

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

## VISION STATEMENT

The Edwin L. Cox School of Business is dedicated to continuously improving its quality and reputation as a top-tier business school noted for intellectual rigor, creative approaches to research and teaching, commitment to fostering leadership, and the development of each member of our community.

## CREDO

The Cox School is dedicated to the pursuit of scholarship, in all its forms, on issues affecting business and management. Our goal is to discover new knowledge, put that knowledge into a broader social, historical, and international perspective, apply knowledge to the challenges facing business and management, and share knowledge in a community of learning. In this endeavor, we are committed to the following goals:

- Exemplifying high quality in our work and our professional conduct.
- Increasing ethical awareness.
- Expanding our vision to include the peoples and activities of the world.

We believe that we have a responsibility to help our graduates achieve success in their initial careers, engage in a lifetime of learning, and become leaders in their communities.

We have an equal responsibility to create and advance the body of knowledge about business and management, through dedicated scholarship and research.

We also have a responsibility to foster the personal and professional development of our colleagues in an environment of mutual respect.

Further, we believe that we are responsible to and for the community in which we live and work.

# GENERAL INFORMATION

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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 70 years.

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

The graduate program at the School of Business Administration began in 1949 with the authorization of a Master of Business Administration (M.B.A.) program. At that time, students were granted an M.B.A. after successfully completing 30 hours of course work and a thesis. Both the B.B.A. and the M.B.A. degree programs are fully accredited by the American Assembly of Collegiate Schools of Business (AACSB).

In 1965, the SMU Foundation for Business Administration was established. This group of advisors has helped guide the Cox School throughout the years and today is known as the Executive Board. Also instrumental in supporting the Cox School are members of its two successful mentoring programs: the Associate Board for M.B.A. students and the Business Associates Program for B.B.A. students. These two boards involve almost 300 area business leaders who volunteer their time and expertise to the Cox School and its students who 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, and for years the Fincher Building housed all activities in the Cox School. In 1987, two more buildings were added to the Cox School Complex — the Cary M. Maguire Building and the Trammell Crow Building.

Today the Fincher Building houses administrative and faculty offices, and 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 (BIC), which combines the features of a university library with the immediacy of an on-line computer.

Through the BIC, Cox School students, faculty and staff have access to the latest business periodicals, instantaneous market information and news retrieval services. In addition, personal computers and printers in the BIC are available for students to use for presentations and papers.

## CENTERS AND INSTITUTES

### THE EDWIN L. COX BUSINESS LEADERSHIP CENTER

PAULA HILL, *Director*

Designed specifically for the SMU M.B.A. program, the Business Leadership Center works in conjunction with the graduate curriculum to help students develop the strategic leadership skills that are necessary for success in business. Throughout the SMU M.B.A. experience, the Business Leadership Center offers opportunities through assessments, seminars, and individual tutorials to help strengthen leadership skills in four specific areas: academic and career success, communications, team building, and people development.

SMU FINANCE INSTITUTE  
 MARC R. REINGANUM, *Director*

Established in 1983, the SMU Finance Institute sponsors various activities designed to enhance finance faculty and student excellence and to promote productive interaction among practitioners, students, and faculty in the field of finance. The Institute's activities include breakfast and luncheon speeches, a student internship program, a financial executive contemporary case seminar series, and an evening certificate program in finance. The Institute supports faculty research, student finance organizations, and student awards for excellence. The activities of the Institute are funded from contributions made by corporations, banks, insurance companies, brokerage firms, investment advisers, investment bankers, and financial consultants.

DIVISION OF EXECUTIVE AND MANAGEMENT DEVELOPMENT  
 ROBERT GARDNER, *Director*

SMU's Executive and Management Development programs focus on the importance of life-long learning for practicing business leaders. The mission of the Division is to provide professional development opportunities to managers from around the world. The Division designs and delivers programs for many industries and audiences. During the past year, the Division presented training programs for a variety of clients in such countries as Indonesia, Portugal, France, and Vietnam, as well as the United States. The Division has established a reputation for designing programs that conform to both the professional and cultural needs of participants.

Included in the Division's portfolio of in-residence programs for executives are "Management of Managers," a leadership renewal program; "Leading the High-Performance Sales Organization," for sales and marketing executives; and four seminars for senior managers in the oil and gas industry (one offered in Bali, Indonesia, and one offered in London, England).

The Division also offers two management certificate programs designed for Dallas-area managers. "The SMU Mid-Management Program" is a 12-week evening series for mid-level managers who want to strengthen their foundation in current business theory and practice. "The SMU First-Line Management Program" is a nine-week evening series aimed at helping supervisors and new managers develop their managerial skills. Both of these programs are also offered to a national corporate audience via satellite on Westcott Communications' EXEN (Executive Education Network).

A variety of short courses of two to three days in length are offered by the Division. These courses center on two broad topics: Sales and Marketing, and Finance and Accounting.

In addition to these public seminar offerings, the Division of Executive and Management Development develops and delivers customized versions of its programs on a contract basis to a wide variety of companies.

THE CENTER FOR MARKETING MANAGEMENT STUDIES  
 WILLIAM CRON, *Director*

The Center for Marketing Management Studies was created to serve 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 Dallas-area business people with the latest in marketing thought and practice. This series of sessions is held on Monday nights throughout the school year.

## THE CARUTH INSTITUTE OF OWNER-MANAGED BUSINESS

JERRY F. WHITE, *Director for Entrepreneurship, Institute Director*

The Caruth Institute at SMU was established in 1970 by W.W. Caruth Jr. to help people learn about the excitement of building their own businesses, the frustrations of management, the uncertainties of the marketplace, and the acceptance of adversity as a learning experience. The Caruth Institute focuses on both the entrepreneurial and the managerial aspects of starting and growing a business. Programs through the Caruth Institute, including the popular "Starting Your Own Business" class, are open to Cox School undergraduates, graduates, and the Dallas-area community. Caruth Institute courses deal with a wide range of issues, from pre-startup considerations to going public.

## THE CENTER FOR RESEARCH IN REAL ESTATE AND LAND USE ECONOMICS

WILLIAM B. BRUEGGEMAN, *Director*THOMAS G. THIBODEAU, *Faculty Associate*

The Center 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 the federal income taxation of housing and real estate development, real estate investment performance in pension fund portfolios, data base management and valuation in urban property tax jurisdictions, and related problems. The Center also acts as a conduit for research grants and proposals for management programs, which it conducts through the Costa Institute of Real Estate Finance and the Folsom Institute for Development and Land Use Policy. An advisory board of top executives in the real estate industry provides advice and counsel to the Center.

## THE MAGUIRE ENERGY INSTITUTE

ALLEN MESCH, *Director*

The Maguire Oil and Gas Institute promotes the study of oil and gas policy issues, markets, and management of the world's oil and gas resources. The Institute performs research and analysis on the critical managerial, economic, and policy issues facing the oil and gas industry, conducts programs to facilitate the exchange of ideas and information among academics and practitioners, and serves as an information clearinghouse for academics and practitioners. The Institute's activities provide material for students and faculty to foster a better understanding of the role of the oil and gas industry in the world economy.

