

COX SCHOOL OF BUSINESS

GENERAL INFORMATION

VISION STATEMENT

The mission of the Edwin L. Cox School of Business is to improve its academic programs and reputation as a top-tier business school by providing a high-quality business education to its 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.

GENERAL INFORMATION

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 85 years.

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

The graduate program at the School of Business Administration began in 1949 with the authorization of a Master of Business Administration program. At that time, students were granted an M.B.A. after successfully completing 30 hours of coursework and a thesis. Both the B.B.A. and the M.B.A. degree programs are fully accredited by The Association to Advance Collegiate Schools of Business (AACSB International). The Cox School also grants a minor in business administration and a minor in business to undergraduates; a Professional M.B.A. and an Executive M.B.A.; Master of Science degrees in accounting, management and entrepreneurship; a Master of Arts/Master of Business Administration; a Juris Doctor/Master of Business Administration; as well as 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 Business Associates Program for B.B.A. students. These two boards involve more than 220 area business leaders who volunteer their time and expertise to students who want to start making business connections for the future.

COX SCHOOL COMPLEX

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

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

as its hub the Business Information Center, which combines many of the features of a traditional university library with the latest in online databases, search tools and presentation facilities. Through the BIC, Cox School students, faculty and staff have access to the latest business periodicals, instantaneous market information and news retrieval services. In addition, the BIC offers personal computers, printers and scanners for students to use for presentations and papers.

In 2005, the Cox School opened the James M. Collins Executive Education Center, the region's premier resource for working professionals and executives. The Collins Center houses the Cox School's Executive Education programs, Executive M.B.A. program and M.B.A. Global Programs Office, along with the Norman E. Brinker Institute for Restaurant and Hospitality Management, the Southwestern Graduate School of Banking and the KPMG Institute for Corporate Governance.

CENTERS AND INSTITUTES

The Edwin L. Cox B.B.A. Leadership Institute and Business Leadership Center

Paula Hill Strasser, **Director**

The Edwin L. Cox B.B.A. Leadership Institute and Business Leadership Center are committed to helping students achieve professional success by becoming more effective communicators and leaders. Established in 1991, the BLC offers M.B.A. students more than 60 seminars taught by business practitioners from Fortune 500 companies, medium-sized businesses and entrepreneurial ventures. In addition to presenting seminars on traditional topics such as strategic communication, leading with integrity and conflict resolution, the BLC offers individualized training in several areas, including advanced presentation techniques and business writing.

The BLI offers courses that employ a variety of instructional techniques to impart key communication and leadership concepts and skills and expose B.B.A. students to the real world of business. Techniques include lecture, class discussion, self-assessments, small-group projects, role-play simulations, corporate visits and guest speakers from the corporate and nonprofit arenas.

The Executive Education Center

Frank R. Lloyd, **Associate Dean**

The Executive Education Center at SMU is Dallas' best resource for advanced leadership and business training. The center offers numerous open-enrollment certificate programs covering such topics as management, leadership, marketing, accounting and finance, energy, and professional effectiveness. Programs last from as little as a few hours to several weeks or months.

The center also offers custom programs, designed to address companies' unique business challenges. Through close collaboration among corporate clients, Cox faculty and Executive Education staff, the school develops customized programs that help companies achieve their goals and positive return on investment.

The Executive Education Center also offers the Summer Business Institute, a four-week business certificate for nonbusiness major juniors, seniors or recent graduates. SBI provides a solid foundation in business basics, including marketing, accounting, finance, management and leadership. The SBI Certificate provides a valuable credential that gives students and young professionals an advantage in today's competitive job market.

The Center for Marketing Management Studies

Raj Sethuraman, **Executive Director**

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

Since 1989, the center has sponsored the Graduate Marketing Certificate Program, designed to provide Dallas-area business people with the latest in marketing thought and practice. This series of sessions is held on Monday nights throughout the school year.

The Caruth Institute for Entrepreneurship

Jerry F. White, **Director**

Since its founding more than three decades ago, the Caruth Institute has continuously developed innovative courses and programs to help individuals keep pace with the dynamic, rapidly changing field of entrepreneurship. The institute currently offers more than 18 custom-designed courses to give students the skills and knowledge necessary to launch and manage successful entrepreneurial ventures. Courses cover a range of topics, including starting a business, venture financing and law of financial transactions for entrepreneurs.

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

The Center for Research in Real Estate and Land Use Economics

William B. Brueggeman, **Director**

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

The 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 Maguire, chairman and president of Maguire Oil Company, the institute is a leading-edge resource for energy industry information and facilitates the exchange of ideas among students, businesses, the media and government officials.

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

JCPenney Center for Retail Excellence

Edward J. Fox, **Executive Director**

The JCPenney Center for Retail Excellence was created with a generous gift from the JCPenney Company to promote, develop and integrate retail education and practice. Today, the center is a leading source of academic expertise on consumer shopping behavior and the effects of retailer activities on shopping behavior.

KPMG Institute for Corporate Governance

Wayne Shaw, **Director**

Made possible by an alliance with KPMG, the KPMG Institute for Corporate Governance focuses on the importance of corporate structure and communication channels in business organizations. Through close working relationships with many companies, the institute develops multidisciplinary case studies and courses that explore corporate governance and ethical decision-making, preparing students to understand the choices they make and how those choices impact the market's perception of a firm and its future.

The EnCap Investments and LCM Group

Alternative Asset Management Center

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

Made possible by gifts from EnCap Investments and LCM Group, the EnCap Investments and LCM Group Alternative Asset Management Center is designed to meet the increasing demand for investment professionals in the growing field of alternative assets, including hedge funds, private equity, venture capital, real estate, and oil and gas. The center offers courses leading to a specialization within the finance major at the undergraduate level and a specialization within the finance concentration at the graduate level. The courses also prepare students for the Chartered Alternative Investment Analyst professional designation.

William O'Neil Center for Global Markets and Freedom

W. Michael Cox, **Director**

The center was established in 2008 by William J. "Bill" O'Neil (BBA, '55) and his wife, Fay C. O'Neil, to study the impact of competitive market forces on freedom and prosperity in the global economy. The O'Neils created the center to offer education and training for today's forward-looking individuals and businesses that recognize the importance of globalization in changing the paradigm in which we are all operating. For additional information, visit www.oneilcenter.com.

ADMISSION

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

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 program may enroll only in the classes listed in this minor's curriculum (see Minor Requirements section).

- The B.B.A. program offers eight academic majors within business. Admission is available to entering SMU students through the BBA Scholars 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 program provides a comprehensive introduction to business for SMU students who have majors outside the Cox School. Courses for this minor are a subset of the B.B.A. core courses and generally are offered throughout the academic year. Admission to this program 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 program offers non-Cox students a foundation in business concepts to complement their primary areas of academic interest. Courses in this program are taught only during the summer and are open to all non-Cox majors or students enrolled in the Minor in Business Administration program.
- All B.B.A. majors and students enrolled in the Minor in Business Administration program are required to have a laptop computer for use in the classroom. Many prebusiness students enroll in ITOM 2308; this course requires students to bring their own laptops to class. During ITOM 2308 classes, students will run Windows-based software on their laptops.

ADMISSION OF SMU STUDENTS TO A BUSINESS MAJOR/B.B.A. DEGREE PROGRAM

Admission to the Cox undergraduate program may be made by current SMU students via the admission requirements below, or at the time a student is admitted to SMU via the BBA Scholars Program (see Applying for Admission as a First-Year Applicant).

