in 252 Maguire for student appointments. All students admitted to the Cox School are required to attend a two-part orientation session, which includes the B.B.A. Advising Office, B.B.A. Career Management Center and the Business Information Center. After the initial orientation, students are required to meet with a B.B.A. adviser every term until graduation.

Students are not assigned to a specific adviser; however, many students prefer to meet with the same adviser. It is the student's choice when scheduling an appointment to either select a particular adviser or schedule with the next available adviser.

Prior to each advising appointment, students are expected to carefully examine their electronic degree progress report, as it is the student's responsibility to help assure the eDPR's accuracy. After meeting with an adviser, students enroll, swap and drop courses on Access.SMU. The director of B.B.A. Advising and Student Records will add a student to a closed class only if the student is a graduating senior and there are no other course options for completing a degree requirement.

Cox faculty members provide assistance in the areas of their professional expertise, offering guidance in selecting and sequencing courses appropriate for meeting specific academic and career goals.

Education Abroad

Cox students may take no more than six credit hours of B.B.A. business core courses (out of 33 total credit hours of business core courses) in SMU Abroad programs. Students may take no more than six credit hours of courses required for their business major in SMU Abroad programs. Students may take no more than six credit hours of business courses that do not count for the business core or for the major in SMU Abroad programs.

Career Education and Services

The undergraduate Career Management Center fosters the development of lifelong career management skills, providing exposure to various careers and developing skills that will help students secure employment. Students learn career planning, personal marketing, resume and professional correspondence development, and interview and job search skills. Career management fundamentals are taught in the required BLI 3302 course. The career coaches meet with students one-on-one to develop individualized career plans and assist them with their internship or job search. Internships are strongly encouraged and are considered a key component of the undergraduate experience at Cox. SMU's location in Dallas allows students to pursue part-time internships during the academic year as well as part- and/or full-time internships during the summer worldwide. In addition, the Career Management Center provides opportunities for B.B.A. students to interact with employers at career-related events such as career fairs, workshops, panels and seminars focused on specific industries, professions or companies. Students are encouraged to start this process early and make an appointment with a career coach during the term they are accepted to Cox. Ongoing meetings with career coaches are important for students to continue polishing the professional skill sets necessary for a successful job search. The Career Management Center is located in 254 Maguire.

BBA Mentoring Alliance

The BBA Mentoring Alliance is a professional mentoring experience that pairs business undergraduates one-on-one with executives in the Dallas-area business community. The Mentoring Alliance enhances a student's collegiate experience by providing firsthand insights into the business world while teaching the value of effective networking. Eligibility for the mentoring program requires a declared major in business, junior or senior status, and good academic standing. B.B.A. students on academic probation are not eligible to participate. After acceptance into the program, students are matched with a mentor for an academic year.

Honors Program

The Cox B.B.A. Honors Program offers an enhanced curriculum to outstanding business students. B.B.A. students admitted to this program have the opportunity to take rigorous courses that challenge their intellectual abilities and sharpen their professional skills. These courses are taught by some of the outstanding professors at the Cox School and are similar to M.B.A. courses. Honors courses are structured to provide students with a greater understanding of current business practices and the academic theories that will help create the business practices of the future. In addition to honors courses, students in the Cox B.B.A. Honors Program have the opportunity to participate in extracurricular activities that complement their business education. Enrolling in the Cox B.B.A. Honors Program does not preclude participation in other honors programs at SMU.

Types of Honors Classes

The Cox School offers two types of undergraduate honors courses:

Core Courses. The B.B.A. program has 11 required core courses that introduce students to the basic disciplines in business, such as accounting, finance, marketing, management, communication, law and strategy. Honors sections of the B.B.A. core courses are open only to students in the B.B.A. Honors Program. It is expected that honors students will enroll in as many honors core courses as possible.

Electives. Business elective courses teach advanced concepts in one area of business. A number of honors sections of advanced electives are offered each year. Students in the B.B.A. Honors Program may apply to enroll in honors sections of elective courses. These sections are also open to students who are not in the B.B.A. Honors Program. Typically, all students in the honors electives may enroll only with the permission of the instructor. Students in the B.B.A. Honors Program are encouraged to enroll in electives related to their major.

Admission to the B.B.A. Honors Program

Students who are accepted into the B.B.A. Honors Program must maintain a minimum GPA of 3.500 in their B.B.A. Honors Program courses to remain in the program; this GPA requirement begins once a student has at least six credit hours of honors courses. Students whose GPA falls below 3.500 have a one term grace period to meet the requirement. There are two paths to entering the Cox B.B.A. Honors Program:

Entry by Invitation. High school students who apply for admission to SMU and who indicate business as their primary academic interest are automatically reviewed for admission to the Cox B.B.A. program as BBA Scholars. Admission to the Cox BBA Scholars Program is by invitation only. Selected BBA Scholars will be invited to join the B.B.A. Honors Program at the time of admission to SMU. There are no additional admissions materials that a student needs to complete to be considered for the B.B.A. Honors Program. BBA Scholars who are not selected for the B.B.A. Honors Program at the time of admission to SMU may apply to join the B.B.A. Honors Program at the time of completion of the business subset courses.

Entry by Application. All Cox students may apply for admission into the program at the end of the term in which the business subset courses are completed. In order to apply, students must have at least a 3.500 GPA in the seven-course subset and have at least a 3.500 SMU GPA. Applications are available in the B.B.A. Advising Office. Admission criteria for the B.B.A. Honors Program are updated periodically and are based on academic achievements and potential. Admission may not be offered to all students who apply.

The Honors Curriculum

The following is a sample schedule of honors sections for an honors student:

First Year	ITOM 2305	BLI 3302		
Sophomore Year	ACCT 2301	ACCT 2302	ITOM 2308	
Junior Year	FINA 3320	ITOM 3306	MKTG 3340	MNO 3370
Senior Year	BL 3335	STRA 5370	Honors Electives	

Additional information about the courses is in the Course Descriptions section.

Honors Notation on the Diploma

Students who are in the Cox B.B.A. Honors Program will receive an honors notation (“Honors in Business”) on their transcript and diploma if they complete at least six honors courses (18 hours), at least four (12 hours) of which must be at the junior or senior level, and have both an SMU GPA and a Cox Honors Program GPA of at least 3.500. The Cox Honors distinction is separate from the cum laude distinctions awarded at graduation.