The Institute publishes a quarterly newsletter to communicate with the oil and gas and academic communities. The Cary M. Maguire Oil and Gas Resource Collection at the Cox School provides information for faculty, students, and others interested in the industry. The Institute also holds an annual Energy Policy Symposium. The Oil and Gas Education Initiative provides university and college faculty with a greater understanding of the energy industry, its contribution to society, and the broader economic and governmental context within which it operates.

# ADMISSION

For detailed information regarding Southern Methodist University's admission requirements, regulations, and procedures, see the Admission section of this catalog.

## ADMISSION OF SMU STUDENTS TO THE B.B.A. PROGRAM AS A MAJOR OR MINOR

1. Completion of a minimum of 42 academic hours with a minimum cumulative academic G.P.A. of 2.50 at SMU.
2. A minimum G.P.A. of 2.70 is required on the following subset of courses, which must be successfully completed at SMU:  
ENGL 1301 and 1302  
ECO 1311 and 1312  
MATH 1309 or 1337  
ACCT 2311  
ISOM 2305 or STAT 2301

The grade used to calculate the subset G.P.A. will be the first graded attempt of each course unless the student has declared academic forgiveness or utilized SMU's grade replacement policy as summarized under "Grades for Repeated Courses" in the University Registration and Academic Records Standards section of this catalog.

Students applying for the major who do not achieve a 2.70 G.P.A. on the original seven-course subset may request re-evaluation on the basis of the original subset plus a first attempt of ACCT 2312 and ISOM 2306. Students must achieve a minimum 2.70 G.P.A. on the nine-course subset to be admitted as a major in business. The additional courses must also be completed at SMU.

A Change of Academic Program form should be requested from the records office of the school from which the student is transferring. This is to be forwarded with the student's academic record to the Edwin L. Cox School of Business for review.

First-year applicants with no previous college work should submit an Application for Admission to the Office of Enrollment Services, Southern Methodist University, PO Box 750296, Dallas TX 75275-0296, by April 1 for the fall term and by December 1 for the spring term for acceptance into Dedman College as pre-business students.

## ADMISSION OF EXTERNAL TRANSFER STUDENTS TO THE B.B.A. PROGRAM

Transfer students applying for admission to the Edwin L. Cox School of Business by transfer of credits from other colleges of recognized standing should submit an Application for Admission to the Office of Enrollment Services, Southern Methodist University, PO Box 750296, Dallas TX 75275-0296, by July 1 for the fall term and by December 1 for the spring term.

*Admission requirements for external transfer students from an accredited four-year or two-year institution:*

1. Completion of a minimum of 42 term hours of transferable academic college credit (excluding activity-related physical education) and minimum cumulative academic G.P.A. of 2.50.
2. A minimum G.P.A. of 2.70 on the first attempt of the equivalent of the following seven courses:  
ENGL 1301 and 1302  
ECO 1311 and 1312  
MATH 1309 or 1337  
ACCT 2311  
ISOM 2305 or STAT 2301

Current University grading policy, as summarized under “Academic Forgiveness” in the University Registration and Academic Records Standards 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 G.P.A.

The Edwin L. Cox School of Business is aware that transfer students often are not in phase with the usual course sequence at SMU. Every effort will be made by the School to make the transfer transition acceptable. By applying well in advance of the deadline, transfer students may benefit from careful planning and advising.

#### STATUTE OF LIMITATIONS

If a student discontinues an academic program from the Cox School at SMU for at least three years (excluding summer school), upon readmission the degree and admission requirements will be subject to those in the current bulletin.

#### ACCEPTANCE OF TRANSFER CREDIT

A prospective transfer student must present to the Office 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, a student should forward transcripts to the SMU Office 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 degree 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 International Association for Management Education (AACSB). In the case of transfer credit completed at a junior college, only those courses with equivalents at the first-year and sophomore level at SMU (1000- and 2000-level courses) and a maximum of three hours for Business Law will be accepted for degree credit.

Prior to matriculation, the Cox School of Business will accept transfer business credit toward the B.B.A. degree from schools accredited by the AACSB-International Association for Management Education regardless of the student’s classification.

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.

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 Office in 252 Maguire Building prior to enrollment for such courses.

Matriculated students must complete all required business courses in residence. Exceptions to this policy require concurrent approval of the Assistant Dean for Undergraduate Studies, the appropriate department chair, and the Director of the B.B.A. Program.

Students are cautioned to check the current SMU bulletin before enrolling in courses at other institutions and to verify transferability with the appropriate offices. Regardless of the number of acceptable transfer hours, at least 60 hours of the total 122 baccalaureate hours must be completed in residence at SMU. Of the 48 required business hours, a minimum of 30 must be completed in residence in the Cox School, and, the last 30 hours of credit earned toward the baccalaureate degree must be completed in residence at SMU.

With the approval of the appropriate SMU departmental chair, SMU students may complete a maximum of 15 transfer hours for degree credit.

Detailed information regarding enrollment procedures, orientation, student file number, name changes, address changes, transcript service, classification of students, changes of school, policies for adding and dropping courses and for auditing classes, enrollment for no credit, class attendance, withdrawal from the University, final examinations, term-hour loads, grading policies, and grade reports is included in the University Enrollment and Academic Records Standards section of this catalog.



# ACADEMIC REGULATIONS

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## DEGREE REQUIREMENTS

The degree of Bachelor of Business Administration (B.B.A.) will be conferred upon the student completing the appropriate 122 term hours of approved credits. An overall G.P.A. of at least 2.00 must be maintained on all SMU work attempted, a minimum G.P.A. of 2.00 must be maintained on all SMU business course work attempted, and a minimum G.P.A. of 2.00 on all business course work attempted within a student's declared major.

Undergraduate business students admitted to the Cox School's B.B.A. Program will be allowed to complete a maximum of 48 business hours, which will include statistics and exclude economics. This 48-business-hour limit applies to B.B.A. courses taken at the main campus as well as to any future B.B.A. classes offered at the SMU-in-Legacy (Plano) campus. Business hours earned through any of SMU's international programs or directed studies will be exempted from the 48-business-hour limit. All B.B.A. students must complete 30 business hours in residence at the Cox School. Students will be allowed to exceed the 48-hour limit if necessary to comply with residency requirements.

A student must satisfactorily meet all course and credit requirements of the Cox School. See "Admission" at the beginning of the Cox section of this catalog.

The Edwin L. Cox School of Business adheres to the International Association for Management Education (AACSB) standards of accreditation, which state that 50 percent of the 122 hours required for the B.B.A. degree must be completed outside of business-related subjects. Up to nine hours of economics and six hours of statistics will be considered non-business. B.B.A. students must work closely with their academic adviser to ensure compliance with these standards.