Regular admission to any B.B.A. major requires:

1. Completion of a minimum of 39 hours.
2. A minimum all-college cumulative GPA of 3.300.
3. A minimum 3.300 GPA in the business subset:
ENGL 1301 (or ENGL 2305) or ENGL 1305
ENGL 1302 (or ENGL 2306)
ECO 1311
ECO 1312
MATH 1309 (or MATH 1337)
ACCT 2301
ITOM 2305, or STAT 2301 or 2331, or EMIS 4340 or 5370

Please note that:

- For admission purposes to the Cox B.B.A. program, the all-college cumulative GPA is recorded at the end of the term the student completes the business subset AND has at least 39 cumulative credit hours. The all-college cumulative GPA includes all SMU coursework and courses completed at all other colleges if these courses have content-based equivalents at SMU. If credit is nontransferable because the grade earned is below C-, but the course is equivalent in content to an SMU course, the grade will count toward the all-college cumulative GPA.

Once a student enters SMU, all remaining subset courses must be completed through enrollment at SMU.

- With the exception of courses completed under the SMU first-year grade-repeat policy (see Grades for Repeated Courses in the Policies and Procedures section of this catalog), the subset GPA is calculated using the first graded attempt of these courses, even if the course was later repeated.
- The subset GPA for students who have advanced placement or International Baccalaureate credit is based on the remaining (graded) subset courses.
- 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 Policies and Procedures section of this catalog, permits forgiveness of academic work taken 10 or more years prior to the term of admission. Academic work forgiven under this policy will not be included in the subset or cumulative all-college GPA.

Admission via the Extended Subset

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

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 (see 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 Cox as BBA Scholars (see BBA Scholars Program section).

Admission to the Cox BBA Scholars Program is by invitation only to students entering SMU directly from high school. Transfer students are not considered for admission in the BBA Scholars Program. First-year students invited to join the program must accept their invitation no later than May 1 prior to SMU matriculation in the following fall. Students who accept admission to the Cox BBA Scholars Program are preselected for admission to the academic programs in the Cox School of Business and may enter Cox during their first year at SMU.

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 in January of their sophomore year; students who enter later may need additional time to complete degree requirements.

ADMISSION OF EXTERNAL TRANSFER STUDENTS TO A BUSINESS MAJOR/B.B.A. DEGREE PROGRAM

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

1. Admission to SMU.
2. Completion of a minimum of 39 hours of transferable college credit.
3. Minimum all-college cumulative GPA of 3.300.
4. A minimum GPA of 3.300 in the business subset:
 - ENGL 1301
 - ENGL 1302
 - ECO 1311
 - ECO 1312
 - MATH 1309 or MATH 1337
 - ACCT 2301
 - ITOM 2305, or STAT 2301 or 2331, or EMIS 4340 or 5370

Please note that:

- For admission purposes to the Cox B.B.A. program, the all-college cumulative GPA is recorded at the end of the term the student completes the business subset AND has at least 39 cumulative credit hours. The all-college cumulative GPA includes all SMU coursework and courses completed at all other colleges if these courses have content-based equivalents at SMU. If credit is nontransferable because the grade earned is below C-, but the course is equivalent in content to an SMU course, the grade will count toward the all-college cumulative GPA.
- The subset GPA is calculated using the first graded attempt of the subset courses, even if a course was later repeated.
- Current University grading policy, as summarized under Academic Forgiveness in the Policies and Procedures section of this catalog, permits forgiveness of academic work taken 10 or more years prior to the term of admission. Academic work forgiven under this policy will not be included in the subset or all-college cumulative GPA.
- The subset GPA for students who have advanced placement or International Baccalaureate credit is based on the remaining (graded) subset courses.
- Students must have passing grades in all subset courses before entering the Cox School.

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

Transfer Admission via the Extended Subset

Students who do not achieve a 3.300 GPA in the business subset and/or a 3.300 all-college cumulative GPA may seek admission to Cox through the extended subset

option by adding the first graded attempt of ACCT 2302 to the original subset. Students who have completed at least 39 credit hours and who earn both a minimum 3.300 GPA on the extended subset and a minimum 3.300 all-college cumulative GPA as of the term in which the extended subset is completed will be admitted to the Cox B.B.A. degree program. Once a student enters SMU, ACCT 2302 must be completed through enrollment in a course taught by the faculty of the Cox School of Business.

ADMISSION TO MINORS

SMU students who are NOT seeking a major in the Cox School may select from two different business minors. The Minor in Business Administration program 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 generally are offered throughout the academic year. The Minor in Business program offers non-Cox students a foundation in business concepts to complement their primary areas of academic interest. Courses in this program are taught only during the summer and are open to all non-Cox majors or students enrolled in the Minor in Business Administration program.

Minor in Business Administration

The Minor in Business Administration program 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 program (see 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.

Minor in Business (Summer Program)

The Minor in Business program is offered only in the summer and 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 program does not have GPA-based admission requirements. The minor offers courses that are 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 degree credit only if the courses completed are equivalent in content to those offered at SMU and if the university's school of business at which the courses were completed is accredited by The 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 degree credit. The Cox School will grant a maximum of three credit hours per course for transferred introductory accounting.

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.

TRANSFER CREDIT FOR CURRENT SMU STUDENTS

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

Regardless of the number of acceptable transfer hours, at least 60 hours of the total 122 baccalaureate hours must be completed through enrollment at SMU. Of the 51 or more required business hours, a minimum of 30 must be completed through enrollment at SMU or SMU-approved international programs.

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

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

Admission to the Cox School of Business (see Admission, above).

Grade Requirements

An overall GPA of at least 2.00 on all SMU work attempted and on all SMU business coursework attempted. For all majors except general business, students must earn at least a 2.00 GPA in all business coursework attempted within the student's declared major to graduate with that major.

Minimum Hours and SMU Credit Requirement

University policy requires a minimum of 122 term hours of approved credits (see Curriculum, below). Of the 122 minimum required term hours for a degree, at least 60 academic hours must be earned as SMU credit. That is, 60 hours of credit must be earned in SMU courses or SMU-approved international programs. Business majors are limited to one major within the Cox School. A minimum of 30 business hours must be completed through enrollment at SMU or SMU-approved international programs. The minimum number of business credit hours that a student must take, and the maximum number of business credit hours that a student is permitted to take, are based on the student's major. The maximum limit does not include business courses taken abroad, business internship courses not required for a major, business-directed studies or hours needed to meet the business degree requirements. (Students are allowed to exceed the maximum limit if necessary to meet business degree requirements.)

<i>Major</i>	<i>Minimum Number of Business Credit Hours</i>	<i>Maximum Number of Business Credit Hours</i>
Accounting	54	60
Finance	57	63
Financial Consulting	57	63
Marketing	52	58
All other business majors	51	57

APPLICATION FOR GRADUATION

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

MINOR REQUIREMENTS

The Minor in Business Administration program requires:

- Admission to the Cox School through the same admission process as admission to the business majors.
- A minimum 2.00 business and 2.00 business minor GPA.
- Completion of the 21 hours specified for the minor and all related prerequisite courses (see Curriculum, below).

Matriculated students in this minor must complete all hours toward the Minor in Business Administration program through enrollment at SMU. Students who transfer courses for this minor prior to SMU matriculation must still complete 21 hours in business through enrollment at SMU or SMU-approved international programs, and will need additional business courses beyond the 21 hours specified for the minor to meet the SMU credit requirement.

The Minor in Business program requires:

- A minimum 2.00 business and 2.00 business minor GPA.
- Completion of the 18 hours required for the minor (see Curriculum, below).

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

NOTE: With the exception of FINA 3311 Markets and Freedom, FINA 3312 Personal Finance and ITOM 3310 Business Decisions and Processes, no courses offered for the summer Minor in Business program may be taken by B.B.A. majors or students enrolled in the Minor in Business Administration program. FINA 3311, FINA 3312 and ITOM 3310 may be taken as free (nonbusiness) electives by B.B.A. majors and students enrolled in the Minor in Business Administration program.