BBA Scholars Program

The BBA Scholars Program affords numerous special opportunities, including networking with Cox faculty and the Dallas business community, invitations to special events, and tailored academic advising and career services. Participation in this program enhances students’ educational experience and helps develop the skills and connections necessary for professional success. BBA Scholars are encouraged to participate in honors-level business courses to enhance their education experience in the Cox School.

Business Direct Program

The Business Direct Program offers admission to the Cox School by invitation only based on students’ high school performance and after completion of the Cox required subset courses with good academic standing (2.000 minimum GPA). The list of subset courses is found under Admission of SMU Students to a Business Major/B.B.A. Degree Program. Business Direct students may enter the Cox Honors Program if they qualify by their subset grades and SMU GPA; additional information is found under Entry by Application.

Directed Studies

Business students may pursue independent studies, a research-based project, in a specified department under the sponsorship of a full-time Cox faculty member. This project may involve further study by the student in some aspect not covered in regularly scheduled business courses. B.B.A. students must first complete the basic required course in the field of study. Business elective or free elective credit will be granted to a maximum of six hours and cannot be used to fulfill major requirements. Directed studies courses may be taken pass/fail without completion of the business major. Independent studies will be exempted from the maximum credit hour limit. Students on academic probation may not register for independent studies.

Internships

Business students can take up to three hours of general internship credit for work experience. The credit cannot be used towards the B.B.A. major or minor requirements. Internships are for pass/fail credit only.

Concurrent Degrees

B.B.A. students may simultaneously complete additional major(s) and/or minor(s) outside of business. Interested students should contact the Undergraduate Advising and Records Office in the Cox School in 252 Maguire and the appropriate representative of the dean of the school in which the additional major/minor will be earned.

PROGRAMS OF STUDY AND BUSINESS COURSES

The Cox School offers seven business majors, a specialization within one major, a minor in business administration and a minor in business. Declared business majors may choose to add one of three concentrations.

Majors

Accounting
 Finance
 Financial Consulting
 General Business
 Management
 Marketing
 Real Estate Finance

Concentrations

Energy Management
 Entrepreneurship
 Risk Management and Insurance

Specialization (Finance Major)

Alternative Asset Management

The following business courses have been approved by the faculty of the Edwin L. Cox School of Business. It should be noted that not all courses described in this catalog are necessarily offered in any given academic year. Students should check published course schedules to see which courses are offered. From time to time, some courses may be changed and new courses added. Students should use caution in selecting courses to avoid repetition of courses previously taken.

Business Administration Core Requirements

In addition to the University-wide requirements, the required term credit hours for the B.B.A. degree are distributed as follows:

	<i>Credit Hours</i>
Business Core Requirements	
ACCT 2301, 2302	6
BL 3335	3
BLI 3302	3
FINA 3320	3
ITOM 2305, or STAT 2301, or EMIS 3340, or CSE/STAT 4340	3
ITOM 2308, 3306	6
MKTG 3340	3
MNO 3370	3
STRA 5370 or CISB 5397	3
Business Hours (toward major)	18–24
Total	51–57

Notes

- Test or transfer credit for STAT 2331 earned prior to SMU matriculation will count.
- Management science/business double majors take ITOM 2308 and either STRA 5370 or CISB 5397; however, they take EMIS 3360 and EMIS 5362 instead of ITOM 3306.

Concentrations for B.B.A. Students

SMU students who are declared business majors may choose to add one of three concentrations: energy management, entrepreneurship, or risk management and insurance. Each concentration consists of four courses (12 hours). Courses for the concentrations will not double count toward the business core or the majors with the exception of the general business major. No courses may be substituted for concentration courses.

Grading

Regular grading standards will be used. Grades in concentration courses will count in the student's business GPA and cumulative GPAs. None of the concentration courses may be completed pass/fail unless all requirements for the business major have been successfully completed.

Energy Management

BUSE 3331 From Prospect to Production to Kilowatts: The Business of Energy

BUSE 4332 Energy and Environmental Law

BUSE 4333 Business Management, Planning, and Analysis in Energy

BUSE 4334 Global Energy Markets, Business, and Policy: Spikes, Myths, and Risks

Entrepreneurship

BL 4340 Law for the Entrepreneur

CISB 3380 Business Decision-Making

CISB 4398 Managing the Entrepreneurial Business

CISB 5397 Entrepreneurship (Starting a Business)

(STRA 5370 must be taken to complete B.B.A. core requirements)

Risk Management and Insurance

MNO 3373 Negotiations

RMI 3360 Principles of Risk Management and Insurance

RMI 4340 Employee Benefits

RMI 4360 Insurance and Corporate Risk Management

Bachelor of Business Administration With a Major in General Business

To earn the B.B.A. degree with a major in general business, students must comply with the core B.B.A. degree requirements and satisfy the following additional requirements:

Business electives (any combination of Cox departments): 18 total credit hours.

Accounting

Professor Hemang Desai, Department Chair

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

Bachelor of Business Administration With a Major in Accounting

All B.B.A. degree-seeking students should take ACCT 2301 and 2302 during their sophomore year. Matriculated students must take these courses through enrollment in courses offered by the Cox School of Business.

Most accounting majors also complete an accounting internship, ACCT 5325 and 5326, which does not count toward the B.B.A. degree requirements but is completed using additional available business credit hours.

To earn the B.B.A. degree with a major in accounting, students must comply with the core B.B.A. degree requirements and satisfy the following additional requirements:

	<i>Credit Hours</i>
Accounting Core	15
ACCT 3311, 3312, 4311, 4315, 5314	
Electives (selected from the following)	6
ACCT 3391, 4307, 5317	

Note: The core accounting courses above must be taken through enrollment at SMU.

The Courses (ACCT)

ACCT 2301 (3). INTRODUCTION TO FINANCIAL ACCOUNTING. Develops an understanding of how the fundamental activities of a business enterprise are reflected in its financial statements, and how financial accounting information can be used effectively for external decision-making purposes (decisions such as investment, credit, risk management, and financing). *Prerequisites:* ECO 1311, 1312 and MATH 1309 or 1337 (or for markets and culture majors, ECO 3355 and SOCI 2377).