B.B.A. students must meet the following residence requirements:

1. Of the 122 minimum required term credit hours, at least 60 hours must be completed in residence at Southern Methodist University.
2. Of the 48 hours of business credit, a minimum of 30 must be completed in residence in the Cox School.
3. The last 30 hours of credit earned toward a baccalaureate degree must be completed in residence at SMU. Exceptions to this policy may be granted where reasons are valid provided the student is not in the final term before graduation. Students must submit a written petition to the Director of the B.B.A. Program.

A student must make formal application for the degree by filing an application for candidacy to graduate with the Undergraduate Office of the Cox School. Applications are available in 252 Maguire Building and should be filed before the final term of course work. Consult the University Calendar for the deadline.

In addition to the student's fulfilling all academic requirements, the Cox School may consider any judicial or disciplinary matters before any degree may be conferred. A student must meet all financial obligations to the University in order to receive his or her diploma and copies of his or her transcript.

# PROGRAMS OF STUDY

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## CURRICULUM

The requirements summarized below must be satisfied to earn the Bachelor of Business Administration Degree. A core of required fundamental courses has been designed by the faculty of the Cox School. This core of courses is specified below. Each core course must be passed for a student to be eligible for graduation. Generally, English, Economics, Information Technology, and Calculus should be completed in the student's first year; Accounting, Managerial Statistics, and Information Systems for Management requirements in the sophomore year; Finance, Legal Environment and Ethics, Marketing, and Organizational Behavior requirements in the junior year; and the Business Policy requirement (OBBP 5370 or CISB 5397) in the senior year.

With the exception of the required Accounting courses (ACCT 2311, 2312) and the required Information Systems and Operations Management courses (ISOM 2305, 2306, and 2308), no student will receive credit for any business course unless he or she has attained junior standing (or a minimum of 54 academic hours completed toward the B.B.A. degree from SMU) prior to taking the course.

Students are responsible for designing their own degree programs with assistance from one of our academic advisers. 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 the possibility of enrolling in a course with insufficient preparatory background. It is expected that students will consult with faculty and academic advisers in determining their course selections.

All students admitted to the Cox School are required to have an initial advising appointment with one of the academic advisers in the Undergraduate Office and in each succeeding term leading up to graduation. Upon admission to Cox, new students should attend an orientation meeting early in the term of admission.

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

## ADVISING

The Cox School is strongly committed to the academic advising process and believes that advising is effective only if the adviser and the advisee assume equal responsibility.

1. Academic advisers are available in 252 Maguire Building for student appointments. However, it is the student's responsibility to schedule such appointments. Students are required to meet with an academic adviser at least once a term.
2. Each term, a computerized status report (degree audit) is made available to each student. **Assuring its accuracy is the student's responsibility.** The status report may be picked up in 252 Maguire Building at the beginning of each term (or whenever additional academic credit has been earned).
3. Faculty members provide academic advising in the areas of their professional expertise, offering guidance in selecting and sequencing courses appropriate for meeting specific academic and career goals.

### BUSINESS ASSOCIATES PROGRAM

The Business Associates Program (BAP) is a corporate mentoring experience that pairs business undergraduates one-on-one with executives in the Dallas-area business community. The program enhances a student's collegiate experience by providing firsthand insights into the business world while teaching the value of effective networking.

Eligibility for the program requires a declared major in business, junior 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 a calendar year.

### B.B.A. HONORS PROGRAM

The Cox B.B.A. Honors Program is designed to enable outstanding business students to participate in an enhanced curriculum that challenges their intellectual abilities and sharpens their professional skills. A small class size promotes greater interaction between students and professors which, in turn, leads to a more meaningful educational experience. The Cox School offers honors sections of the following required business courses:

	<i>Fall</i>	<i>Spring</i>
Sophomores	ACCT 2311 ISOM 2305	ACCT 2312 ISOM 2306
Juniors	FINA 3320 MKTG 3340	OBBP 3370
Seniors	OBBP 5370	Senior Seminars

The sophomore sections of honors business courses are available to declared Pre-Business students who have a minimum 3.30 cumulative G.P.A. Students who have a 3.30 cumulative SMU G.P.A. by the spring of their sophomore year and have been officially admitted to the Cox School are eligible to apply for the Cox B.B.A. Honors Program. Those in the Program who achieve a 3.30 G.P.A. in a minimum of four honors courses (three of which must be at the junior/senior level) and a 3.30 cumulative SMU G.P.A. will receive an honors notation ("Honors in Business") on the transcript and diploma. The Cox Honors distinction is separate from the *cum laude* distinctions awarded solely on G.P.A.s above 3.50.

Cox accepts a maximum of 25 of the best qualified students to the Honors Program once a year in the spring. Pre-business students with an interest in the Cox B.B.A. Honors Program must stay on track for admission to Cox by the beginning of the spring term of their sophomore year; this is the only time that Cox will consider their applications for admission to the Honors Program.

In addition to the enhanced classroom experience, Cox Honors students will benefit from the various extracurricular activities available to them as members of the Cox B.B.A. Honors Program. The activities might involve meetings with the dean to discuss business issues; meetings with business leaders, department chairs, or faculty; luncheons; or participation in regional or national case competitions.

See the "Course Descriptions" section for further information about these courses.

### BUSINESS ADMINISTRATION REQUIREMENTS

All candidates for the Bachelor of Business Administration degree must satisfy the following requirements:

General Education Curriculum: 41 hours

Please see the General Education Curriculum section of this catalog for information on this requirement.

Business Core requirements:

Business Hours (satisfies requirements for General Business major):

ACCT 2311, 2312	Fundamentals of Accounting I and II	6 hours
ISOM 2305 or STAT 2301	Managerial Statistics	3 hours
ISOM 2306	Operations Management	3 hours
ISOM 2308	Information Systems for Management	3 hours
FINA 3320	Financial Management of the Enterprise	3 hours
LT 3335	Introduction to the Legal Environment of Business and Ethics	3 hours
MKTG 3340	Fundamentals of Marketing	3 hours
OBBP 3370	Organizational Behavior	3 hours
OBBP 5370 or CISB 5397	Management of the Total Enterprise Entrepreneurship I — Starting A Business	3 hours
Business Electives		18 hours

TOTAL Business Hours 48 hours

Non-business Electives (subject to the AACSB 50-percent standard) 33 hours

TOTAL Academic Hours 122 hours

In addition to the General Business major, the Cox School offers the following:

#### MAJOR IN ACCOUNTING

To earn the Bachelor of Business Administration degree with a major in Accounting, students must comply with the Core B.B.A. degree requirements, as well as satisfy the requirements below. The State of Texas requires 150 college credit hours including 30 hours of accounting beyond introductory, 20 hours of business courses, and a baccalaureate degree to take the CPA exam. Senior accounting majors may participate in an optional competitive internship experience through the Cox School.