PROGRAMS OF STUDY

CURRICULUM

The requirements summarized below must be satisfied to earn the Bachelor of Business Administration degree. A core of required fundamental courses has been designed by the faculty of the Cox School as specified below. Each core course must be passed for a student to be eligible for graduation. Generally, calculus, English and economics should be completed in the student's first year; accounting, managerial statistics 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 one of the Cox academic advisers. Coordination with the B.B.A. Career Services Office is highly advantageous for students who want to maximize major selection, course selection and their future careers. Close attention should be given to course and knowledge prerequisites as well as course content to maximize the value of each course and to avoid the possibility of enrolling in a course with insufficient preparatory background. It is expected that students will consult with faculty and academic advisers in determining their course selections.

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

ADVISING

The 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 adviser and the advisee assume equal responsibility. Cox academic advisers are available in 252 Maguire Building for student appointments. All students admitted to the Cox School are required to attend a two-part orientation session, which includes the B.B.A. Advising Office, B.B.A. Career Services and the Business Information Center. After the initial orientation, students are required to meet with a B.B.A. adviser every term until graduation.

Students are not assigned to a specific adviser. Many students prefer to meet with the same adviser; it is the student's choice when scheduling his or her appointment to either express a preference for a particular adviser or schedule with the next available adviser.

Students must bring a current copy (no more than 24 hours old) of their electronic degree progress report to their advising appointments. This computerized degree plan should be carefully examined, as it is the student's responsibility to help assure the eDPR's accuracy. After meeting with an adviser, students enroll, swap and drop on ACCESS.smu. The director of B.B.A. Advising and Student Records will add students 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.

CAREER EDUCATION AND SERVICES

In conjunction with the University's Hegi Family Career Development Center, the Office of Undergraduate (B.B.A.) Career Services focuses on helping students learn lifelong career management skills, providing exposure to various careers and

developing skills that will help them secure a job. B.B.A. Career Services educates students regarding planning for a career, gaining career-related work experience, creating job search communications, and improving job search techniques and interview skills. These fundamentals are taught in the required BLI 3302 Business Communications and Leader Development course, where students create a career portfolio. Career advisers also meet with students one-on-one to develop individual career plans and assist them with their internship or job search. In addition, the Career Services Office provides opportunities for B.B.A. students to interact with employers at career-related events such as career fairs, Resumania, speed networking sessions and panels focused on specific industries or professions.

Career-related experience, often referred to as an internship, is encouraged and considered a key component of the undergraduate experience at Cox. SMU's location in Dallas allows students to pursue both part-time internships during the academic year and part- and/or full-time internships during the summer worldwide.

Students are encouraged to make an appointment with a career counselor the term they are accepted to Cox. Since meeting with a career counselor is not required, taking the initiative to do so early is up to the student and also encouraged by faculty and staff. The three counselors available exclusively to Cox B.B.A. students are conveniently located in 254 Maguire Building.

BUSINESS ASSOCIATES PROGRAM

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

Eligibility for BAP 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. Students are eligible to participate during their junior and senior years.

HONORS PROGRAM

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

Sophomore-level courses	ACCT 2301	ACCT 2302
	ITOM 2305	ITOM 2308
Junior-level courses	FINA 3320	ITOM 3306
	MKTG 3340	MNO 3370
Senior-level courses	STRA 5370	Senior Seminars

The sophomore sections of honors business courses are available to declared business and prebusiness students who have a minimum 3.6 cumulative GPA. Students who have a 3.6 cumulative SMU, all-college and business GPA by the spring of their sophomore year and have been officially admitted to the Cox School are eligible to enroll in Cox Honors classes (except senior practicums). Those in the program who achieve a 3.6 GPA in a minimum of four honors courses (three of which must be at the junior/senior level) and a 3.6 cumulative SMU GPA will

receive an honors notation (“Honors in Business”) on the transcript and diploma. The Cox Honors distinction is separate from the cum laude distinctions awarded at graduation.

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

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 educational experience in the Cox School.

BUSINESS ADMINISTRATION REQUIREMENTS

All candidates for the B.B.A. degree must satisfy the following requirements:

General Education Curriculum: 41 hours
Please see the General Education Curriculum section of this catalog for information on this requirement.

<i>Business Core Requirements</i>	<i>Credit Hours</i>
ACCT 2301, 2302 Fundamentals of Accounting I and II	6
BL 3335 Introduction to Legal Environment and Ethics	3
BLI 3302 Business Communications and Leader Development	3
FINA 3320 Financial Management	3
ITOM 2305 Managerial Statistics	3
or STAT 2301 or 2331 or EMIS 4340 or 5370	
ITOM 2308 Information Systems for Management*	3
ITOM 3306 Operations Management*	3
MNO 3370 Management of Organizations	3
MKTG 3340 Fundamentals of Marketing	3
STRA 5370 Strategic Management in a Global Economy	3
or CISB 5397 Entrepreneurship – Starting a Business*	
Business Hours (towards major)	18–24
Total Business Hours	51–57
Nonbusiness Electives	22–30
Total Degree Hours	122

The applicable requirements for each Cox major are those in effect during the academic year in which the student matriculates to SMU.

* *Management science/business double majors are expected to take ITOM 2308 and either STRA 5370 or CISB 5397; however, they take EMIS 3360 and EMIS 5362 instead of ITOM 3306.*

The Cox School offers the following majors:

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:

	<i>Credit Hours</i>
Business electives (any combination of Cox departments)	18

Major in Accounting

	<i>Credit Hours</i>
1. <i>Accounting core</i> :*	15
ACCT 3311 Intermediate Accounting I	
ACCT 3312 Intermediate Accounting II	
ACCT 4311 Cost Accounting I	
ACCT 4315 Federal Income Tax I	
ACCT 5314 Accounting Systems/Auditing	
2. <i>Accounting elective hours selected from the following</i> :	6
ACCT 3391 Ethics in Accounting	
ACCT 4306 Accounting Controls	
ACCT 4307 Business Modeling With Spreadsheets	
ACCT 5317 Studies in Accounting Theory	
ACCT 5321 Practicum in Financial Statements Analysis	

Completion of 36 credit hours of accounting is required to sit for the CPA exam in Texas.

Major in Finance

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

Eighteen credit hours in finance and accounting, in addition to FINA 3320, plus six additional hours of finance electives to be composed of the following:

	<i>Credit Hours</i>
1. <i>Finance core</i> :*	18
FINA 4325 Advanced Financial Management	
FINA 4326 Investment Analysis and Portfolio Management	
FINA 4327 Speculative Markets	
FINA 4329 International Finance	
ACCT 3311 Intermediate Accounting I	
ACCT 3312 Intermediate Accounting II	
2. <i>Finance elective hours selected from the following</i> :	6
FINA 3330 Money and Capital Markets	
FINA 4328 Management of Financial Institutions	
FINA 4355 Doing Business in a Globalized World	
FINA 5132, 5232 Honors Practicum in Portfolio Management	
FINA 5331 Advanced Concepts in Financial Management	
FINA 5340 Alternative Assets 1	
FINA 5341 Alternative Assets 2	

NOTE: *Transfer students entering in fall 2009 or fall 2010 follow the finance major requirements of the 2008–2009 catalog.*

