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 undergraduate and the graduate 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., Fast Track M.B.A., Professional M.B.A. and Executive M.B.A.; M.S. degrees in accounting, business analytics, finance, management and entrepreneurship; an M.A./M.B.A.; an M.S. in Sport Management, jointly with Simmons School of Education and Human Development; 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. In 2005, the Cox School opened the James M. Collins Executive Education Center.

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. The Collins Center is home to the region's premier resources for working professionals and executives and 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.

Hailed as one of the most technologically advanced business learning facilities in the country, the Cox School complex has as its hub the Business Library, which 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 library contains a group presentation room, multimedia studio, personal computers, printers and scanners for student use. The Kitt Investing and Trading Center, added to the Business Library in 2011, is a state-of-the-art instructional and research facility designed to integrate financial data and technology into the finance curriculum, enhance innovative faculty research and teach students practical finance and investment applications.

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 comprehensive team capstone projects. In addition, students sharpen their career management skills by perfecting their résumés and cover letters, and researching future career choices. The BLI helps students understand channels of communication and appropriate mediums within organizations, and understand how cultural diversity and global expansion affect business communication. Students use experiential learning and hands-on assignments to develop demonstrable communication skills and 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. In addition to offering general leadership and business topics, the center offers specialties in leadership skills for the energy industry and Latino leadership development. 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, **Linda and Ken R. Morris Endowed Director**

Founded in August 1970 and one of the earliest entrepreneurship centers, the Caruth Institute for Entrepreneurship 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 sponsors entrepreneurship clubs, a business plan competition and an MBA Venture Fund, and 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, which supports the local venture infrastructure, and the Dallas 100™ Awards – an annual event that identifies and honors the 100 fastest-growing privately held companies in the Dallas area.

The Robert and Margaret Folsom Institute for Real Estate

Joseph D. Cahoon, **Director**

The Robert and Margaret Folsom Institute for Real Estate was established in 1984. The center is engaged in a number of initiatives to support applied research and the real estate academic programs at both the B.B.A. and M.B.A. levels. The institute also serves as a conduit between the commercial real estate industry and SMU students to support and foster industry knowledge, training, internships networking and community outreach.

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 insti-

tute 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

William F. Maxwell, **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 course 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 O'Neil Center for Global Markets and Freedom was established by William J. "Bill" O'Neil (BBA, '55) and his wife Fay C. O'Neil. The O'Neil Center's focus is the study of the impact of competitive market forces on freedom and prosperity in the global economy: why some economies grow and others fail. The center conducts economic research on the nature of causes and consequences of economic freedom and other topics related to global prosperity, and provides economic education to students and the public on the principles of an open, competitive and free economy. 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 and intersession terms at the three SMU campuses (Dallas and Plano in Texas and Taos, New Mexico). 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 as free elective credit only; they may not take other minor in business courses.

Guidelines for In-class Requirement and Use of Electronic Devices

All B.B.A. majors and minors in business administration and all prebusiness students enrolled in ITOM 2308, 3306 and ACCT/ITOM 4307 are required to have laptop computers and bring them to each class session. **Note:** Students must have Windows *AND* the current version of Office for Windows installed on their laptops.

All instructors have the right and responsibility to set course policy, which should be included in the syllabus. Students are bound by the instructor's policy regardless of what other instructors or courses may accept and/or require. This policy may include (but is not restricted to) the following alternatives.

- The use of laptop computers is limited to one of the following levels:
  - Laptop use is restricted to course-related (and possibly session-related) content and applications only.
  - If there is no course-related content that students can reasonably be expected to need during class sessions, laptop use can be restricted to note-taking use only.
  - If in-class tests are provided in electronic form, students may be allowed to take the test on their laptops.
  - If none of the above uses is desired, the use of laptops can be prohibited during class sessions.
- Use of chat services during class sessions is prohibited.

- Unless there are course-related applications of mobile phones, PDAs and smart-phones, the use of such equipment during class sessions is prohibited. Mobile phones must be shut off or set to silent mode during class sessions, and answering telephone calls and text messages during class is prohibited.
- Use of cameras and video cameras on mobile phones and laptops during class sessions may be prohibited or allowed. For example, instructors may allow students to take photos of the whiteboard and/or projected materials in the session.