The SMU program provides a B.B.A. degree with a major in Accounting that prepares students for careers in the general field of accounting, but students wishing to become CPAs are encouraged to enter the one-year Cox School of Business Master of Science Degree in Accounting Program after completing the B.B.A. degree.

To earn the Bachelor of Business Administration degree with a major in Accounting, students must comply with the core B.B.A. requirements and satisfy the following additional requirement:

Eighteen credit hours in Accounting courses beyond the current six-hour core requirement (ACCT 2311, 2312), to be composed of the following:

- Fifteen-hour Accounting core:
 

ACCT 3311	Intermediate Accounting I	
ACCT 3312	Intermediate Accounting II	
ACCT 4311	Cost Accounting I	15 hours
ACCT 4315	Federal Income Tax I	
ACCT 5314	Systems/Auditing	
- Three Accounting elective hours selected from the following:
 

ACCT 5317	Accounting Theory	
ACCT 5320	Financial Planning and Control Using Microcomputers	3 hours
ACCT 5321	Practicum in Financial Statement Analysis (Honors)	

3. Minimum of three credit hours in written technical communications (BA 3303 or OBBP 3303).

The 15-hour ACCT core must be taken in residence.

#### MAJOR IN FINANCE

To earn the Bachelor of Business Administration degree with a major in Finance, students must comply with the Core B.B.A. degree requirements and satisfy the following additional requirements:

Twelve credit hours in Finance, beyond the three-hour core requirement of FINA 3320, to be composed of the following:

1. Six-hour Finance core:
 

FINA 4325	Advanced Financial Management	6 hours
FINA 4326	Investment Analysis	
2. Six Finance elective hours selected from the following:
 

FINA 3330	Money and Capital Markets	
FINA 4327	Speculative Markets	
FINA 4329	International Finance	6 hours
FINA 5331	Advanced Concepts in Finance	
FINA 5332	Honors Practicum in Portfolio Management	
3. Recommended business electives for Finance majors:
 

ACCT 3311	Intermediate Accounting I	
ACCT 3312	Intermediate Accounting II	
FINA 4328	Financial Institutions	6 hours
INS 4360	Insurance Company Operations	
INS 4361	Corporate Risk Management	
RE 3381	Real Estate Fundamentals	
RE 4381	Real Estate Finance	

The six-hour FINA core must be taken in residence.

#### MAJOR IN FINANCIAL CONSULTING\*

\*(pending approval by the SMU Board of Trustees)

1. Accounting core:
 

ACCT 3311	Intermediate Accounting I	6 hours
ACCT 3312	Intermediate Accounting II	
2. Finance core:
 

FINA 4325	Advanced Financial Management	6 hours
FINA 4326	Investment Analysis	
3. Recommended Accounting electives:
 

ACCT 4315	Federal Income Tax	3 hours
ACCT 5320	Business Modeling	
ACCT 5321	Financial Statements Analysis	
4. Recommended Finance electives:
 

FINA 3330	Money and Capital Markets	3 hours
FINA 4327	Speculative Markets	
FINA 4329	International Finance	
FINA 5331	Advanced Concepts in Finance	
FINA 5332	Honors Practicum in Portfolio Management	

The six-hour ACCT and FINA core must be taken in residence.

#### MAJOR IN MANAGEMENT INFORMATION SYSTEMS

To earn the Bachelor of Business Administration degree with a major in Management Information Systems, students must comply with the core B.B.A. degree requirements, as well as satisfy the following requirements:

Eighteen credit hours in Information Systems and Operations Management courses beyond the current nine-hour core requirement (ISOM 2305 or STAT 2301, ISOM 2306, and ISOM 2308), to be composed of:

ISOM 3307	Database Design and Administration	
ISOM 3354	Business Computer Programming	
ISOM 3355	Advanced Programming Techniques	18 hours
ISOM 4305	Systems Analysis Design	
ISOM 4306	Information Systems in Organizations	
ISOM 4308	Telecommunication Design and Policy	

The 18-hour ISOM core must be taken in residence.

#### MAJOR IN MARKETING

To earn the Bachelor of Business Administration degree with a major in Marketing, students must comply with the Core B.B.A. degree requirements and satisfy the following additional requirements:

Twelve credit hours in Marketing, beyond the three-hour core requirement of MKTG 3340, to be composed of the following:

1. Six-hour Marketing core:
 

MKTG 3342	Marketing Research	6 hours
MKTG 5341	Marketing Policy	
2. Six Marketing elective hours selected from the following:
 

MKTG 3343	Consumer Behavior	
MKTG 3344	Integrated Marketing Communication	
MKTG 3345	Sales and Distribution Management	6 hours
MKTG 3346	Retailing	
MKTG 3349	Product and Brand Management	
MKTG 5340	Contemporary Marketing Issues	
3. Six business elective hours 6 hours

The six-hour MKTG core must be taken in residence.

#### MAJOR IN ORGANIZATIONAL BEHAVIOR AND BUSINESS POLICY

To earn the Bachelor of Business Administration degree with a major in Organizational Behavior and Business Policy, students must comply with the core B.B.A. degree requirements and satisfy the following requirements:

Twelve credit hours in OBBP courses beyond the three-to-six hour core requirement of OBBP 3370 and OBBP 5370 (may be substituted by CISB 5397), to be composed of the following:

1. Twelve credit hours of OBBP electives selected from the following:
 

OBBP 3303	Business Communications	
OBBP 3371	Human Resources	
OBBP 3372	Teams	
OBBP 3373	Negotiations	
OBBP 3375	Business Ethics	12 hours
OBBP 4372	Career Management	
OBBP 4374	Organizational Change	
OBBP 4377	Mergers and Acquisitions	
OBBP 5371	Leadership and Organizational Climate	
OBBP 5377	Policy Seminar	
2. Six hours of business electives 6 hours

The twelve OBBP elective hours must be completed in residence.

### MAJOR IN REAL ESTATE FINANCE

To earn the Bachelor of Business Administration 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:

1. Twelve hours of Real Estate core:
 

RE 3381	Real Estate Fundamentals	
RE 4338	Real Estate Law	12 hours
RE 4381	Real Estate Finance	
RE 4382	Real Estate Markets and Valuation	
  
2. Six hours of business electives (the following recommended for Real Estate Finance majors):
 

FINA 3330	Money and Capital Markets	
FINA 4325	Advanced Financial Management	
FINA 4326	Investment Analysis	
FINA 4327	Speculative Markets	6 hours
FINA 4328	Management of Financial Institutions	
FINA 4329	International Finance	
FINA 5331	Advanced Concepts in Finance	
FINA 5332	Practicum in Portfolio Management	

The nine-hour Real Estate Finance core must be taken in residence.

### CONCURRENT DEGREES

B.B.A. students may simultaneously complete a second baccalaureate degree in a major outside of business. Students interested in a double major should contact the Undergraduate Office in the Cox School in 252 Maguire Building and the appropriate representative of the Dean of the School in which the second degree will be earned.