* *Must be taken through enrollment at SMU*

Major in Financial Consulting

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

	<i>Credit Hours</i>
1. <i>Accounting core:</i>	9
ACCT 3311 Intermediate Accounting I	
ACCT 3312 Intermediate Accounting II	
ACCT 4315 Federal Income Tax	
2. <i>Finance core:*</i>	9
FINA 4325 Advanced Financial Management	
FINA 4326 Investment Analysis and Portfolio Management	
FINA 4329 International Finance	
3. <i>Accounting and/or finance elective hours selected from the following:</i>	6
ACCT 4306 Accounting Controls	
ACCT 4307 Business Modeling With Spreadsheets	
ACCT 4311 Cost Accounting I	
ACCT 5317 Studies in Accounting Theory	
ACCT 5321 Financial Statement Analysis	
FINA 3330 Money and Capital Markets	
FINA 4327 Speculative Markets	
FINA 4328 Management of Financial Institutions	
FINA 4355 Doing Business in a Globalized World	
FINA 5132, 5232 Honors Practicum in Portfolio Management	
FINA 5331 Advanced Concepts in Financial Management	
FINA 5340 Alternative Assets 1	
FINA 5341 Alternative Assets 2	

NOTE: *Transfer students entering in fall 2009 or fall 2010 follow the financial consulting major requirements of the 2008–2009 catalog.*

Major in Marketing

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

Sixteen credit hours in marketing, beyond the three-hour core requirement of MKTG 3340 or ADV 3362, and three hours of electives, to be composed of the following:

	<i>Credit Hours</i>
1. <i>Marketing core:*</i>	10
MKTG 3342 Marketing Research	
MKTG 3343 Consumer Behavior	
MKTG 5150 Marketing Internship	
MKTG 5341 Marketing Management	
2. <i>Marketing elective hours selected from the following:</i>	6
MKTG 3344 Integrated Communication Advertising Management	
MKTG 3345 Sales and Distribution Management	
MKTG 3346 Retailing	
MKTG 3348 International Marketing	
MKTG 3349 Product and Brand Management	
MKTG 4341 Marketing Implementation and Control	
MKTG 4345 Sports Marketing	
MKTG 5345 Honors Marketing Practicum	
3. <i>Business electives:</i>	3

* *Must be taken through enrollment at SMU*

Major in Management

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

Twelve credit hours in management (MNO), strategy (STRA) or entrepreneurship (CISB) beyond the six-hour core requirements of MNO 3370 and STRA 5370 (may be substituted by CISB 5397), and six hours of electives, to be composed of the following:

	<i>Credit Hours</i>
1. <i>Management courses:</i> *	6
MNO 3371 Human Resources	
MNO 4371 Leadership and Culture	
2. <i>Elective hours selected from the following:</i> *	6
MNO 3373 Negotiations	
MNO 3375 Corporate Social Responsibility and Ethical Leadership	
MNO 4340 Employee Benefits (see RMI 4340 for class schedule)	
MNO 4361 Project Management (with department permission, may be used as a substitute for MNO 4371)	
CISB 3379 Developing Entrepreneurial Opportunities	
CISB 3380 Business Decision-Making	
CISB 4398 Managing the Entrepreneurial Business	
CISB 5397 Entrepreneurship (if "senior core" is completed with STRA 5370)	
STRA 5370 Strategic Management in a Global Economy (if "senior core" is completed with CISB 5397)	
3. <i>Business electives:</i>	6

Major in Risk Management and Insurance

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

	<i>Credit Hours</i>
1. <i>Required RMI courses:</i> *	6
RMI 3360 Principles of Risk and Insurance	
RMI 4360 Insurance and Corporate Risk Management	
2. <i>Elective hours selected from the following:</i>	6
RMI 4335 Insurance Company Operations	
RMI 4340 Employee Benefits	
ACCT 3311 Intermediate Accounting I	
ACCT 3312 Intermediate Accounting II	
ACCT 4315 Federal Income Tax I	
FINA 4326 Investment Analysis and Portfolio Management	
FINA 4327 Speculative Markets	
MNO 3373 Negotiations	
MKTG 3345 Sales and Distribution Management	
3. <i>Elective hours selected from the following courses if not taken to satisfy 2. above:</i>	6
ACCT 3311 Intermediate Accounting I	
ACCT 3312 Intermediate Accounting II	
ACCT 4315 Federal Income Tax I	
FINA 4326 Investment Analysis and Portfolio Management	
FINA 4327 Speculative Markets	

* Must be taken through enrollment at SMU

(Continued)

- ITOM 4306** Business Process Management
- ITOM 4307** Business Modeling
- MNO 3371** Human Resource Management
- MNO 3373** Negotiations
- MKTG 3345** Sales and Distribution Management
- RE 3381** Real Estate Fundamentals
- RMI 4335** Insurance Company Operations
- RMI 4340** Employee Benefits
- RMI 5325** Internship (with instructor's approval)

Major in Real Estate Finance

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

	<i>Credit Hours</i>
1. <i>Real estate core:</i> *	12
RE 3381 Real Estate Fundamentals	
RE 4338 Real Estate Law	
RE 4382 Real Estate Markets and Valuation	
RE 4389 Real Estate Finance	
2. <i>Business electives. The following courses are recommended:</i>	6
ACCT/ITOM 4307 Business Modeling With Spreadsheets	
FINA 3330 Money and Capital Markets	
FINA 4325 Advanced Financial Management	
FINA 4326 Investment Analysis and Portfolio Management	
FINA 4327 Speculative Markets	
FINA 4328 Management of Financial Institutions	
FINA 4329 International Finance	
FINA 5132, 5232 Honors Practicum in Portfolio Management	
FINA 5331 Advanced Concepts in Financial Management	
RMI 3360 Principles of Risk and Insurance	

Directed Studies

Business students may pursue independent studies, a research-based project, in a specified department under the sponsorship of a full-time Cox faculty member. This project may involve further study by the student in some aspect not covered in regularly scheduled business courses. B.B.A. students must first complete the basic required course in the field of study.

Business elective or free elective credit will be granted to a maximum of six hours (no more than three hours in one term) and cannot be used to fulfill major requirements. Directed studies courses may be taken pass/fail without completion of the business major. Independent studies will be exempted from the maximum credit hour limit. Students on academic probation may not register for independent studies.

Internships

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

* *Must be taken through enrollment at SMU*

Concurrent Degrees

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

B.B.A. students are encouraged to complete a minor in other schools on campus: Dedman College, Lyle School of Engineering, Meadows School of the Arts, and Simmons School of Education and Human Development.

MINOR IN BUSINESS ADMINISTRATION REQUIREMENTS

Undergraduates with majors outside the Cox School may complete the Minor in Business Administration program.

Admission Requirements

See Admission of SMU Students to a Business Major/B.B.A. Degree Program in the admission section of this catalog.

Course Requirements

Matriculated students must complete all hours toward the Minor in Business Administration program through enrollment at SMU. Transfer students must complete 21 hours in business through enrollment at SMU or SMU-approved international programs. The following seven courses (21 hours) are required for the Minor in Business Administration program:

- ACCT 2301 Fundamentals of Accounting I
- ACCT 2302 Fundamentals of Accounting II
- FINA 3320 Financial Management
- ITOM 2308 Information Systems for Management*
- ITOM 3306 Operations Management*
- MNO 3370 Management of Organizations
- MKTG 3340 Fundamentals of Marketing (or ADV 3362)

Grading

Regular grading standards will be used. None of the 21 hours may be completed pass/fail for the Minor in Business Administration program. A minimum 2.00 GPA on all business courses attempted is required for satisfactory completion of the Minor in Business Administration program.

MINOR IN BUSINESS REQUIREMENTS

Undergraduates with majors outside the Cox School may complete an 18-hour Minor in Business program. This minor is an open-enrollment program for all non-Cox majors or students enrolled in the Minor in Business Administration program. It has no grade-based admission requirements.