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 credit hours.
2. A minimum all-college cumulative GPA of 3.500.
3. Successful completion of the business subset courses:
   ACCT 2301
   DISC 1312 *or* 2305; DISC 1313 or 2306
   ECO 1311, 1312
   ITOM 2305, *or* STAT 2301 or 2331, *or* EMIS 3340, *or* CSE/STAT 4340
   MATH 1309 *or* 1337 *or* 1340

Notes

- 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 courses 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 enrolls at SMU, all remaining subset courses must be completed through enrollment at SMU.
- 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 all-college cumulative GPA.

Admission via the Extended Subset

Students who do not achieve a 3.500 all-college cumulative GPA and/or 39 credit 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 a minimum 3.500 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 enrolls at 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 application 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 credit hours of transferable college credit.
3. Minimum all-college cumulative GPA of 3.500.
4. Successful completion of the business subset courses:
   ENGL 1301 *or* DISC 1311; ENGL 1302 or DISC 1312; DISC 1313 (if required)
   ECO 1311, 1312
   MATH 1309 *or* 1337 *or* 1340
   ACCT 2301
   ITOM 2305, *or* STAT 2301 or 2331, *or* EMIS 3340, *or* CSE/STAT 4340

- 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 courses 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.
- 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 all-college cumulative GPA.
- 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 courses 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 3.500 all-college cumulative GPA and/or 39 credit 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 a minimum 3.500 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 enrolls at 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 and intersession terms at SMU's three campuses (Dallas and Plano in Texas and Taos, New Mexico). 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 B.B.A. Academic 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 credit 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 credit hours, at least 60 of the total 122 baccalaureate credit hours must be completed through enrollment at SMU. Of the required business credit 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 and 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 Credit hours and SMU Credit Requirement.** University policy requires a minimum of 122 approved credit hours. Detailed information is found in the Curriculum section below. Of the 122 minimum required credit hours for a degree, at least 60 academic credit hours must be earned as SMU credit in SMU courses or SMU-approved international programs. No more than two credit hours of Wellness or PRW courses can count toward the 122 minimum credit hours. A minimum of 30 business credit 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 credit hours does not include business courses taken abroad, business internship courses not required for a major, business-directed studies or credit 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.

Major	*Minimum Number of Business Credit hours*
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 B.B.A. Academic 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 Cox Career 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.

Business students may elect the pass/fail option in business elective courses only after satisfactory completion of the previous term, all Cox core course requirements and all requirements of the student's declared major. The exception is courses within Cox that are designated as pass/fail only.

Each student's file, reflecting his or her total academic record, is located in the B.B.A. Academic 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 credit hours specified for the minor in business administration below and all related prerequisite courses.

Course Requirements

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

	Credit hours
ACCT 2301, 2302	6
FINA 3320	3
ITOM 2308, 3306	6
MKTG 3340 (*or* ADV1341, for advertising majors and minors only)	3
MNO 3370	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 credit 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 credit 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 credit 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, 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 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 credit hours toward the minor in business through enrollment in courses at SMU (or a minimum of nine credit hours for transfer students). Courses in this program are offered during summer and intersession terms at SMU's three campuses (Dallas and Plano in Texas and Taos, New Mexico).

Students entering the minor in business with prior course credit for certain business courses may substitute the following credit hours toward the minor in business: ACCT 2301 for ACCT 2310, BL 3335 for BL 3310, FINA 3320 for FINA 3310, MKTG 3340 for MKTG 3310, and MNO 3370 for MNO 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 credit 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 BUSE 3310, 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 BUSE 3310 as free elective credit; this course will not count as business hours toward any B.B.A. degree. To earn a minor in business, students must satisfy the following requirements:

	Credit hours
Core Courses	15
ACCT 2310, *or* ACCT 2301 *or* 2311	
BUSE 3310 *or* BUSE 3311	
FINA 3310	
MKTG 3310 (*or* ADV 1341, for advertising majors and minors only)	
MNO 3310	
Elective (selected from the following)	3
BL 3310, CISB 2388, FINA 3312, or BUSE 2301	

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. Academic Advising and Records Office, the Cox Career Center and the Business Library. After the initial orientation, students are encouraged to consult with a B.B.A. adviser every term until graduation. Students are assigned to a specific adviser.

Prior to each advising appointment, students are expected to examine their electronic degree progress report carefully, as it is the student's responsibility to help assure the eDPR's accuracy. Students enroll, swap and drop courses on my.SMU. The director of B.B.A. academic advising and 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 Cox Career 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 Cox Career 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 Cox Career 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 SMU GPA and 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 six-course subset and have at least a 3.500 SMU GPA. Admission approval is obtained in the B.B.A. Academic Advising and Records 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 credit hours), at least four (12 credit 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 credit 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 may take up to three credit hours of general internship courses for work experience. With the exception of students in the marketing major, students cannot use the credit hours toward 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 B.B.A. Academic 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 also choose to add one of four concentrations.