ACCT 2302 (3). INTRODUCTION TO MANAGERIAL ACCOUNTING. Introduces the use of accounting information for management purposes, including decision-making, planning, and control of operations. Students learn to integrate topics in cost determination, economic analysis, budgeting, and management and financial control. *Prerequisite:* ACCT 2301.

ACCT 2310 (3). ACCOUNTING CONCEPTS. A broad introduction to financial, cost, and managerial accounting concepts and practices. Stresses the understanding of financial statements as contrasted to the preparation of these documents. Covers product cost, including estimating overhead and the underlying assumptions. Discusses using managerial accounting techniques for decision-making, including break-even analysis, relevant costing, and budgeting. Students who already have credit for ACCT 2301 will not receive credit for this course. Cox majors and minors in business administration will not receive credit for this course and may not enroll in it.

ACCT 3311 (3). INTERMEDIATE ACCOUNTING I. An overview of financial statements and revenue recognition that focuses on the left-hand side (assets) of the balance sheet. Provides the necessary foundation for comprehension by users and preparers of the information in financial statements. *Prerequisite:* ACCT 2302. Reserved for Cox majors.

ACCT 3312 (3). INTERMEDIATE ACCOUNTING II. Continuation of ACCT 3311. Focuses on items on the right-hand side (liabilities and stockbrokers' equity) of the balance sheet. *Prerequisite:* ACCT 3311. Reserved for Cox majors.

ACCT 3391/CFB 3375/MNO 3375 (3). ETHICS IN ACCOUNTING. Develops students' ability to identify and evaluate ethical issues related to accounting and business management in a corporate environment. Students who take CFB 3375 or MNO 3375 may not receive credit for ACCT 3391, nor may students taking ACCT 3391 take either CFB 3375 or MNO 3375 for credit. Students seeking accounting certification should note that ACCT 3391 is a gateway course for eligibility to take the CPA examination. *Prerequisite:* Accounting major with senior standing or ACCT 5325. Reserved for Cox majors.

ACCT 4307/ITOM 4307 (3). BUSINESS MODELING WITH SPREADSHEETS. Introduces advanced quantitative modeling techniques for business decision-making. Covers a variety of modeling techniques, business analytics concepts, and data analysis tools. Students learn to implement these techniques in spreadsheet models that assist businesses in understanding and managing risk and improving decision-making. Applications cover a broad range of functional areas, including accounting, finance, marketing, and operations. *Prerequisites:* ACCT 2302; ITOM 2308, 3306; FINA 3320. Reserved for Cox majors.

ACCT 4311 (3). COST ACCOUNTING I. Focuses on the measurement, accumulation, and control of costs. Topics include product cost accounting, cost behavior analysis, direct costing, standard cost variance analysis, and relevant cost analysis. *Prerequisite:* ACCT 2302. Reserved for Cox majors.

ACCT 4315 (3). FEDERAL INCOME TAX I. Covers the conceptual basis and structure for the determination of income taxes, including the tax research methods used in preparing tax returns, solving problems, and planning business decisions. *Prerequisite:* ACCT 2302. Reserved for Cox majors.

ACCT 5314 (3). AUDIT RISK AND CONTROLS. Covers understanding, developing, and analyzing financial and management accounting systems; applying fundamental concepts to contemporary issues; and analyzing management internal control functions. Presents the behavioral characteristics and mechanics of accounting fraud. *Prerequisite:* ACCT 3311. Reserved for Cox majors.

ACCT 5317 (3). ACCOUNTING THEORY. Study of selected topics and current issues in the area of accounting theory. *Prerequisite:* ACCT 3312. Reserved for Cox majors.

ACCT 5318 (3), 5319 (3). INDEPENDENT STUDIES IN ACCOUNTING. Directed research in accounting. *Prerequisites:* ACCT 3311, junior standing, and instructor approval.

ACCT 5325 (3), 5326 (3). ACCOUNTING INTERNSHIP. *Prerequisites:* Senior standing, departmental approval.

Business Administration and Business Leadership

The Courses

Business Administration (BA)

BA 3200 (2). SPECIAL TOPICS: INTERNATIONAL BUSINESS ADMINISTRATION. Special topics in international business taught abroad.

BA 3300 (3). SPECIAL TOPICS: INTERNATIONAL BUSINESS ADMINISTRATION. Offered through SMU International Programs. *Prerequisite:* Junior standing.

BA 3301 (3). SPECIAL TOPICS: INTERNATIONAL BUSINESS II. Offered through SMU International Programs. *Prerequisite:* Junior standing.

BA 4111 (1), 4112 (1), 4113 (1). BUSINESS INTERNSHIP.

BA 4315 (3). EUROPEAN COMMON MARKET. Offered through SMU International Programs. *Prerequisite:* Junior standing.

BA 5180 (1). DIRECTED STUDY. Directed research in business. *Prerequisite:* Junior standing and permission of the instructor.

BA 5280 (2), 5380 (3). DIRECTED STUDY. Directed research in business. *Prerequisite:* ACCT 2312, junior standing, and permission of the instructor.

Business Leadership Institute (BLI)

BLI 1110 (1). SPECIAL TOPICS IN BUSINESS ADMINISTRATION: BBA SCHOLARS SEMINAR. Introduces various business topics, including an overview of business disciplines and careers in business. Restricted to BBA Scholars.

BLI 3302 (3). BUSINESS COMMUNICATIONS AND LEADER DEVELOPMENT. Promotes students' professional success by becoming more effective communicators and leaders. Improves career management, presentations, business writing, and interpersonal skills; enhances ability to plan and manage projects in a team setting; increases understanding of contemporary business issues; and increases appreciation for the vital role that ethics, integrity, and trust play in leading a successful business. Reserved for Cox majors and BBA Scholars.

Finance

Professor Kumar Venkataraman, Department Chair

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

Bachelor of Business Administration With a Major in Finance

To earn the B.B.A. degree with a major in finance, students must comply with the core B.B.A. degree requirements and satisfy the following additional requirements:

	<i>Credit Hours</i>
Finance Core	18
FINA 4325, 4326, 4327, 4329 <i>or</i> 4335 ACCT 3311, 3312	
Electives (selected from the following)	6
FINA 3330, 4328, 5132, 5232, 5340, 5341, 5348	

Note: The core finance courses above must be taken through enrollment at SMU.