Course Requirements

Students must complete all hours toward the Minor in Business program in courses offered by the faculty of the Cox School of Business (or a minimum of nine hours for transfer students). These courses are offered in summer only.

* *Management science majors in the Minor in Business Administration program are expected to take ITOM 2308; however, they take EMIS 3360 and 5362 instead of ITOM 3306.*

With the exception of ITOM 3310 Business Processes and Decisions, FINA 3311 Markets and Freedom, and FINA 3312 Personal Finance, the courses offered as part of the Minor in Business program may not be taken by students in the Cox B.B.A. program or in the Minor in Business Administration program. Cox B.B.A. majors and students enrolled in the Minor in Business Administration program may take ITOM 3310, FINA 3311 and/or FINA 3312 as free elective credit; these courses will not count as business hours toward any B.B.A. degree.

The following core courses (15 hours) are required for the minor in business:

ACCT 2310 Accounting Concepts (or ACCT 2301 or 2311)

FINA 3310 Finance Concepts

FINA 3311 Markets and Freedom

MNO 3310 Management Concepts

MKTG 3310 Marketing Concepts (or ADV 3362)

One elective (3 hours) chosen from the following courses is required:

BL 3310 Legal Perspectives and Business Law

FINA 3312 Personal Finance

ITOM 3310 Business Processes and Decisions

Grading

Regular grading standards will be used. None of the courses may be completed pass/fail. A minimum 2.00 GPA on all business courses attempted is required for satisfactory completion of the Minor in Business program.

COURSES OF STUDY IN COX

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 at a particular time.

DEPARTMENTS OF INSTRUCTION

Courses are listed under the following:

Accounting; Business Administration; Business Leadership Institute; The Caruth Institute for Entrepreneurship; Finance; Information Technology and Operations Management; Marketing; Management and Organizations; Real Estate, Law and Risk Management; and Strategy and Entrepreneurship.

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

Accounting (ACCT)

Professor Joseph Magliolo, Department Chair

Professors: Hemang A. Desai, Wayne H. Shaw. **Associate Professors:** Nilabhra Bhat-tacharya, J. Douglas Hanna, Michael van Breda. **Assistant Professors:** Zining Li, Mina J. Pizzini, Ramgopal Venkataraman, Wendy M. Wilson, Jeff Yu. **Senior Lecturers:** Barry Bryan, Susan M. Riffe, Gregory Sommers.

See requirements to major in accounting in the Programs of Study section.

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 faculty of the Cox School of Business.

2301. Fundamentals of Accounting I. Theory and practice of measuring and interpreting financial data for business units. Covers basic concepts, principles and procedures. *Prerequisites:* MATH 1309 or 1337, ECO 1311 and 1312; or for markets and culture majors, ECO 3355 and SOCI 2377.

2302. Fundamentals of Accounting II. Extension of Fundamentals of Accounting I. Uses of accounting information in making business decisions. *Prerequisite:* ACCT 2301.

2310. Accounting Concepts. This course is a broad introduction to financial, cost, and managerial accounting concepts and practices. The financial section of the course stresses the understanding of financial statements as contrasted to the preparation of these documents. The cost section of the course covers what is meant by product cost, including estimating overhead and the underlying assumptions. The course concludes with an introduction to 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.

3311. Intermediate Accounting I. Theory and techniques for construction of corporate financial reports for use by stockholders, creditors and other analysts. *Prerequisite:* ACCT 2302.

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

3391 (CFB 3375, MNO 3375). Ethics in Accounting. Develops students' ability to identify and evaluate ethical issues related to accounting and business management in a corporate environment. The cross listing of CFB 3375 and MNO 3375 is subject to the same rules that restrict credit for all other CF, CFA and CFB courses that are cross-listed with departmental courses (see General Education Rules 9 and 10). In addition, students who take either CFB 3375 or MNO 3375 (formerly OBBP 3375) may not take ACCT 3391, nor may students taking ACCT 3391 take either of the other two courses for credit. Note: Students seeking accounting certification should note that ACCT 3391 is a gateway course for eligibility to take the CPA examination. *Corequisite:* Accounting majors with senior standing or ACCT 5325.

4300. Special Topics in International Accounting. Offered through SMU Abroad Junior standing required.

4306 (ITOM 4306). Accounting Controls. (*spring only*) This course teaches students how to document, analyze and design internal controls by focusing on business processes – how work is done in organizations. These processes are the key drivers of value and competitive advantage. Organizations are very interested in streamlining and controlling business processes to ensure that effectiveness and efficiency objectives are being met, that the generation of financial information is accurate and reliable, and that risks are managed. *Prerequisites:* ACCT 2301, ACCT 2302 and ITOM 2308.

4307 (ITOM 4307). Business Modeling With Spreadsheets. Study of uses and limitations of microcomputers in the financial planning and control processes of the firm. Analyzes cases and problem situations using microcomputer software. Emphasis on financial analysis, budgeting, forecasting and capital expenditure analysis. Primarily lecture/discussion with some use of case studies and projects. *Prerequisites:* ACCT 2302, ITOM 2308 and FINA 3320.

4311. Cost Accounting. (*fall only*) Study of the measurement, accumulation and control of costs. Topics include product cost accounting, cost behavior analysis, direct costing, standard cost variance analysis and relevant cost analysis. *Prerequisite:* ACCT 2302.

4315. Federal Income Tax I. (*spring only*) A conceptual basis and structure for the determination of income taxes. Tax research methods are used in preparing tax returns, solving problems and planning business decisions. *Prerequisite:* ACCT 2302.

5314. Accounting Systems/Auditing: Concepts, Design and Analysis. (*fall only*) Deals with the understanding, development and analysis of financial and management accounting systems. Presents fundamental concepts and applies them to contemporary issues. Management internal control functions serve as a central theme for evaluation and analysis. Furthermore, the behavioral characteristics and mechanics of accounting fraud are presented. *Prerequisite:* ACCT 3311.

5317. Studies in Accounting Theory I. (*spring only*) Study of selected topics and current issues in the area of accounting theory. *Prerequisite:* ACCT 3312.

5318, 5319. Independent Studies in Accounting.

5321. Practicum in Financial Statement Analysis. (*honors, fall only*) An honors course that examines the role of financial statement analysis in the evaluation of the firm and the prediction of its future condition. Topics include fundamental analysis, the use of accounting numbers in the credit market, the use of accounting numbers in the stock market and the use of accounting numbers for corporate restructuring decisions. *Prerequisites:* ACCT 3311, FINA 3320, ITOM 2305 (or STAT 2301 or STAT 2331), and permission of instructor.

5325, 5326. Accounting Internships. Three hours for each class. *Prerequisites:* Senior standing, departmental approval.

Business Administration (BA)

3300, 3301. Special Topics in International Business. Offered through SMU Abroad. *Prerequisite:* Junior standing.

4101. Executive Speaker Series. *Prerequisite:* Junior standing. (One academic credit hour.)

4111, 4112, 4113. Business Internship. *Prerequisite:* Instructor approval only. (Pass/fail only.)

4315. European Union (EU) Seminar. Offered through SMU Abroad and available spring only for full-year students. *Prerequisite:* Junior standing.

5180, 5280, 5380, 5381. Independent Studies in Business Administration.

B.B.A. Leadership Institute (BLI)

The mission of the Edwin L. Cox B.B.A. Leadership Institute is to help students achieve professional success by becoming more effective communicators and leaders. Toward that end, the BLI seeks to:

1. Improve students' business writing, interpersonal and presentation skills as well as their ability to plan and manage projects in a team setting.

2. Increase students' understanding of the vital role communications, integrity, ethics and trust play in running a successful business.
3. Enhance students' appreciation for the contemporary issues and topics that impact businesses on a daily basis, including corporate structure, global competition, legislation/regulation and diversity.
4. Assist students in creating an effective career plan and portfolio.