### MINOR IN BUSINESS ADMINISTRATION

Undergraduates with majors outside the Cox School may complete a minor in business administration. See the admission requirements at the beginning of this section.

1. *Admission requirements*  
See "Admission of SMU Students to the B.B.A. Program as a Major or Minor" under Admission in the Cox section of this catalog.
2. *Course requirements*  
Matriculated students must complete all hours toward the business minor in residence. Transfer students must complete 18 hours in business at SMU. The following six courses (18 hours) are required for the minor in business:
 

ACCT 2311	Fundamentals of Accounting I
ACCT 2312	Fundamentals of Accounting II
ISOM 2306	Operations Management
FINA 3320	Financial Management
MKTG 3340	Fundamentals of Marketing
OBBP 3370	Organizational Behavior Theory
3. *Grading*  
Regular grading standards will be used. None of the 18 hours may be completed Pass/Fail for a minor in business. A minimum 2.00 G.P.A. on all business courses attempted is required for satisfactory completion of the minor in business.

### MINORS

B.B.A. students are encouraged to complete a minor in other schools on campus, including Dedman College, Meadows School of the Arts, and the School of Engineering and Applied Science.

### INTERNSHIPS

Faculty-sponsored student internships will be accorded academic credit; credit awarded will be based on an academic experience under the direction of a full-time Cox faculty member. Business elective credit will be granted to a maximum of six hours (no more than three hours in one term) at the undergraduate level. Cooperative, or other work experience, will not be granted academic credit.

Instructors may give either a letter grade or a grade of Pass/Fail without consideration for the 48-hour rule at the undergraduate level. Students on academic probation may not register for an internship.

### INDEPENDENT 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 credit will be granted to a maximum of six hours (no more than three hours in one term). Grades of Pass/Fail may be granted without consideration for the 48-hour rule as stated in Internships Section. Students on academic probation may not register for independent studies.



# DESCRIPTION OF COURSES

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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 bulletin are necessarily offered in any given academic year. Students should check published course schedules to see which courses are offered at a particular time.

## DEPARTMENTS OF INSTRUCTION

Courses are listed under the following:

Accounting; Business Administration; Caruth Institute of Owner-Managed Business; Finance; Information Systems and Operations Management; Marketing; Organizational Behavior and Business Policy; and Real Estate, Law, and Risk Management.

There have been some course changes and new courses added. Students should use caution in selecting courses to avoid repetition of courses previously taken.

With the exception of the required accounting courses ACCT 2311 and 2312 and the required management information science courses ISOM 2305 (or STAT 2301), 2306, and 2308, no student will be allowed to receive credit for any business course unless that individual has attained junior status (or a minimum of 54 academic term hours satisfactorily completed).

*NOTE:* Students registering for any course are recommended to check course prerequisites.

## ACCOUNTING (ACCT)

*Professor* MAGLIOLO, *Department Chair*

*Professors:* BEATTY, CARLSON, SHAW; *Associate Professors:* GREYNOLDS, VAN BREDA, R. WALKER; *Assistant Professors:* DESAI, HENNING, LIVINGSTON, PLUMMER, RIFFE; *Lecturer:* TENNANT; *Executive-in-Residence:* BARR.

See requirements to major in Accounting in the “Programs of Study” section.

B.B.A. degree-seeking students should take ACCT 2311 and 2312 during their sophomore year. Articulated students must take these courses in residence.

2311. FUNDAMENTALS OF ACCOUNTING I. Theory and practice of measuring and interpreting financial data for business units: basic concepts, principles, and procedures. *Prerequisites:* Calculus and ECO 1311, 1312.

2312. FUNDAMENTALS OF ACCOUNTING II. Extension of Fundamentals of ACCT 2311, uses of accounting information in making business decisions. *Prerequisite:* ACCT 2311.

3311. INTERMEDIATE ACCOUNTING I. Theory and techniques for construction of corporate financial reports for use by stockholders, creditors, and other analysts. *Prerequisite:* ACCT 2312.

3312. INTERMEDIATE ACCOUNTING II. Continuation of Intermediate Accounting I. *Prerequisite:* ACCT 3311.

4311. COST ACCOUNTING (FALL ONLY). Study of 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 2312.

4315. FEDERAL INCOME TAX I (SPRING ONLY). A conceptual basis and structure for the determination of income taxes. Tax research methods are used in preparing tax returns, solving problems, and planning business decisions. *Prerequisite:* ACCT 2312. (Previously ACCT 4315.)

5314. ACCOUNTING SYSTEMS/AUDITING: CONCEPTS, DESIGN, AND ANALYSIS (FALL ONLY). This course deals with the understanding, development and analysis of financial and management accounting systems. Fundamental concepts are presented and applied to contemporary issues. Management internal control functions serve as a central theme for evaluation and analysis. Furthermore, the behavioral characteristics and mechanics of accounting fraud are presented. *Prerequisites:* ACCT 3312 and 4311, and ACCT 4315.

5317. STUDIES IN ACCOUNTING THEORY I (SPRING ONLY). Study of selected topics and current issues in the area of accounting theory. *Prerequisite:* ACCT 3312 or permission of instructor.

5318, 5319. INDEPENDENT STUDIES IN ACCOUNTING.

5320. FINANCIAL PLANNING AND CONTROL USING MICROCOMPUTERS (SPRING ONLY). Study of uses and limitations of microcomputers in the financial planning and control process of the firm. Cases and problem situations will be analyzed using microcomputer software. Emphasis on financial analysis, budgeting, forecasting, capital expenditure analysis. Primarily lecture/discussion with some use of case studies and projects. *Prerequisites:* ACCT 2312, ISOM 2308, and FINA 3320.

5321. PRACTICUM IN FINANCIAL STATEMENT ANALYSIS (HONORS, FALL ONLY). An honors course that examines the role of financial statement analysis in the evaluation of the firm and the prediction of its future condition. Topics covered include fundamental analysis, the use of accounting numbers in the credit market, the use of accounting numbers in the stock market, and the use of accounting numbers for corporate restructuring decisions. *Prerequisites:* ACCT 3311, FINA 3320, ISOM 2305 (or STAT 2301), and permission of instructor.

5325, 5326. ACCOUNTING INTERNSHIPS. *Prerequisites:* Senior standing, departmental approval.

### **BUSINESS ADMINISTRATION (BA)**

3300, 3301. SPECIAL TOPICS IN INTERNATIONAL BUSINESS – MANAGING THE GLOBAL ENTERPRISE. Offered through SMU International Programs. *Prerequisite:* Junior standing.

3303. WRITTEN TECHNICAL COMMUNICATIONS FOR ACCOUNTING MAJORS. *Prerequisite:* Junior standing.

4101. EXECUTIVE SPEAKER SERIES. *Prerequisite:* Junior standing. (One academic credit hour.)

4315. EUROPEAN COMMON MARKET SEMINAR. Offered through SMU International Programs. *Prerequisite:* Junior standing.

5180, 5280, 5380. INDEPENDENT STUDIES IN BUSINESS ADMINISTRATION.