Bachelor of Business Administration With a Major in Financial Consulting

To earn the B.B.A. degree with a major in financial consulting, students must comply with the core B.B.A. degree requirements and satisfy the following additional requirements:

	<i>Credit Hours</i>
Accounting Core	9
ACCT 3311, 3312, 4315	
Finance Core	9
FINA 4325, 4326, 4329 <i>or</i> 4335	
Electives (selected from the following)	6
ACCT 4307, 4311, 5317 FINA 3330, 4327, 4328, 5132 <i>and</i> 5232, 5340, 5341	

Note: The core accounting and finance courses above must be taken through enrollment at SMU.

The Courses (FINA)

FINA 3300 (3). TOPICS IN INTERNATIONAL FINANCE. (Offered through SMU International Programs.) *Prerequisite:* Junior standing.

FINA 3310 (3). FINANCE CONCEPTS. Provides a solid foundation in key financial concepts and tools for managerial decision-making. Develops ability to analyze, decide, and communicate based on financial data and concepts. Topics include risk-return relationship in financial management, basic valuation models of financial securities, and decision rules used to value and choose between corporate projects. Required for the business minor. Students will not receive credit for FINA 3310 and 3320. Cox majors and business administration minors will not receive credit for this course and may not enroll in it.

FINA 3312 (3). PERSONAL FINANCE. Learn personal financial planning. Topics include setting up financial accounts at banks and brokerages; investments in stocks and mutual funds; personal income taxation; auto, property, life, and health insurance; and employee benefit plans. Elective for business minor. B.B.A. majors can take course for free elective credit only.

FINA 3320/ECO 4368 (3). FINANCIAL MANAGEMENT. Survey of concepts, practices, and problems surrounding financial markets, securities, and decision-making. Includes time value of money, market efficiency, evaluation of securities, and capital budgeting. *Prerequisites:* ACCT 2301; ECO 1311 and 1312; MATH 1309 or 1337; STAT 2301 or one from the following: CSE 4340; EMIS 3340; ITOM 2305; STAT 2331, 4340. Reserved for Cox majors and minors in business administration. Students will not receive credit for this course and ECO 4368.

FINA 3330/ECO 3355 (3). MONEY AND CAPITAL MARKETS. Analyzes the structural interrelationships among the important participants in the U.S. financial markets. Topics include flow of funds, determinants of interest rates, monetary policy and interest rates, money and capital market instruments, and problems in managing financial institutions. *Prerequisite:* FINA 3320. Reserved for Cox majors. Students may not receive credit for this course and ECO 3355.

FINA 4325 (3). ADVANCED FINANCIAL MANAGEMENT. In-depth analysis of capital budgeting, cost of capital, sources of capital open to the firm, capital structure, dividend policy, mergers, and bankruptcy. Students may not receive credit for this course and ECO 4388. *Prerequisite:* FINA 3320. Reserved for Cox majors.

FINA 4326/ECO 4378 (3). INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT. Evaluates the interactive effects of economic, industry, company, and market considerations on the risk and return of individual assets. Analyzes the interrelationships of risky assets when combined in portfolios; also asset pricing theory and implications. *Prerequisite:* FINA 3320. Reserved for Cox majors. Students may not receive credit for this course and ECO 4378.

FINA 4327 (3). SPECULATIVE MARKETS. Introduces analysis of speculative securities such as options and futures. Covers the underlying theories explaining speculative markets and discusses strategies such as hedging and arbitrage. *Prerequisite:* FINA 3320. Reserved for Cox majors.

FINA 4328 (3). MANAGEMENT OF FINANCIAL INSTITUTIONS. Management of assets, liabilities, and capital accounts of financial institutions in general and commercial banks in particular. Emphasis on understanding the interrelationship among profitability, liquidity, and capital adequacy. *Prerequisite:* FINA 3330. Reserved for Cox majors.

FINA 4329 (3). INTERNATIONAL FINANCE. Analyzes the effects on financial transactions of dealing in international markets. Examines international financial markets and such issues as interest rate differences between countries' spot and forward transactions in international currencies, and the impact of international operations for the corporate financial manager. Students may not receive credit for this course and FINA 4335. *Prerequisite:* FINA 3320. Reserved for Cox majors.

FINA 4335 (3). GLOBAL BUSINESS. Covers the unique problems and opportunities presented by international business. Focuses on specific topics of international finance, including foreign exchange markets, management of exchange rate risk, the balance of payments and the role of central banks in setting exchange rates, and multinational strategy. Instruction includes a week in Beijing and Shanghai to visit Chinese companies, multinational companies doing business in China, and cultural sites to gain other experiences of life in these cities. Students may not receive credit for this course and FINA 4329. *Prerequisite:* FINA 3320. Reserved for Cox majors.

FINA 5132 (1). PORTFOLIO MANAGEMENT PRACTICUM. Offers practical experience in investments through management of the Ann Rife Cox Investment Fund. Economic and industry analysis and determining how that analysis affects investment decisions. Topics include money and capital market forecasts, selection of individual securities, and development of a portfolio strategy. Honors section. *Prerequisites or corequisites:* FINA 4326 plus an application process.

FINA 5232 (2). HONORS PRACTICUM IN PORTFOLIO MANAGEMENT. Offers practical experience in investments by managing an investment fund. *Prerequisite:* FINA 5132. Reserved for Cox majors.

FINA 5325 (3). INDEPENDENT STUDY. Directed research in finance. *Prerequisite:* FINA 3320, junior standing, and permission of the instructor

FINA 5326 (3). INDEPENDENT STUDY. Directed research in finance. *Prerequisites:* FINA 3320, junior standing, and instructor approval. Reserved for Cox majors.

FINA 5340 (3). ALTERNATIVE ASSETS I. Examines the theory and management of hedge funds. Topics include optimal portfolio selection, arbitrage pricing theory, controlled-risk strategies (e.g., event-driven, long-short equity; dedicated short bias; arbitrage), and performance measurement of hedge funds. Discusses operational issues such as implementation costs, leverage, and the mechanics of security lending. *Prerequisites:* FINA 4326, 5341. Reserved for Cox majors.

FINA 5341 (3). ALTERNATIVE ASSETS II. Focuses on leveraged finance, building the necessary skills to calculate total enterprise valuation and then moving to the different segments of leveraged finance: high-yield bonds, leveraged loans, credit default swaps, collateralized debt obligation, debtor-in-possession financing, and distressed investing. *Prerequisite:* FINA 3320. *Prerequisite or corequisite:* FINA 4326. Application required. Reserved for Cox majors.