Majors

- Accounting
- Finance
- Financial Consulting
- General Business
- Management
- Marketing
- Real Estate Finance

Concentrations

- Energy Management
- Entrepreneurship
- Real Estate Finance
- 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 credit hours for the B.B.A. degree are distributed as follows:

	Credit hours
Business Core Requirements	
ACCT 2301, 2302	6
BL 3335	3
BLI 3302	3
FINA 3320	3
ITOM 2305, *or* STAT 2301 or 2331, *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**

Note: 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 four concentrations: energy management, entrepreneurship, real estate finance, 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 2379 Identifying Entrepreneurial Opportunities

CISB 4398 Managing the Entrepreneurial Business

CISB 5397 Entrepreneurship (Starting a Business)
(STRA 5370 must be taken to complete B.B.A. core requirements)

Real Estate Finance

RE 3381 Real Estate Fundamentals

RE 4338 Real Estate Law

RE 4382 Real Estate Valuation

RE 4389 Real Estate Finance

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: Hemang Desai, Joseph Magliolo, Wayne Shaw. **Associate Professors:** Nilabhra Bhattacharya, J. Douglas Hanna, Stanimir Markov. **Assistant Professors:** Gauri Bhat, Ruihao Ke, Hyungshin Park, Dimitris Vrettos, Kara Elyse Wells. **Professors of Practice:** Barry Bryan, Gregory Sommers, Wendy M. Wilson. **Clinical Professor:** 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 complete all University-wide requirements and the core B.B.A. degree requirements, and satisfy the following additional requirements:

	Credit hours
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.

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 stockholders' equity) of the balance sheet. *Prerequisite:* ACCT 3311. Reserved for Cox majors.

ACCT 3391 (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 MNO 3375 may not receive credit for ACCT 3391, nor may students taking ACCT 3391 take 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 4116 (1). TAX COMPLIANCE. Provides tax students with a general understanding of corporate, partnership, and Sub-S corporation tax rules. Teaches students to prepare tax returns for each of these entities and how the information on these returns affects individuals. Prepares students for the tax internships they will be working on in the spring. *Prerequisite:* ACCT 4315. Reserved for Cox majors.

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.

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

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

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

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

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 Abroad. *Prerequisite:* Junior standing.

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

BA 4111 (1). BUSINESS INTERNSHIP.

BA 4112 (1). BUSINESS INTERNSHIP.

BA 4113 (1). BUSINESS INTERNSHIP.

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

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

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

BA 5380 (3). DIRECTED STUDY. Directed research in business. *Prerequisites:* 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 as effective communicators and leaders. Covers interpersonal skills and the vital role that ethics, integrity, and trust play in leading a successful business. Students develop skills for effective career management, business presentations, business writing, and teamwork; enhance their ability to plan and manage projects individually and in a team setting; and increase their understanding of contemporary business topics. Reserved for Cox majors and BBA Scholars.

FINANCE

Professor James S. Linck, **Department Chair**

Professors: James S. Linck, William F. Maxwell, Darius P. Miller, James L. Smith, Rex W. Thompson, Kumar Venkataraman, Michel R. Vetsuypens. **Associate Professors:** Amar Gande, Chotibhak Jotikasthira. **Assistant Professors:** Weizhao Simon Huang, Stacey Elizabeth Jacobsen, Mattia Landoni, Mehrdad Samadi. **Professors of Practice:** Mukunathan Santhanakrishnan, Donald Shelly, Nathan G. Walcott. **Clinical Professors:** Jeffrey W. Allen, Michael L. Davis. **Visiting Assistant Professor of Finance:** Brian E. Young.

Bachelor of Business Administration With a Major in Finance

To earn the B.B.A. degree with a major in finance, students must complete all University-wide requirements and the core B.B.A. degree requirements, and satisfy the following additional requirements:

	Credit hours
Finance Core	18
FINA 4325, 4326, 4327, 4329	
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 complete all University-wide requirements and the core B.B.A. degree requirements, and satisfy the following additional requirements:

	Credit hours
Accounting Core	9
ACCT 3311, 3312, 4315	
Finance Core	9
FINA 4325, 4326, 4329 *or* 4335	
Electives (selected from the following)	6
ACCT 4307, 4311, 5317	
FINA 3330, 4327, 4328, 5132 *and* 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 Abroad. *Prerequisite:* Junior standing.