5385, 5386. CONTEMPORARY ISSUES IN BUSINESS ADMINISTRATION I AND II.

### **THE CARUTH INSTITUTE OF OWNER-MANAGED BUSINESS (CISB)**

White, *Director*

5397. ENTREPRENEURSHIP (STARTING A BUSINESS). How to plan and start a new business or expand an existing owner-managed or family-owned business. The personal characteristics of successful entrepreneurs; the career path of successful entrepreneurs; profit and cash flow forecasts; sources of information; forecasting sales, the importance of relevant experience; finding financing; the business plan. *Prerequisites:* FINA 3320, LT 3335, MKTG 3340, OBBP 3370.

5398. ENTREPRENEURSHIP (MANAGING THE FAMILY-OWNED BUSINESS). This course explores the unique challenges and opportunities involved in the management and ownership of family and closely-held enterprises. Key business, personal, and interpersonal issues relevant to the continuity and management of these firms are examined. Topics include strategic management and corporate governance; lifecycle and systems analyses; leadership succession and career development; ownership transfer and estate planning; communication and conflict resolution; and the dynamics of family interactions and the closely-held business culture. *Prerequisite:* CISB 5397 or senior standing.

5399. INDEPENDENT STUDIES IN ENTREPRENEURSHIP.

### **FINANCE (FINA)**

*Professor* REINGANUM, *Department Chair*

*Professors:* BRUEGGEMAN, CHEN, MAUER, NIEMI, SMITH, THOMPSON, VETSUYPENS; *Associate Professors:* LAM, R. PUELZ; *Assistant Professors:* J. ALLEN, ELESWARAPU, KADIYALA, MAC KAY, MOELLER; *Instructor:* VENKATARAMAN.

See requirements to major in Finance in the “Programs of Study” section.

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

3320. 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:* Calculus, ECO 1311, 1312; ACCT 2311; and ISOM 2305 or STAT 2301. Students may not receive credit for this course and ECO 3368. Economics courses will not fulfill B.B.A. requirements.

3330. MONEY AND CAPITAL MARKETS. Analyzes the structural interrelationships among the important participants in the U.S. financial markets. Topics discussed 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. Students may not receive credit for this course and ECO 3355.

4325. 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, in a combined lecture-case format. *Prerequisite:* FINA 3320. Students may not receive credit for this course and ECO 4388.

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

4327. SPECULATIVE MARKETS (SPRING ONLY). Introduction to analysis of speculative securities such as options and futures. Underlying theories explaining speculative markets in which such securities are traded are evaluated. Strategies such as hedging and arbitrage are discussed. *Prerequisite:* FINA 4326.

4328. MANAGEMENT OF FINANCIAL INSTITUTIONS. Management of assets, liabilities and capital accounts of financial institutions in general and commercial banks in particular. Emphasis on an understanding of the interrelationship among profitability, liquidity and capital adequacy. Simulations and/or cases are used to illustrate the concepts. *Prerequisite:* FINA 3330.

4329. INTERNATIONAL FINANCE. Analyzes the effects on financial transactions of dealing in foreign markets. The course considers international financial markets and such issues as interest rate differences between countries and spot and forward transaction in foreign currencies. Major emphasis is given to the impact of international operations for the corporate financial manager. *Prerequisite:* FINA 3320.

5325, 5326. INDEPENDENT STUDIES IN FINANCE.

5331. ADVANCED CONCEPTS IN FINANCIAL MANAGEMENT. Selected advanced topics in corporate finance such as cost of capital, efficient markets, acquisitions, cash management, and applications of options concepts. Combined lecture-case format. Topics will be made available to students before registration. *Prerequisite:* FINA 4325 or permission of instructor.

5332. PRACTICUM IN PORTFOLIO MANAGEMENT (HONORS SECTION, SPRING ONLY). Offers practical experience in investments by managing the Ann Rife Cox Investment Fund. Economic and industry analysis and the determination of their effect on investment decisions. Money and capital market forecasts; selection of individual securities; development of a portfolio strategy. *Prerequisites:* FINA 4326 and permission of instructor required, minimum 3.50 G.P.A. is typically necessary.

## INFORMATION SYSTEMS AND OPERATIONS MANAGEMENT (ISOM)

*Professor GAVISH, Department Chair*

*Professors:* BASU, MASON, SOBOL; *Associate Professor:* U. APTE; *Assistant Professors:* KALVENES, LEIDNER, METTERS, A. PUELZ, PULLMAN, SCHULTZE, SEMPLE; *Instructor:* KEON; *Lecturers:* E. ALLEN, A. APTE, COLLINS.

See requirements to major in M.I.S. in the "Programs of Study" section.

B.B.A. degree-seeking students should take ISOM 2305 (or STAT 2301), 2306, and 2308 during their sophomore year.

2305. **MANAGERIAL STATISTICS.** Introductory course consisting of probability and descriptive statistics, regression analysis, decision making under uncertainty, and use of data in decision making. (STAT 2301 is an alternate for this course.) *Prerequisites:* Calculus, ECO 1311 and 1312, and the GEC Technology requirement.

2306. **OPERATIONS MANAGEMENT.** An introduction to the models and concepts used for problem solving in operations management. Topics include inventory management, production planning and scheduling, linear programming, decision analysis, simulation, and forecasting. Coursework includes problem solving and case assignments involving operations management. *Prerequisites:* Calculus, ACCT 2311, ECO 1311 and 1312, and ISOM 2305 or STAT 2301. *Corequisite:* ISOM 2308.

2308. **INFORMATION SYSTEMS FOR MANAGEMENT.** The nature of computer and communications technologies used in organizations is investigated. Corporate databases; integrated software applications; inter-, intra-, and extranets, and other information technology-based tools are studied as tools that can enable superior business process performance. Both positive and negative impacts of information technologies on individuals, firms, and society are analyzed. The rudiments of systems integration and implementation are discussed. Coursework includes problem solving with information technology and case assignments involving information systems. *Prerequisite:* GEC Information Technology requirement, ISOM 2305, or STAT 2301.

3307. **DATABASE DESIGN AND ADMINISTRATION.** The management of the information resource and the issues in communicating data include defining information requirements, the role of information in the organization, and the design and administration of the system. The relational model is used along with microcomputer database management systems to facilitate the communication and distribution of data and its conversion into information. The process of normalizing data, data integrity and security, the Structured Query Language (SQL), and application generation are among the topics. *Prerequisite:* ISOM 2308.

3354. **BUSINESS COMPUTER PROGRAMMING.** The design, coding, testing, and debugging of business computer programs. The student will learn to specify, estimate, structure, pseudo-code, test, and code (in COBOL or alternative business programming language) a substantial business application. *Prerequisite:* ISOM 2308.