The BLI employs a variety of instructional techniques to impart key concepts and skills and expose students to the real world of business and the nonprofit sector. Techniques include lecture, class discussion, self-assessments, small-group projects, role-play simulations, corporate visits, and guest speakers from business and nonprofit organizations.

1110. Special Topics in Business Administration: BBA Scholars Seminar. (*one credit hour, pass/fail grading option*) Introduces various business topics, including an overview of business disciplines and careers in business. Restricted to BBA Scholars in fall of their first year. (Counts as free elective only.)

3302. Business Communications and Leader Development. This course is designed to help students achieve professional success by becoming more effective communicators and leaders. Specifically, the course seeks to improve students' career management, presentation, business writing and interpersonal skills; enhance their ability to plan and manage projects in a team setting; and increase their understanding of contemporary business issues and their appreciation for the vital role that ethics, integrity and trust play in leading a successful business. The course offers a variety of instructional techniques, including lecture, class discussion, self-assessments, team projects and simulations. Students are evaluated on business presentations, writing, tests/quizzes and other assignments. Student teams are evaluated on a range of exercises, including group presentations and research projects. Students will not get credit for BLI 3302 if they have taken BLI 2304, 3301 or 3303.

Finance (FINA)

Professor William Maxwell, Department Chair

Professors: Andrew H. Chen, Darius P. Miller, Albert W. Niemi, James L. Smith, Rex W. Thompson, Michel R. Vetsuypens. **Associate Professors:** Chun H. Lam, Kumar Venkataraman. **Assistant Professors:** Indraneel Chakraborty, Amar Gande, Swaminathan Kalpathy, Qin Lei, Natalia I. Reisel, Johan Sulaeman. **Clinical Professor:** Jeffrey W. Allen. **Senior Lecturers:** Brian R. Bruce, Michael L. Davis. **Lecturer:** Charles B. Ruscher.

See requirements to major in finance in the Programs of Study section.

3300. Special Topics in International Finance. Offered through SMU Abroad. *Prerequisite:* Junior standing.

3310. Finance Concepts. This course provides a solid foundation in key financial concepts and tools for managerial decision-making. Participants develop their ability to analyze, decide and communicate based on financial data and concepts, skills that will prove invaluable throughout their careers. Topics include: 1) risk-return relationship in financial management, 2) basic valuation models of financial securities, and 3) decision rules used to value and choose between corporate projects. Students who have already taken FINA 3320 will not receive credit for FINA 3310.

3311. Markets and Freedom. This course includes discussion of 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 a free elective for B.B.A. majors if they have not taken FINA 4355. Students will not receive credit for both.

3312. Personal Finance. In this course, students will touch on the components of 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. Course content will include hands-on

casework. Elective for business minor. B.B.A. majors can take course for free elective credit only.

3320. Financial Management. Survey of concepts, practices and problems surrounding financial markets, securities and decision-making. Includes time value of money, market efficiency, evaluation of securities and capital budgeting. *Prerequisites:* MATH 1309 or 1337; ECO 1311 and 1312; ACCT 2301; and EMIS 4340 or 5370, or ITOM 2305, or STAT 2301 or 2331. Students may not receive credit for this course and ECO 4368. Economics courses will not fulfill B.B.A. requirements.

3330. Money and Capital Markets. Analyzes the structural interrelationships among the important participants in the U.S. financial markets. Topics include flow of funds, determinants of interest rates, monetary policy and interest rates, money and capital market instruments, and problems in managing financial institutions. *Prerequisite:* FINA 3320. Students may not receive credit for this course and ECO 3355.

4325. Advanced Financial Management. In-depth analysis of capital budgeting, cost of capital, sources of capital open to the firm, capital structure, dividend policy, mergers and bankruptcy, in a combined lecture-case format. *Prerequisite:* FINA 3320.

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

4327. Speculative Markets. (*spring only*) Introduction to analysis of speculative securities such as options and futures. Evaluates underlying theories explaining speculative markets in which such securities are traded. Discusses strategies such as hedging and arbitrage. *Prerequisite:* FINA 3320.

4328. Management of Financial Institutions. (*spring only*) Management of assets, liabilities and capital accounts of financial institutions in general and commercial banks in particular. Emphasis on an understanding of the interrelationship among profitability, liquidity and capital adequacy. Uses simulations and/or cases to illustrate the concepts. *Prerequisite:* FINA 3330.

4329. International Finance. Analyzes the effects on financial transactions of dealing in foreign markets. Considers international financial markets and such issues as interest rate differences between countries and spot and forward transactions in foreign currencies. Major emphasis is given to the impact of international operations for the corporate financial manager. *Prerequisites:* FINA 4325 and 4326.

4355. 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 both FINA 3311 and 4355. *Prerequisite:* FINA 3320.

5132, 5232. Honors Practicum in Portfolio Management. (*honors section, one hour/fall and two hours/spring*) Offers practical experience in investments through management of the Ann Rife Cox Investment Fund. Economic and industry analysis and the determination of their effect on investment decisions. Topics include money and capital market forecasts, selection of individual securities, and development of a portfolio strategy. *Prerequisite:* Application process required. FINA 4326 and minimum 3.5 GPA are highly recommended.

5325, 5326. Independent Studies in Finance.

5331. Advanced Concepts in Financial Management. (*spring only*) Selected advanced topics in corporate finance such as cost of capital, efficient markets, acquisitions, cash management and applications of options concepts. Combined lecture-case format. *Prerequisite:* FINA 4325 or permission of instructor.

5340. Alternative Assets I. This course examines the theory and management of hedge funds. Topics include optimal portfolio selection, arbitrage pricing theory, controlled-risk strategies (e.g., event-driven, long-short equity, dedicated short bias, convergence arbitrage) and performance measurement of hedge funds. The course also discusses operational issues, such as implementation costs, leverage and the mechanics of security lending. *Prerequisites or corequisites:* FINA 4326; application process required.

5341. Alternative Assets II. This course examines techniques for alternative asset portfolio management and security selection. The course discusses these topics from the perspective of a professional portfolio manager. Students will learn tools and techniques for valuing individual securities (including fundamental and quantitative methods) and popular approaches to security selection, such as growth versus value. The emphasis will be on contemporary real-world applications. Instructional methods include cases, in-class discussion and out-of-class assignments. *Prerequisites:* FINA 5340 and an application process are required.

Information Systems (ITOM)

Professor John H. Semple, Department Chair

Professors: Amit Basu, Bezalel Gavish, Marion G. Sobol. **Associate Professors:** R. Canan Savaskan-Ebert, Ulrike Schultze. **Assistant Professors:** Aydin Alptekinoglu, Sreekumar R. Bhaskaran, Karthik Ramachandran. **Senior Lecturers:** Ellen Parker Allen, James C. Collins, Jr., Amy Puelz.

See requirements to major in information systems in the Programs of Study section.

B.B.A. degree-seeking students should take ITOM 2305 (or STAT 2301 or STAT 2331) and ITOM 2308 during their sophomore year.

2305. Managerial Statistics. Introductory course consisting of probability and descriptive statistics, regression analysis, decision-making under uncertainty, and use of data in decision-making. (STAT 2301, STAT 2331, EMIS 4340 and EMIS 5370 are alternates for this course.) Open only to prebusiness and business students.

2308. Information Systems for Management. Covers the business use of information technologies. Databases, networks and software applications are studied as business resources, and the social and ethical influences of IT on individuals, firms and society are examined. Coursework includes problem-solving with IT and case assignments involving information systems. Laptops are required for use in class. *Prerequisite:* ITOM 2305, or STAT 2301 or 2331, or EMIS 4340 or 5370.