FINA 5348 (3). FINANCIAL MODELING. Presents practical examples and real-world templates/tools used by investment bankers and private equity professionals in financial statement spreading and analysis. Also, valuation (using comparables, precedent transactions, and discounted cash flow analysis) of public and private companies in both minority interest and controlling interest situations. In addition, discusses construction and sensitivity of integrated cash flow models (financial statement projections), construction and analysis of leveraged buyout models, and construction and analysis of mergers and acquisitions (accretion/dilution) models. Classroom discussions blend lecture and case studies with a hands-on modeling approach by all students. Homework and projects provide additional real-world context and practice for in-class discussions and case studies. Reserved for Cox majors. *Prerequisites:* FINA 4325, 4326.

Information Systems

Professor Amit Basu, Department Chair

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

All B.B.A. degree-seeking students should take ITOM 2305 (or STAT 2301) and ITOM 2308 during their sophomore year.

The Courses (ITOM)

ITOM 2305 (3). MANAGERIAL STATISTICS. Introduces probability and descriptive statistics, regression analysis, forecasting, decision-making under uncertainty, and use of data in decision-making. Includes problem-solving, case assignments, and the use of Excel in analyzing problems. Students may not receive credit for ITOM 2305 and STAT 2301 or 2331. Reserved for prebusiness and business students only.

ITOM 2308 (3). INFORMATION SYSTEMS FOR MANAGEMENT. Discusses computer technologies for the management of information resources in business. Covers spreadsheet analytical tools for data analysis, reporting, and forecasting. Also includes database design and implementation for data storage, retrieval, aggregation, and reporting as well as the creation of Web pages using HTML. Laptops equipped with the Windows operating system and Microsoft Office are required for use in class. *Prerequisite:* ITOM 2305 or one from the following: CSE 4340; EMIS 3340; STAT 2301, 2331, 4340. Reserved for prebusiness and Cox majors/minors only.

ITOM 3306 (3). OPERATIONS MANAGEMENT. Introduces several common business analytics models and their applications in solving operational business problems. Topics include optimization (particularly linear programming), decision analysis, computer simulation, and project scheduling. *Prerequisites:* ACCT 2301; ECO 1311 and 1312; ITOM 2308; MATH 1309 or 1337; and STAT 2301 or one from the following: CSE 4340; EMIS 3340; ITOM 2305; STAT 2331, 4340. Reserved for Cox majors and business administration minors.

ITOM 3310 (3). BUSINESS DECISIONS AND PROCESSES. Focuses on two skill sets: developing spreadsheets to support decision-making in organizations and analyzing and improving business processes. Teaches relatively advanced Excel skills to format, manipulate, and visualize information in order to answer business questions; also how to represent business processes diagrammatically using flowcharts. Processes covered include sales, purchasing, and project management. Half of each class session takes place in the computer lab. Business minor elective. B.B.A. majors and business administration minors receive free elective credit for this course.

ITOM 4307/ACCT 4307 (3). BUSINESS MODELING WITH SPREADSHEETS. Introduces advanced quantitative modeling techniques for business decision-making. Covers a variety of modeling techniques, business analytics concepts, and data analysis tools. Students learn to implement these techniques in spreadsheet models that assist businesses in understanding and managing risk and improving decision-making. Applications cover a broad range of functional areas, including accounting, finance, marketing, and operations. *Prerequisites:* ACCT 2302; ITOM 2308, 3306; FINA 3320. Reserved for Cox majors.

Management and Organizations

Associate Professor Don VandeWalle, Department Chair

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

Bachelor of Business Administration With a Major in Management

To earn the B.B.A. degree with a major in management, students must comply with the core B.B.A. degree requirements and satisfy the following additional requirements:

	<i>Credit Hours</i>
Management Courses (two from the following)	6
MNO 3371, 4361, 4371	
Electives (selected from the following)	6
MNO 3373, 3375, 4330, 4340 (see RMI 4340 for class schedule), 4371 (if not taken for core requirement)	
CISB 3380, 4398, 5397 (if senior core is completed with STRA 5370)	
ITOM 4307 (ACCT 4307 will not count for the major)	
STRA 5370 (if senior core is completed with CISB 5397)	
Other Business Electives	6

Note: The core management courses above must be taken through enrollment at SMU.

The Courses (MNO)

MNO 3300 (3). SPECIAL TOPICS IN INTERNATIONAL MANAGEMENT I. Offered through SMU International Programs.

MNO 3301 (3). SPECIAL TOPICS IN INTERNATIONAL MANAGEMENT II. Offered through SMU Abroad. *Prerequisite:* Junior standing.

MNO 3310 (3). MANAGEMENT CONCEPTS. Provides a broad survey of key issues, theories, and practices that underpin how organizations function, evolve, and perform. Topics include motivation, job design, organizational theory, leadership, organizational culture, competitive strategy, and competitive advantage. Required for the business minor. Cox majors and minors in business administration will not receive credit for this course and may not enroll in it.

MNO 3370 (3). MANAGEMENT. Develops skills in managerial behavior that facilitate high performance and satisfaction as well as continued self-development for all organization members. *Prerequisites:* ACCT 2301; ECO 1311 and 1312; MATH 1309 or 1337; and STAT 2301 or one from the following: CSE 4340; EMIS 3340; ITOM 2305; STAT 2331, 4340. Reserved for Cox majors, minors in business administration, and management science majors.

MNO 3371 (3). HUMAN RESOURCES MANAGEMENT. Develops an understanding of how organizations recruit, develop, and retain high-performing talent and facilitate a high quality of life in an organization. Insights gained can help facilitate one's initial job search, career management, and personal effectiveness. *Prerequisite:* MNO 3370. Reserved for Cox majors.

MNO 3373 (3). NEGOTIATIONS. Presents theories and processes of negotiation as practiced in a variety of settings. Focuses on understanding the behavior of individuals, groups, and organizations in the context of competitive situations. Emphasizes simulations, role-playing, and cases. *Prerequisite:* MNO 3370. Reserved for Cox majors.