3355. **ADVANCED PROGRAMMING TECHNIQUES.** Compares programming languages and tools based on their characteristics, complexity, and practicability for business applications. Programs, written and/or modified in a variety of programming languages (possibly including COBOL, SAS, C++, SLAM, and CASE tools), address a broad spectrum of business problems from batch transaction processing, data analysis, simulation, and report generation. Focuses on problem solving and the development of the logical thought processing skills required to solve business problems in a dynamic, quality-oriented environment. *Prerequisite:* ISOM 3354.

4305. **SYSTEMS ANALYSIS AND DESIGN (FALL ONLY).** Emphasizes the technical and managerial skills required to analyze, design, and implement cost-effective systems for the collection and processing of information in a business environment. Topics include: systems development life cycle, prototyping, structured methodologies, business process analysis and redesign, and project management. Typically students complete a field project. *Prerequisite:* ISOM 3354.

4306. **INFORMATION SYSTEMS IN ORGANIZATIONS (SPRING ONLY).** The application and management of information technology in business organizations. Application areas include systems to enable business processing, electronic data interchange, decision support systems, and expert systems. Management issues include designing and managing technology architectures, organizing and distributing information technology resources, make-vs.-buy, benchmarking and measuring performance of information resources, and project management. *Prerequisite:* ISOM 4305.

4308. **TELECOMMUNICATION DESIGN AND POLICY (SPRING ONLY).** An introduction to terminology, concepts, and components of telecommunication networks in corporate, market, and global environments. Topics include network architectures, communication protocols, security, local area networks, wide area networks, common carrier services, regulatory issues, and emerging trends in the communications field. *Prerequisite:* ISOM 4305 or permission of instructor.

5350, 5351. RESEARCH PRACTICUM IN MANAGEMENT INFORMATION SYSTEMS I AND II. Topics determined by student and faculty interests.

5352, 5353. INTERNSHIPS IN MANAGEMENT INFORMATION SYSTEMS I AND II.

## MARKETING (MKTG)

*Professor HOWARD, Department Chair*

*Professors: BARRY, CRON, DILLON, KERIN; Associate Professor: S. BROWN; Assistant Professors: FOX, KIRMANI, MOREAU, SETHURAMAN; Lecturers: FOXMAN, KINDLEY.*

See requirements to major in Marketing in the “Programs of Study” section.

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

3340. FUNDAMENTALS OF MARKETING. This basic course in marketing examines three major areas: 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:* Calculus; ECO 1311, 1312; ACCT 2311; and ISOM 2305 or STAT 2301.

3342. MARKETING RESEARCH. Nature and role of information in the decision-making process; identification and discussion of the elements and relationships that constitute the research process; planning and conducting a research project; the role and nature of a marketing information system. *Prerequisites:* MKTG 3340 and either ISOM 2305 or STAT 2301.

3343. CONSUMER BEHAVIOR. This course is intended to help students understand the motivation and behavior of buyers and consumers. Consumer behavior will be discussed within a marketing framework and will be related to the task of marketing management. *Prerequisite:* MKTG 3340.

3344. INTEGRATED COMMUNICATION MANAGEMENT. Focuses upon one area of the marketing mix—advertising. Experiential learning is emphasized and students are required to develop an advertising campaign for a client. Small groups form advertising agencies with students assuming the roles of account executive, creative director, research director, media director, and promotion director. Each “agency” competes for the client’s account. Students may not receive credit for this and CCAD 4375. *Prerequisite:* MKTG 3340. *Corequisite:* MKTG 3342.

3345. SALES AND DISTRIBUTION MANAGEMENT. A multidisciplinary approach to the study of sales and sales force management. The topic areas of major concern focus on the total sales process, e.g., selection, training, motivation, and compensation of personnel, sales forecasting, sales territory management, and analyses. The basic objectives are: to provide the student with a fundamental understanding of the elements of the sales process and to provide the student with a management perspective to plan, organize, and direct a sales force. *Prerequisite:* MKTG 3340.

3346. RETAILING. A study of retailing, focusing on the environment of retailing management, retail strategy, merchandise management, sales promotion and customer services, and expense and productivity management. *Prerequisite:* MKTG 3340.

3349. PRODUCT AND BRAND MANAGEMENT. This course deals with the management of product development programs and the appraisal of the many factors that affect product decision making. Policies concerning branding, product line strategy, and compliance with social and government restrictions are examined. The fundamentals of pricing the product and the formulation of its price policies, including their legal aspects, are studied. *Prerequisite:* MKTG 3340.

4340. CONTEMPORARY MARKETING TOPICS. A comprehensive survey of current marketing topics of importance to firms and society. Topics may include international marketing or services marketing. Individual investigation and reporting emphasized in seminar fashion. *Prerequisites:* MKTG 3340, senior standing, and at least two other marketing courses.

5341. MARKETING MANAGEMENT (SPRING ONLY). The objectives are to (1) provide the student with a fundamental understanding of the marketing strategy planning process within the firm and (2) develop the 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. *Prerequisites:* Senior standing and MKTG 3342.

5342, 5343. INDEPENDENT STUDIES IN MARKETING.

## ORGANIZATIONAL BEHAVIOR AND BUSINESS POLICY

*Professor G. WALKER, Department Chair*

*Professor: SLOCUM; Associate Professors: JACKOFSKY, LEI, PINKLEY, WOOTON; Assistant Professors: BHAPPU, BROWNLEE, HOOPEs, MOSKOWITZ, POSTREL, RASBERRY, VANDEWALLE; Lecturer: PERKOWSKI.*

See requirements to major in Organizational Behavior and Business Policy in the “Programs of Study” section.

The subject area includes material which will enhance an understanding of the behavioral dynamics of management, of ways in which individuals, groups and organizations relate to each other and behave by themselves. Because organizational behavior and administrative processes do not stop at traditional academic boundaries, material for the OBBP subject area includes psychology, sociology, social psychology, anthropology, political science, education, and economics, as well as the other business disciplines.

3300. SPECIAL TOPICS IN INTERNATIONAL MANAGEMENT I. Offered through SMU International Programs. *Prerequisite:* Junior standing.

3301. TOPICS IN INTERNATIONAL MANAGEMENT II: LABOR RELATIONS. Offered through SMU-in-Copenhagen.

3303. BUSINESS COMMUNICATIONS. Activities include: preparation and delivery of speeches, the writing of business-related correspondence (i.e., letters, memos, reports, resumes, reviews), an examination of nonverbal behavior, and techniques for effective listening. This course also satisfies the communications requirement for the major in Accounting.

3370. ORGANIZATIONAL BEHAVIOR THEORY. A survey course to help students become aware of and develop skills in managerial behavior which facilitate not only high performance and satisfaction, but also continued self-development for all organization members. *Prerequisites:* Calculus; ECO 1311, 1312; ACCT 2311; and ISOM 2305 or STAT 2301.

3371. HUMAN RESOURCES. The objectives of the course are to increase understanding of theories of effective human resources utilization; to acquaint students with procedures and practices for recruitment, hiring, training, and development; to acquaint students with organizational and individual factors associated with effective human resource utilization. *Prerequisite:* OBBP 3370.