3306. Operations Management. An introduction to quantitative models and concepts used for problem-solving in business. Topics include inventory management, linear programming, decision analysis and forecasting. This course is taught through lectures, readings and cases. *Prerequisites:* MATH 1309 or 1337; ECO 1311 and 1312; ACCT 2301; STAT 2301 or 2331, or ITOM 2305, or EMIS 4340 or 5370; and ITOM 2308.

3310. Business Decisions and Processes. This course will focus on five business processes that operate in most organizations: sales (order fulfillment), billing and cash receipts, purchasing, accounts payable, and project management. For each of these processes, students will learn which departments (functional areas) and actors are involved, what the steps and key internal controls are, what information needs to be collected and managed (documents, databases), and how information technology typically supports the process. Students will also learn how to use spreadsheet models to address decision problems relevant to such processes. Business minor elective. B.B.A. majors and business administration minors will receive free elective credit for this course.

4306 (ACCT 4306). Business Process Management. This course teaches students how to document, analyze and design internal controls by focusing on business processes – how work is done in organizations. These processes are the key drivers of value and competitive advantage. Organizations are very interested in streamlining and controlling business processes to ensure that effectiveness and efficiency objectives are being met, that the generation of financial information is accurate and reliable, and that risks are managed. *Prerequisites:* ACCT 2301, ACCT 2302 and ITOM 2308.

4307 (ACCT 4307). Business Modeling With Spreadsheets. This course introduces students to advanced quantitative modeling techniques for business decision-making. A variety of modeling techniques such as simulation analysis, optimization modeling and multifactor decision-making will be covered. Students will learn how these techniques are implemented in spreadsheets to help businesses understand and manage risk and improve decision-making. Applications will cover a broad range of functional areas, including financial analysis and planning, scheduling and staffing, network (routing and transportation), and project selection.

Management and Organizations (MNO)

Associate Professor Don VandeWalle, Department Chair

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

See requirements to major in management in the Programs of Study section.

3300, 3301. Special Topics in International Management I and II. Offered through SMU Abroad. *Prerequisite:* Junior standing.

3310. Management Concepts. This class provides a broad survey of key issues, theories and practices that underpin how organizations function, evolve and perform. Using a variety of readings, students examine such major topics as motivation, job design, organizational theory, leadership, organizational culture, competitive strategy and competitive advantage. B.B.A. majors and business administration minors who have already taken MNO 3370 will not receive credit for this course.

3370. Management of Organizations. A survey course to facilitate understanding of the key importance of management functions and principles in modern organizations. The course introduces students to the planning, organizing, leading and controlling functions, with a focus on understanding principles that lead to managerial effectiveness at the individual, group and organizational levels. Critical-thinking skills and development of self-awareness are a focus throughout the course. *Prerequisites:* MATH 1309 or 1337; ECO 1311 and 1312; ACCT 2301; and EMIS 4340 or 5370, or ITOM 2305, or STAT 2301 or 2331.

3371. Human Resources. This course examines how organizations execute their business strategy by effectively managing their people. The focus is on learning procedures and practices for developing human resource strategy and the alignment of job descriptions, recruitment, interviewing, training and development. Emphasis is on the practical application of human resource tools that are needed to be a successful manager of talent in both traditional business and in entrepreneurial roles. *Prerequisite:* MNO 3370.

3373. Negotiations. This course examines theories and processes of negotiation as practiced in a variety of settings. The focus is on the understanding of negotiation strategies and methods of conflict resolution in the context of competitive situations. The prominent teaching methods are simulations, role-playing and case studies. *Prerequisite:* MNO 3370.

3375. Corporate Social Responsibility and Ethical Leadership. This course studies ethical dilemmas managers face. Topics include giving voice to one's values; organizational responsibilities to employees, customers, shareholders and the community; and conflicts of interest, product liability and whistle blowing. The mode of delivery is case study, class discussion, video analysis, and written and oral presentations.

NOTE: The cross listing of CFB 3375 and MNO 3375 is subject to the same rules that restrict credit for all other CF, CFA and CFB courses that are cross-listed with departmental courses (see General Education Rules 9 and 10). In addition, students who take either CFB 3375 or MNO 3375 may not take ACCT 3391, nor may students taking ACCT 3391 take either of the other two courses 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.

4340. Employee Benefits. The structure of employee benefits is a strategic decision for employers and an important financial planning element for employees. An overview of typical employee benefits is covered along with how these benefits integrate with Social Security. Course content includes a discussion of qualified and nonqualified plans that are of current

importance to employers and employees. To gain practical experience, students will examine details of benefit offerings that are part of actual job offers to SMU students.

NOTE: This course will be listed as RMI 4340 on the academic course schedule. *Prerequisite:* MNO 3370.

4361. Project Management. Projects are a fundamental means of getting things done in business today. Project management is a set of practices and interpersonal skills designed to successfully accomplish business results that are delivered on time and on budget and meet quality standards. Project management is a skill that is in high demand across industries and organizational structures because it is becoming the preferred process to achieve successful results. Topics covered include defining the project goals, developing a plan to achieve the goals, executing the plan and evaluating progress. Interpersonal skills include communication, collaboration and team management. *Prerequisite:* MNO 3370.

4371. Leadership and Culture. The course is designed to enhance effectiveness and success as an outstanding leader. Important theories of motivation, leadership, interpersonal relationships, teamwork and organizational culture are studied and applied to making leadership decisions. *Prerequisite:* MNO 3370 (OR, for non-Cox students, approval of the Cox B.B.A. Advising Office, junior standing, and two courses in psychology or sociology may be substituted for the prerequisite).

4378. Independent Studies in Management. Research in this area will consider contemporary issues – theoretical, ethical, methodological, social, etc. – that are currently of interest to management. *Prerequisites:* MNO 3370 and permission of full-time faculty.

Marketing (MKTG)

Professor Raj Sethuraman, Department Chair

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

See requirements to major in marketing in Programs of Study section.

3300. Special Topics in International Marketing. Offered through SMU Abroad. *Prerequisite:* Junior standing.

3310. Marketing Concepts. Students learn the basic principles of consumer marketing and the role of each element of the marketing mix. Emphasis is placed on creating a familiarity with marketing strategy and planning processes and viewing marketing within a societal context. Learning takes place through lectures, case studies and small-group activities, and discussions during which students develop answers to marketing problems and opportunities. B.B.A. majors and students enrolled in the Minor in Business Administration program who have already completed MKTG 3340 will not receive credit for this course.

3340. Fundamentals of Marketing. Examines three major areas: the nature of marketing decisions; the environment in which these decisions are made; and the relationship of these decisions to the firm, business and society. *Prerequisites:* MATH 1309 or 1337; ECO 1311 and 1312; ACCT 2301; and ITOM 2305, or STAT 2301 or 2311, or EMIS 4340 or 5370.

3342. Marketing Research. Nature and role of information in the decision-making process, identification and discussion of the elements and relationships that constitute the research process, planning and conducting a research project, and the role and nature of a marketing information system. *Prerequisite:* MKTG 3340.

3343. Consumer Behavior. Helps students understand the motivation and behavior of buyers and consumers. Consumer behavior within a marketing framework will be discussed and will be related to the task of marketing management. *Prerequisite:* MKTG 3340.

3344. Integrated Communication Advertising Management. Provides an opportunity for students to explore key marketing communication concepts and management issues through the study of message strategy, advertising, sales promotion, direct marketing and media planning. *Prerequisite:* MKTG 3340.

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

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

3347. Services Marketing. Investigates the institutions that facilitate the transfer of title of a good as it moves from producer to ultimate consumer. Offered through SMU-in-Australia. *Prerequisite:* MKTG 3340.