FINA 3310 (3). FINANCE CONCEPTS. 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. Required for the minor in business. Students may not receive credit for this course and FINA 3320. Cox majors and minors in business administration will not receive credit for this course and may not enroll in it.

FINA 3312 (3). PERSONAL FINANCE. Covers 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 minor in business. B.B.A. majors can take course for free elective credit only.

FINA 3320 (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 (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 3350 (3). ESSENTIALS OF PERSONAL FINANCE. Students focus on key elements of personal financial planning using life cycle economics as the foundation for financial health. Also, credit scores, credit cards, borrowing money for major purchases, investment history and prospects for individual securities and mutual funds, taxes, personal insurance, and common employee benefits. Tools include spreadsheet modeling and life cycle software. Counts as business elective credit only. Reserved for Cox majors. *Prerequisite or Corequisite:* FINA 3320.

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 (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). DERIVATIVES. Introduces analysis of financial derivatives such as futures, swaps, and options. Covers the underlying theories explaining derivatives 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. 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 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. Prerequisite or *Corequisite:* FINA 4326. Application required.

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. *Prerequisites:* 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. Topics include portfolio construction, arbitrage pricing theory, controlled-risk strategies (e.g., event-driven, long-short equity; dedicated short bias; arbitrage), and performance measurement. Covers 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 and the necessary skills to calculate total enterprise valuation. Also, the different segments of leveraged finance: high-yield bonds, leveraged loans, credit default swaps, collateralized debt obligation, debtor-in-possession financing, and distressed investing. *Prerequisites:* FINA 3320 and ACCT 3311. *Prerequisites or corequisites:* ACCT 3312 and FINA 4326. Application required. Reserved for Cox majors.

FINA 5345 (3). ENERGY PROJECT VALUATION AND FINANCE. Covers valuation, organization, and funding of major energy industry projects. Examines sources of external finance, energy banking, nonrecourse financing, the links between project structure and financial performance, and the volatility of energy prices. Also, master techniques needed to assess and manage commodity price risk, basis risk, and effective hedging strategies. Requires laptops in class with Microsoft Excel and advanced spreadsheet tools. *Prerequisites:* FINA 3320, finance or financial consulting major, and senior standing. Reserved for Cox majors.

FINA 5348 (3). FINANCIAL MODELING. Covers hands-on modeling of valuation of public and private companies, integrated cash flow models, leveraged buyout models, mergers and acquisitions models, and exposure to handling large financial databases. *Prerequisite:* FINA 3320. Reserved for Cox majors.

INFORMATION SYSTEMS

Professor Amit Basu, **Department Chair**

Professors: Amit Basu, Bezalel Gavish, John H. Semple. **Associate Professors:** Sreekumar R. Bhaskaran, R. Canan Savaskan-Ebert, Ulrike Schultze. **Assistant Professors:** Vishal Ahuja, Rajiv Mukherjee, Fangyun T. Tan. **Clinical Professors:** Ellen Parker Allen, Amy V. Puelz. **Senior Lecturer:** James C. Collins, Jr. **Executive-in-Residence:** Hettie Tabor.

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. Requires laptops equipped with the Windows operating system and Microsoft Office for use in class. *Prerequisite:* ITOM 2305 or one from the following: CSE 4340; EMIS 3340; STAT 2301, 2331, 4340. Reserved for Cox majors and minors in business administration 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 minors in business administration.

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. Minor in business elective. Cox majors and minors in business administration receive free elective credit for this course.

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.

MANAGEMENT AND ORGANIZATIONS

Professor Miguel A. Quiñones, **Department Chair**

Professors: Steven C. Currall, Albert W. Niemi, Robin L. Pinkley, Miguel A. Quiñones, Linda B. Stearns. **Associate Professors:** Mel Fugate, Maribeth Kuenzi, Ellen F. Jackofsky, Don VandeWalle. **Assistant Professor:** Robert W. Rasberry. **Professor of Practice:** Jay Carson. **Visiting Professor of Practice**: Sal Mistry.