MNO 3375/CFB 3375/ACCT 3391 (3). CORPORATE SOCIAL RESPONSIBILITY AND ETHICAL LEADERSHIP. Develops managerial decision-making and stakeholder analysis through a study of ethical dilemmas in contemporary business. Students who take CFB 3375 or MNO 3375 may not receive credit for ACCT 3391, nor may students taking ACCT 3391 take either CFB 3375 or MNO 3375 for credit. Students seeking accounting certification should note

that ACCT 3391 is a gateway course for eligibility to take the CPA examination. *Prerequisite:* Accounting major with senior standing or ACCT 5325. Reserved for Cox majors.

MNO 4330 (3). INTRODUCTION TO CONSULTING AND CHANGE MANAGEMENT. Develops understanding of the consulting process and change management. Examines the behaviors of effective consultants: how to define and diagnose client needs and implement change. Also studies prominent change and consulting frameworks. As a final project, teams provide consulting services to an organization. *Prerequisite:* MNO 3370. Reserved for Cox majors.

MNO 4361 (3). PROJECT MANAGEMENT. Presents a set of practices and interpersonal skills designed to deliver business results that are on time, on budget, and meet quality standards. Examines project management in modern industries and organizational structures as a preferred, standard process to achieve successful results. Discusses defining the project goals, developing a plan to achieve the goals, executing the plan, and evaluating progress. Covers interpersonal skills, including communication, collaboration, and team management. *Prerequisite:* MNO 3370. Reserved for Cox majors.

MNO 4371 (3). LEADERSHIP AND CULTURE. Enhances effectiveness and success as a leader. Emphasizes core theories of motivation, leadership, interpersonal relationships, culture, and communication. *Prerequisite:* MNO 3370.

MNO 4378 (3). INDEPENDENT STUDIES IN ORGANIZATIONAL BEHAVIOR I. Considers contemporary issues (theoretical, ethical, methodological, social, etc.) that are currently of interest to organizational theorists and behavioral scientists. *Prerequisite:* MNO 3370. Reserved for Cox majors.

Marketing

Professor Raj Sethuraman, Department Chair

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

Bachelor of Business Administration With a Major in Marketing

To earn the B.B.A. degree with a major in marketing, students must comply with the core B.B.A. degree requirements (ADV 3362 can substitute for MKTG 3340) and satisfy the following additional requirements:

	<i>Credit Hours</i>
Marketing Core	9–10
MKTG 3342, 3343, 5050 or 5150, 5341	
Electives (selected from the following)	6
MKTG 3344, 3345, 3346, 3348, 3349, 4345, 5345	
Business Electives	3

Notes

- The core marketing courses above must be taken through enrollment at SMU.
- Students may choose to take zero or one credit for the required internship; if one credit is chosen, the required minimum hours for the major will be increased from 51 to 52.

The Courses (MKTG)

MKTG 3300 (3). TOPICS IN INTERNATIONAL MARKETING. (Offered through SMU International Programs) *Prerequisite:* Junior standing.

MKTG 3310 (3). MARKETING CONCEPTS. Covers the basic principles of consumer marketing and the role of each element of the marketing mix. Emphasizes creating a familiarity with the marketing strategy and planning processes and viewing marketing within a societal context. Required for business minor. Students who have already completed MKTG 3340 will not receive credit for this course. Cox majors and minors in business administration will not receive credit for this course and may not enroll in it.

MKTG 3340 (3). FUNDAMENTALS OF MARKETING. Examines the nature of marketing decisions; the environment in which these decisions are made; and the relationship of these decisions to the firm, business, and society. *Prerequisites:* ACCT 2301; ECO 1311 and 1312; MATH 1309 or 1337; and STAT 2301 or one from the following: CSE 4340; EMIS 3340; ITOM 2305; STAT 2331, 4340. Reserved for Cox majors, business administration minors, or management science majors.

MKTG 3342 (3). MARKETING RESEARCH. Explores the nature and role of information in the decision-making process, the elements and relationships that constitute the research process, and the planning and execution of a research project. *Prerequisite:* MKTG 3340 or ADV 3362. Reserved for Cox majors.

MKTG 3343 (3). CONSUMER BEHAVIOR. Helps students understand the motivation and behavior of buyers and consumers. Discusses consumer behavior within a marketing framework and relates it to marketing management. *Prerequisite:* MKTG 3340. Reserved for Cox majors.

MKTG 3344 (3). INTEGRATED COMMUNICATION ADVERTISING MANAGEMENT. Explores key marketing communication concepts and management issues, including message strategy, advertising, sales promotion, direct marketing, social media, and media planning. *Prerequisite:* MKTG 3340 or ADV 3362. Reserved for Cox majors.

MKTG 3345 (3). SALES AND DISTRIBUTION MANAGEMENT. A multidisciplinary approach to the study of sales and sales force management. Focuses on the total sales process: selection, training, motivation, and compensation of personnel; sales forecasting; sales territory management; and analysis. Provides a fundamental understanding of the elements of the sales process and a management perspective to plan, organize, and direct a sales force. *Prerequisite:* MKTG 3340. Reserved for Cox majors.

MKTG 3346 (3). RETAILING. Focuses on the environment of retailing management, retail strategy, merchandise management, sales promotion and customer services, and expense and productivity management. *Prerequisite:* MKTG 3340 or ADV 3362. Reserved for Cox majors.

MKTG 3348 (3). INTERNATIONAL MARKETING. Examines international marketing from the evolved, underlying common nature of all humans, to the legal issues concerning export and import, to the subtle nuances of strategy in the subregions of international countries. Emphasizes novel problem-solving and an expanded worldview, with a focus on real-world approaches to understanding the global marketing environment. *Prerequisite:* MKTG 3340 or ADV 3362. Reserved for Cox majors.

MKTG 3349 (3). PRODUCT AND BRAND MANAGEMENT. Deals with the management of product development programs and the appraisal of the many factors that affect product decision-making. Examines policies concerning branding, product line strategy, and compliance with social and government restrictions. *Prerequisite:* MKTG 3340. Reserved for Cox majors.

MKTG 4345 (3). SPORTS MARKETING. Explores sports marketing from two perspectives: the marketing of sports and marketing through sports. Topics include fan segmentation, branding, licensing, and sponsorship. *Prerequisite:* MKTG 3340. Reserved for Cox majors.