3372. TEAMS. The objective of the course is to acquire an understanding of the behavior of work groups and teams in organizations. The focus is on the behavior of managers, individuals, and groups in organizational settings that require coordination and cooperation. *Prerequisite:* OBBP 3370.

3373. NEGOTIATIONS. Theories and processes of negotiation as it is practiced in a variety of settings are studied. The course focuses on understanding the behavior of individuals, groups, and organizations in the context of competitive situations. Emphasis is placed on simulations, role playing, and cases. *Prerequisite:* OBBP 3370.

3375. CORPORATE ETHICS. The course objective is to create an understanding of the ethical, moral, and social choices facing managers in diverse organizations. Students may not receive credit for this and CAPS 3391. *Prerequisite:* OBBP 3370.

4371. LEADERSHIP AND CULTURE. An examination of the knowledge and skills relevant to the development of appropriate leadership behavior in various organizational contexts as well as effective influence in interpersonal relations. *Prerequisite:* OBBP 3370.

4372. CAREER MANAGEMENT. This course is designed for students to gain a better understanding of their own interests, abilities, and values as they relate to their own career decisions: to learn about the various aspects of organizational life that relate to their career choices and development; to gain an appreciation for career decision making and the relationships between career decisions and “life decisions” in general; and to gain an appreciation of an organizational perspective on individual careers. *Prerequisite:* OBBP 3370.

4374. ORGANIZATIONAL CHANGE. The objective of this course is to facilitate the student's development of an understanding of theories and practices of planned organizational change and the values implicit in such theories. *Prerequisite:* OBBP 3370.

4378. CONTEMPORARY PROBLEMS IN THE STUDY OF ORGANIZATIONAL BEHAVIOR. Courses under this heading will consider contemporary issues – theoretical, ethical, methodological, social, etc. – that are currently of interest to organizational theorists and behavioral scientists. *Prerequisite:* OBBP 3370.

5370. MANAGEMENT OF THE TOTAL ENTERPRISE (SENIOR POLICY REQUIREMENT). The process of policy making and administration is analyzed, always attending to an organization-wide perspective, while examining the objectives and interests of various organizational sub-units. *Prerequisites:* ACCT 2311, 2312; ISOM 2305 (or STAT 2301), 2306, 2308; FINA 3320; LT 3335; MKTG 3340; OBBP 3370.

5372. MERGERS AND ACQUISITIONS. This course focuses on the role of the general manager of a firm who is responsible for undertaking successful mergers, acquisitions, and divestitures. It is primarily case-based class discussion, using Harvard-style cases. Senior standing required. *Corequisite:* OBBP 5370.

5373. CONTEMPORARY PROBLEMS IN BUSINESS POLICY. The course will be a case-oriented practicum honors seminar and will focus on identified strategies for a long-term business plan. *Prerequisite:* Permission of instructor.

5378, 5379. INDEPENDENT STUDIES IN ORGANIZATIONAL THEORY AND ADMINISTRATION I AND II. Courses under this heading will consider theoretical conceptualization of organizational behavior problems and administration. *Prerequisite:* Permission of instructor.

## REAL ESTATE, LAW, AND RISK MANAGEMENT (RE)

*Professor* BRUEGGEMAN, *Department Chair*

*Professor:* THIBODEAU; *Associate Professor:* R. PUELZ; *Lecturers:* KINCAID, WEBER.

See requirements to major in Real Estate Finance in the “Programs of Study” section.

3381. REAL ESTATE FUNDAMENTALS. An introduction to all phases of real estate and the foundation for other courses in real estate. *Prerequisites:* ACCT 2312 and ECO 1311. *Corequisite:* FINA 3320.

4338. REAL ESTATE LAW (SPRING ONLY). A survey of real estate law with particular attention given to real estate transactions, financing, syndication, and land use regulation. *Prerequisites:* LT 3335 and RE 3381.

4381. REAL ESTATE FINANCE (SPRING ONLY). Development of technical competence necessary to structure real estate transactions. Computation of periodic payments, amortization schedules, and true borrowing costs. Examination of the secondary mortgage market. Application of techniques for structuring real estate transactions (e.g., sale-leaseback, joint ventures, syndications, etc.). *Prerequisites:* RE 3381 and FINA 3320.

4382. REAL ESTATE MARKETS AND VALUATION (FALL ONLY). The principles and techniques of estimating the value of residential and income producing properties. The economic base, structure, and distribution of land use in urban areas is also considered. *Prerequisites:* RE 3381 and FINA 3320.

5193, 5293, 5393. INDEPENDENT STUDIES IN REAL ESTATE. Number of credit hours per course may be from one hour to three hours. *Prerequisite:* Permission of instructor.

### LAW AREA (LT)

3335. INTRODUCTION TO LEGAL ENVIRONMENT OF BUSINESS. An environmental course that emphasizes the nature, formation, and application of law with a macro view. Public law and regulation of business is emphasized. (Students may not receive credit for this and LT 4335.)

4335. BUSINESS LAW I. Legal rights and social forces that shape government, business, and society. Regulatory law, contracts, personal property, bailments, and sales are covered. (Students may not receive credit for this and LT 3335.)

4336. BUSINESS LAW II. Includes the law of real property, commercial paper, creditor's rights and secured transactions, agency and employment, partnerships and corporations. *Prerequisite:* LT 4335.

#### RISK MANAGEMENT AND INSURANCE AREA (INS)

3360. PRINCIPLES OF RISK AND INSURANCE. Focuses on the principles of risk and the role of insurance in handling risk. Examines many different topics, from insurance markets to personal insurance contracts to legal principles that reinforce insurance contracts. The class concludes with a discussion of employee benefit plans and social insurance. *Prerequisite:* ACCT 2311.

4360. INSURANCE COMPANY OPERATIONS. The effect of the insurance market on sellers (insurance companies) and buyers (firms) is examined. Emphasis is placed on the role of reinsurance, and the accounting and regulatory environment and their impact on the choices made by insurance company CEOs. The material is given a practical twist through an insurance game in which students make managerial decisions regarding insurance company operations such as price, portfolio mix, marketing, degree of reinsurance, etc. *Prerequisite:* FINA 3320.

4361. CORPORATE RISK MANAGEMENT AND INSURANCE. Our interest is in exploring the theoretical foundations that link traditional risk-management activities with financial theory, and exploring how the theory can be adopted in practice. Implementing risk-management decisions with the same foundations as other financial activities provides consistency in decision-making. We explore the financial alternatives available to the firm that intends to reinvest when a loss occurs, focusing on risk-financing mechanisms (in addition to insurance) that are substitutes for insurance that the modern firm may utilize to enhance its value. These alternatives will include capital market solutions, formalized self-insurance, and captive insurers. The material is given practical application through case analyses. *Prerequisite:* FINA 3320.