Bachelor of Business Administration With a Major in Management

To earn the B.B.A. degree with a major in management, students must complete all University-wide requirements and the core B.B.A. degree requirements, and satisfy the following additional requirements:

	Credit hours
Management Courses (two from the following)	6
MNO 3371, 4361, 4371 *or* 4372	
Electives (selected from the following)	6
MNO 3373, 3375, 4330, 4340 (see RMI 4340 for class schedule), 4371 *or* 4372 (if not taken for core requirement)	
CISB 2379, 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 Abroad.

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 minor in business. 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 (3). CORPORATE SOCIAL RESPONSIBILITY AND ETHICAL LEADERSHIP. Develops managerial decision-making and stakeholder analysis through a study of ethical

dilemmas in contemporary business. Topics include whistle blowing, corruption, bribery, human rights, crisis management, role of corporate boards, lobbying, philanthropy, externalities, and sustainability. Students who take MNO 3375 may not receive credit for ACCT 3391, nor may students taking ACCT 3391 take 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:* MNO 3370. 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 and 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 4372 (3). LEADERSHIP AND CULTURE IN THE SOUTHWEST. Study of the psychological, behavioral economics, sociological, and organizational behavior foundations of leadership within the context of the human diversity factors of gender, ethnicity, and culture. *Prerequisite:* MNO 3370. (SMU-in-Taos)

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, Richard A. Briesch, William R. Dillon, Daniel J. Howard, Raj Sethuraman, Glenn Voss, Zannie G. Voss. **Associate Professors:** Michael H. Braun, Edward J. Fox, Tasadduq Shervani, Jacquelyn S. Thomas. **Senior Lecturers:** Charles A. Besio, Judith H. Foxman. **Clinical Technical Professor:** Young Woong Park.

Bachelor of Business Administration With a Major in Marketing

To earn the B.B.A. degree with a major in marketing, students must complete all University wide requirements and the core B.B.A. degree requirements, and satisfy the following additional requirements:

	Credit hours
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 hour for the required internship; if one credit hour is chosen, the required minimum hours for the major will be increased from 51 to 52.
- ADV 3362 substitutes for MKTG 3340 for advertising majors or minors only.

The Courses (MKTG)

MKTG 3300 (3). TOPICS IN INTERNATIONAL MARKETING. Offered through SMU Abroad. *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 the minor in business. 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, STAT 4340. Reserved for Cox majors, minors in business administration, or management science majors. Students may not receive credit for both MKTG 3340 and ADV 1341.

MKTG 3342 (3). MARKETING RESEARCH. Explores the role of information in marketing decisions, discusses research methods, and teaches students how to plan and execute 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 and/or ADV 3362. Reserved for Cox majors.

MKTG 3344 (3). INTEGRATED MARKETING COMMUNICATION AND ADVERTISING MANAGEMENT. Introduces 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 1341. 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 and/or ADV 1341. 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 and/or ADV 1341. Reserved for Cox majors.

MKTG 3348 (3). INTERNATIONAL MARKETING. Examines international marketing from the underlying common nature of all humans in the global arena to the subtle nuances of localized marketing strategies in the subregions of international markets. 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 1341. 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 and/or ADV 1341. 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 and/or ADV 1341. 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 5150 (1). MARKETING INTERNSHIP. Requires students to work in a professional capacity in a marketing-oriented position within a company. The internship must involve a minimum of 100 hours of work and meet the requirements as determined by the internship adviser. Students may choose to take zero credits (MKTG 5050) or one credit (MKTG 5150) for the required internship; if one credit is chosen, the required minimum hours for the major will be increased from 51 to 52. *Prerequisite:* MKTG 3340. Reserved for Cox marketing majors.

MKTG 5341 (3). MARKETING MANAGEMENT. Provides a fundamental understanding of the marketing strategy planning process within the firm and develops skills for coping with the marketing management problems encountered by senior marketing managers, general management executives, and marketing consultants. This capstone course for marketing majors includes case analysis, class projects, and/or marketing simulation. *Prerequisites:* MKTG 3340 or ADV 1341. 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**

Professor: William B. Brueggeman. **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 complete all University-wide requirements and the core B.B.A. degree requirements, and satisfy the following additional requirements:

	Credit hours
Real Estate Core	12
RE 3381, 4338, 4382, 4389	
Electives (selected from the following)	6
ACCT/ITOM 4307	
BUSE 3300, 4332	
CISB 5397 (if senior core is completed with STRA 5370)	
FINA 3330, 4325, 4326, 4327, 4328, 4329, 5132 *and* 5232, 5340, 5341	
MNO 3373, 4361	
RMI 3360	

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 various aspects of real estate, including market analysis, financing, investment, and legal principles. Serves as the foundation for other courses in real estate. *Prerequisites:* ACCT 2302 and FINA 3320. Reserved for Cox majors.