MKTG 5050 (0). MARKETING INTERNSHIP. Requires students to work in a professional capacity in a marketing-oriented position within a company; the job and company to be approved by the Marketing Department. The internship must involve a minimum of 100 hours of work and meet the requirements determined by the internship adviser. Reserved for Cox majors. *Prerequisite:* MKTG 3340.

MKTG 5341 (3). MARKETING MANAGEMENT. Provides the student with a fundamental understanding of the marketing strategy-planning process within the firm and develops the student's abilities to cope with marketing management problems encountered by senior marketing managers, general management executives, and marketing consultants. Viewed as the capstone course for marketing majors. Heavy emphasis is placed on case analysis and class projects. *Prerequisite:* MKTG 3340. Reserved for senior marketing majors.

MKTG 5342 (3). DIRECTED STUDIES IN MARKETING. Directed research in marketing. *Prerequisites:* MKTG 3340, junior standing, and permission of the instructor

MKTG 5343 (3). DIRECTED STUDIES IN MARKETING II. Directed research in marketing. *Prerequisites:* MKTG 5342, junior standing, and instructor approval.

MKTG 5345 (3). HONORS MARKETING PRACTICUM. Students apply marketing concepts and theories learned in the classroom to a real-life business situation by working with a business entity where they are responsible for researching, designing, and presenting a comprehensive integrated marketing campaign. *Prerequisite:* By application only. Reserved for Cox majors.

Real Estate, Risk Management and Business Law

Professor William B. Brueggeman, Department Chair

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

Bachelor of Business Administration With a Major in Real Estate Finance

To earn the B.B.A. degree with a major in real estate finance, students must comply with the core B.B.A. degree requirements and satisfy the following additional requirements: [\[The addendum has additional elective courses.\]](#)

Credit Hours

Real Estate Core	12
RE 3381, 4338, 4382, 4389	
Electives (selected from the following)	6
ACCT/ITOM 4307	
FINA 3330, 4325, 4326, 4327, 4328, 4329, 5132 and 5232	

Note: The core real estate courses above must be taken through enrollment at SMU.

The Courses

Real Estate (RE)

RE 3381 (3). REAL ESTATE FUNDAMENTALS. Introduces all phases of real estate and serves as the foundation for other courses in real estate. *Prerequisite:* ACCT 2302. *Prerequisite or corequisite:* FINA 3320. Reserved for Cox majors.

RE 4338 (3). REAL ESTATE LAW. Surveys real estate law with emphasis on real estate transactions, financing, syndication, and land use regulation. *Prerequisites:* BL 3335 and RE 3381. Reserved for Cox majors.

RE 4382 (3). REAL ESTATE VALUATION. Presents principles and techniques of estimating the value of residential and income producing properties. Considers the economic base, structure, and distribution of land use in urban areas. *Prerequisites:* RE 3381 and FINA 3320. RE 3381 may be taken concurrently with the permission of the instructor. Reserved for Cox majors.

RE 4389 (3). REAL ESTATE FINANCE. Students develop the technical competence necessary to structure real estate transactions. Covers computation of periodic payments, amortization schedules, and true borrowing costs; the secondary mortgage market; and application of techniques for structuring real estate transactions (e.g., sales-leaseback, joint ventures, syndications). *Prerequisites:* RE 3381 and FINA 3320; RE 4382 recommended. Students cannot receive credit for RE 4381 and RE 4389. Reserved for Cox majors.

Business Law (BL)

BL 3300 (3). SPECIAL TOPICS: INTERNATIONAL BUSINESS LAW. Special topics in international business law taught abroad.

BL 3310 (3). LEGAL PERSPECTIVES AND BUSINESS LAW. Covers basic legal issues essential to working with attorneys in a business or personal environment. Topics include constitutional issues affecting business, litigation management, alternative dispute resolution, civil tort liability, contracts, intellectual property, white-collar crime, real estate acquisitions, land use, business formation, and employment law. Cox majors and minors in business administration will not receive credit for this course and may not enroll in it.

BL 3335 (3). BUSINESS LAW. Emphasizes the nature, formation, and application of law with a macro view; also public law and regulation of business. *Prerequisites:* ACCT 2301; ECO 1311 and 1312; MATH 1309 or 1337; and STAT 2301 or one from the following: CSE 4340; EMIS 3340; ITOM 2305; STAT 2331, 4340. Reserved for Cox majors.

BL 4300 (3). SPECIAL TOPICS: INTERNATIONAL BUSINESS LAW. Offered through the SMU International Programs. *Prerequisite:* Junior standing.

BL 4340 (3). LAW FOR THE ENTREPRENEUR. Examines critical legal issues encountered by private domestic enterprises during the first years of operation. Topics include the hiring of counsel, alternatives for entity formation, establishment of a board of directors, debt and equity financing, real estate leases, criminal and civil liabilities, and litigation and risk management strategies. *Prerequisite:* BL 3335. Reserved for Cox majors.

Risk Management and Insurance Area (RMI)

RMI 3360 (3). PRINCIPLES OF RISK MANAGEMENT. Focuses on the principles of risk and the role of insurance in handling risk. Topics include insurance markets, personal insurance contracts, and legal principles that reinforce insurance contracts. Discusses employee benefit plans and social insurance. Reserved for Cox majors.

RMI 4340 (3). EMPLOYEE BENEFITS. Examines employee benefits as a strategic decision for employers and an important financial planning element for employees. Covers typical employee benefits and the ways these benefits integrate with Social Security. Discusses qualified and nonqualified plans that are of current importance to employers and employees. For practical experience, examines details of benefit offerings from actual job offers to SMU students. *Prerequisite:* MNO 3370. Reserved for Cox majors.

RMI 4360 (3). INSURANCE AND CORPORATE RISK MANAGEMENT. Explores the evolution of business risk management and offers insight into the risk management process by focusing on expense-inducing problems that exist for most businesses. Provides interaction with corporate risk managers representing a variety of industry sectors and perspectives. Topics include risk management, enterprise risk management, the role of the commercial insurance market, and the ways market changes affect decision-making. *Prerequisite or corequisite:* RMI 3360. Reserved for Cox majors.

RMI 5325 (3). RISK MANAGEMENT AND INSURANCE INTERNSHIP. An internship project that interacts the student with an organization and includes a research paper on a risk insurance topic. Cox students. Instructor approval required.

Strategy, Entrepreneurship and Business Economics

Professor Gordon Walker, Department Chair

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

The Courses

Business Economics (BUSE)

BUSE 3310 (3). MARKETS AND FREEDOM. Discusses the indicators of economic freedom and the benefits of globalization. Explores how markets raise living standards, including the roles that technology, globalization, public policy, and economic growth play in a functioning market economy. This course can count as free elective credit for B.B.A. majors; however, students cannot receive credit for both BUSE 3310 and BUSE/FINA 4355.

BUSE 3311 (3). AMERICAN BUSINESS HISTORY. Provides an overview of the evolution of capitalism in the United States from Colonial times to the present, focusing on the post-World War II era. BUSE 3310 or 3311 is required for the minor in business core courses. Cox majors or business administration minors will not receive credit for this course and may not enroll in it.

BUSE 3331 (3). FROM PROSPECT TO PRODUCTION TO KILOWATTS: THE BUSINESS OF ENERGY. Provides an in-depth understanding of the petroleum, natural gas, coal, power generation, and alternative fuels market segments, with a focus on structure, key business drivers, and technologies. Explores key business issues facing the industry, including sustainability, globalization, and business and/or government relations. *Prerequisites:* ACCT 2301, FINA 3320, and GEOL 1301, or permission of instructor. Reserved for Cox majors.

BUSE 3357 (3). EVOLUTION OF AMERICAN CAPITALISM. Discusses the evolution of capitalism in the American economy from the Colonial period to the present, focusing on the post-World War II era. Topics include government regulation of business, unions and their impact on competition, trends in inequality, discrimination in the workforce, structural changes and the disappearance of the middle class, the costs and benefits of free trade, the drift toward socialism, the intense competition among states for jobs, and global challenges to America's leadership in the world. *Prerequisites:* ECO 1311 and 1312, or permission of the instructor. Reserved for Cox majors or minors in business administration.

BUSE 4332 (3). ENERGY AND ENVIRONMENTAL LAW. Examines the legal and regulatory issues applicable to energy as they relate to finance, investment, and the economics of the business. Provides the basic tools of an energy professional to identify and analyze the legal and regulatory issues related to energy and resource development and operation, property acquisition and divestiture, and project valuation and financing. *Prerequisites:* BUSE 3331, BL 3335. Reserved for Cox majors.

BUSE 4333 (3). BUSINESS MANAGEMENT, PLANNING, AND ANALYSIS IN ENERGY. Examines analytical, economic, and financial concepts of the modern energy industry as they relate to planning and decision-making in the firm, with particular emphasis on oil and gas and power generation. Topics include capital structure, reserve valuation, royalties, production-sharing agreements, and management of risk and uncertainty. *Prerequisite:* BUSE 3331. Reserved for Cox majors.

BUSE 4334 (3). GLOBAL ENERGY MARKETS, BUSINESS, AND POLICY: SPIKES, MYTHS, AND RISKS. Examines the interrelationship among the economics of global energy markets, business profitability, and public policy as it relates to the energy business. Topics include the principles of exhaustible resource economics and their impact upon business decision-making, the impact of price shocks on the industry and the overall economy, and the global policy and regulatory environment faced by the industry. *Prerequisite:* BUSE 3331. Reserved for Cox majors.

Entrepreneurship (CISB)

CISB 2379 (3). IDENTIFYING ENTREPRENEURIAL OPPORTUNITIES. Recognizing entrepreneurial opportunities in a variety of settings. Emphasizes entrepreneurial orientation and entrepreneurship as a manageable process that can be applied in many organizational settings, including a family business. Identifies the ways in which entrepreneurship is manifested, and discusses the characteristics and implications of social, high-tech, corporate, and public sector entrepreneurship. Reserved for Cox majors.

CISB 3380 (3). BUSINESS DECISION-MAKING. Analyzes theories and practices of decision-making in a variety of business settings to help students make better business decisions. Emphasizes understanding the processes through which individuals and firms make decisions (and mistakes) in uncertain situations, processing information effectively, using rules of thumb, and detecting biased judgments. *Prerequisites:* ACCT 2301; ECO 1311 and 1312; MATH 1309 or 1337; and STAT 2301 or one from the following: CSE 4340; EMIS 3340; ITOM 2305; STAT 2331, 4340. Reserved for Cox majors or BBA Scholars.

CISB 4398 (3). MANAGING THE ENTREPRENEURIAL BUSINESS. Explores the unique challenges and opportunities involved in the management and ownership of a closely held enterprise. Examines key business, personal, and interpersonal issues relevant to the continuity and management of these firms. Topics include strategic management and corporate governance, life cycle and systems analyses, and leadership. *Prerequisite:* MNO 3370. Reserved for Cox majors.

CISB 5397 (3). ENTREPRENEURSHIP: STARTING A BUSINESS. Covers planning a new business or expanding an existing owner-managed or family-owned business. Topics include the personal characteristics of successful entrepreneurs, the career path of successful entrepreneurs, profit and cash flow forecasts, sources of information, forecasting sales and the importance of relevant experience, finding financing, and the business plan. *Prerequisites:* FINA 3320, MKTG 3340 and/or ADV 3362, MNO 3370, ITOM 2308/3306. Reserved for Cox majors.

Strategy (STRA)

STRA 4355 (3). DOING BUSINESS IN A GLOBALIZED WORLD. This course focuses on how globalization is rapidly changing the operating manual for running a successful business. The course explores which market sectors are experiencing the most global product demand, the business opportunities offered by China and India, which jobs are being outsourced (and how to make outsourcing work for, and not against the organization), which employee skills and talents are rising on the value added high-paying ladder, as well as changes in capital markets and the optimal market structure of industry. Students will not receive credit for FINA 3311 and FINA/STRA 4355. *Prerequisite:* FINA 3320.

STRA 5370 (3). STRATEGIC MANAGEMENT IN A GLOBAL ECONOMY. Analyzes the processes of building competitive advantage and strategy execution in single- and multi-business firms, with emphasis on industry evolution, the boundaries of the firm, and global competition. *Prerequisites:* ACCT 2301 and 2302; FINA 3320; MKTG 3340 and/or ADV 3362; MNO 3370; ITOM 3306; and ITOM 2305 or one from the following: CSE 4340, EMIS 3340, STAT 2301/2331, 4340. Reserved for Cox majors.