RE 4338 (3). REAL ESTATE LAW. Surveys real estate law, with an emphasis on real estate transactions, leases, financing, 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 and distribution of land use in urban areas; also, case studies involving the cost, market compensation, and income approaches. *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 finance and evaluate real estate investments. Covers computation of periodic payments, amortization schedules, and true borrowing costs. Also considers the secondary mortgage market, application of techniques for structuring real estate transactions, and financing real estate development. *Prerequisites:* RE 3381 and FINA 3320, RE 4382 recommended. 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. Elective for minor in business. 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 SMU Abroad. *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 an introduction to corporate risk management, insurance markets and insurance operations, personal insurance contracts, and legal principles that reinforce insurance contracts. Reserved for Cox majors.

RMI 4340 (3). EMPLOYEE BENEFITS. Studies employee benefits as a strategic decision for employers and an important financial planning element for employees. Covers typical employee benefits, and contrasts qualified and nonqualified plans that are of critical importance to employers and employees. Also, analyzes the complexities of the Affordable Care Act (including its social and economic implications) and the dynamics of global employee benefits. For practical experience, examines details of benefit offerings from actual job offers to SMU students. *Prerequisite or Corequisite:* 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. Topics include risk management, enterprise risk management, the role of the commercial insurance market, and tools to evaluate risk management decision-making. *Prerequisite or Corequisite:* RMI 3360. Reserved for Cox majors.

RMI 5325 (3). RISK MANAGEMENT AND INSURANCE RESEARCH. Directed study research project on a risk management and insurance topic of academic interest. Through independent research and interaction with faculty, the student tests hypotheses and reports research results with advice and consent of a sponsoring faculty member. Reserved for Cox majors.

STRATEGY, ENTREPRENEURSHIP AND BUSINESS ECONOMICS

Professor Gordon Walker, **Department Chair**

Associate Professor: David T. Lei. **Assistant Professor:** Julian Kolev. **Professors of Practice:** Robert A. Lawson, Simon S. Mak, Gary T. Moskowitz, Harvey Rosenblum. **Clinical Professor:** David C. Croson. **Executive-in-Residence:** W. Michael Cox. **Writer-in-Residence:** Richard G. Alm.

The Courses

Business Economics (BUSE)

BUSE 2301 (3). LIFE CYCLE ECONOMICS: PERSONAL FINANCIAL PLANNING FOR TODAY AND TOMORROW. Students focus on personal life cycle economics as the foundation for financial planning. Topics include human capital estimation, credit scoring, stocks, mutual funds, taxes, personal insurance, and common employee benefits. Analysis undertaken with spreadsheet and life cycle software. Students must bring to each class a laptop that runs Microsoft Excel and Windows. Open to all SMU students. *Prerequisite:* sophomore standing. For Cox majors/minors in business administration, this course counts as free elective credit only. For minors in business, this course will substitute for FINA 3312. Students may not receive credit for BUSE 2301 and FINA 3312.

BUSE 3300 (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, 1312. Reserved for Cox majors.

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 Cox majors; however, students cannot receive credit for both BUSE 3310 and STRA/FINA 4355.

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. *Prerequisite:* FINA 3320. Reserved for Cox majors.

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 for 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. *Prerequisites:* Junior status and permission of BBA Advising Office. Reserved for Cox majors.

Entrepreneurship (CISB)

CISB 2379 (3). IDENTIFYING ENTREPRENEURIAL OPPORTUNITIES. Explores how to recognize entrepreneurial opportunities in a variety of settings, with emphasis on identifying sources of ideas and entrepreneurial opportunities, aligning with personal goals, determining market and financial feasibility, and evaluating competitive issues. Reserved for BBA Scholars and business students only.

CISB 2388 (3). ENTREPRENEURSHIP CONCEPTS. Students are introduced to concepts at each stage of the entrepreneurial process, including opportunity identification, opportunity evaluation, acquiring resources, launching and managing the new venture, and exit strategies. Students also play the role of investors and learn to pitch to investors. Cox majors and minors in business administration will not receive credit for this course and may not enroll in it. Reserved for non-Cox majors and business minors only.

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 for a new business. Topics include the personal characteristics of entrepreneurs, profit and cash flow forecasts, sources of information, sales forecasts and the importance of relevant experience, entrepreneurial marketing, 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.