3348. International Marketing. This course examines international marketing at every level: from the evolved, underlying common nature of all humans, to legal issues concerning export and import, to the subtle nuances of strategy in subregions of foreign countries. This class emphasizes novel problem-solving and an expanded world view with a focus on real-world approaches to understanding the global marketing environment. *Prerequisite:* MKTG 3340.

3349. 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. Studies the fundamentals of pricing the product and the formulation of price policies, including their legal aspects. *Prerequisite:* MKTG 3340.

3341. Marketing Implementation and Control. Uses the case analysis method to examine strategy, tactics and decision-making regarding the implementation and control of marketing problems. *Prerequisite:* MKTG 3340.

3345. Sports Marketing. An exploration of sports marketing from two perspectives: the marketing of sports and marketing through sports. Focuses on key issues such as fan segmentation, branding, licensing and sponsorship. *Prerequisite:* MKTG 3340.

5150. Marketing Internship. This course requires students to work in a professional capacity in a marketing-oriented position within a company. The company providing the internship, and the job responsibilities of students, are subject to approval. To obtain credit, the internship must involve a minimum of 100 hours of work. Course also involves additional academic requirements as determined by the internship adviser. MKTG 5150 and the related internship *must* be completed prior to the student's final term. *Prerequisites:* MKTG 3340 and 3342 or 3343.

5341. Marketing Management. (*spring only*) The objectives are to: 1) provide the student with a fundamental understanding of the marketing strategy planning process within the firm and 2) develop the abilities to cope with marketing management problems encountered by senior marketing managers, general management executives and marketing consultants. Viewed as the capstone course for marketing majors. Heavy emphasis is placed on case analysis and class projects. *Prerequisites:* Senior standing and MKTG 3342.

5342, 5343. Independent Studies in Marketing.

5345. Honors Marketing Practicum. (*spring only*) Gives students an opportunity to apply marketing concepts and theories learned in the classroom to a real-life business situation. Groups will be responsible for researching, designing and presenting a comprehensive integrated marketing promotions plan to a Dallas business. *Prerequisite:* By application.

Real Estate, Risk Management and Business Law

Professor William B. Brueggeman, Department Chair

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

See requirements to major in real estate finance in the Programs of Study section.

Real Estate (RE)

3381. Real Estate Fundamentals. An introduction to all phases of real estate and the foundation for other courses in real estate. *Prerequisite:* ACCT 2302; *corequisite:* FINA 3320.

4338. Real Estate Law. (*spring only*) A survey of real estate law with particular attention given to real estate transactions, financing, syndication and land use regulation. *Prerequisites:* BL 3335 and RE 3381.

4382. Real Estate Markets and Valuation. (*fall only*) The principles and techniques of estimating the value of residential and income-producing properties. Also considers the economic base, structure and distribution of land use in urban areas. *Prerequisites:* RE 3381 and FINA 3320. With permission of RE 4382 instructor, RE 3381 and 4382 may be taken concurrently.

4389. Real Estate Finance. (*spring only*) Development of technical competence necessary to structure real estate transactions. Computation of periodic payments, amortization schedules and true borrowing costs. Examination of the secondary mortgage market. Application of techniques for structuring real estate transactions (e.g., sale-leaseback, joint ventures, syndications). *Prerequisites:* RE 3381, RE 4382 and FINA 3320. (Students cannot receive credit for RE 4381 and RE 4389.)

Business Law (BL)

3310. Legal Perspectives and Business Law. This survey law course provides an understanding of basic legal issues essential to working with attorneys in corporate, entrepreneurial or personal environments. Topics addressed through readings, discussion and written assignments 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.

3335. Introduction to Legal Environment and Ethics. An environmental course that emphasizes the nature, formation and application of law with a macro view. Public law and regulation of business are emphasized. *Prerequisites:* MATH 1309 or 1337; ECO 1311 and 1312; ACCT 2301; and ITOM 2305, or STAT 2301 or 2331, or EMIS 4340 or 5370.

4336. Advanced Business Law. Includes the law of real property, commercial paper, creditors' rights and secured transactions, agency and employment, partnerships, and corporations. *Prerequisite:* BL 3335.

Risk Management and Insurance Area (RMI)

3360. Principles of Risk Management and Insurance. This course focuses on the principles of risk and the role of insurance in handling risk. Topics range from conventional insurance markets to Lloyds of London. Also includes an overview of commercial risks and insurance choices of business owners. The principles of insurance economics are reinforced with practical applications to automobile insurance, renters insurance, life insurance and health insurance.

4335. Insurance Company Operations. The course explores issues surrounding the operation of an insurance company by looking at underwriting strategy, the choice of distribution system, reinsurance arrangements, investments and claims. Students will participate in an insurance game that simulates a competitive market. Decisions will involve insurance company operations such as price, portfolio mix and underwriting strategy. *Prerequisite:* RMI 3360.

4340 (MNO 4340). Employee Benefits. The structure of employee benefits is a strategic decision for employers and an important financial planning element for employees. An overview of typical employee benefits is covered along with how these benefits integrate with Social Security. Course content includes a discussion of qualified and nonqualified plans that are of current importance to employers and employees. To gain practical experience, students will examine details of benefit offerings that are part of actual job offers to SMU students. *Prerequisite:* MNO 3370.

4360. Insurance and Corporate Risk Management. This course 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 business forms. Practice meets theory during the class through a series of interactions with corporate risk managers representing

a variety of industry sectors and perspectives. Other topics include risk management, enterprise risk management, the role of the commercial insurance market and how market changes affect decision-making. *Prerequisite or corequisite:* RMI 3360.

5325. Internship. A directed studies project that includes student interaction with an organization and a research paper on a risk or insurance topic. *Prerequisite:* Instructor approval.

Strategy and Entrepreneurship (STRA)

Professor Gordon Walker, **Department Chair**

Professor: Maria A. Minniti. **Associate Professors:** David Carroll Croson, David T. Lei. **Assistant Professor:** Qi Zhou. **Executive-in-Residence:** W. Michael Cox. **Scholar-in-Residence:** Dwight R. Lee. **Writer-in-Residence:** Richard G. Alm.

5370. Strategic Management in a Global Economy. Analyzes the processes of building competitive advantage and strategy execution in single and multibusiness firms with emphasis on industry evolution, the boundaries of the firm and global competition. *Prerequisites:* ACCT 2301 and 2302; EMIS 4340 or 5370, or ITOM 2305, or STAT 2301 or 2331; FINA 3320; MKTG 3340; MNO 3370; and ITOM 3306.

5371. Advanced Strategic Management. (*spring only*) Seeks to extend the theories and practices introduced in STRA 5370 and to broaden the understanding of strategic problems found in modern corporations. Topics may vary. *Prerequisite:* STRA 5370.

5378, 5379. Independent Studies in Strategy. Projects will focus on contemporary issues in strategy research. *Prerequisites:* STRA 5370 and permission of full-time faculty.

The Caruth Institute for Entrepreneurship (CISB)

Jerry White, **Director**

3379. Developing Entrepreneurial Opportunities. Students learn to recognize and evaluate entrepreneurial opportunities in a variety of settings. The emphasis is on entrepreneurship as a manageable process that can be applied in many organizational settings. Identifies the many ways in which entrepreneurship manifests itself and discusses the characteristics and implications of social entrepreneurship, high-tech entrepreneurship, corporate entrepreneurship, public sector entrepreneurship, family businesses and other contexts. This course is restricted to business majors.

3380. Business Decision-Making. This course analyzes theories and practices of decision-making in a variety of business settings with the aim of helping students make better business decisions. Specifically, it focuses on understanding the processes through which individuals and firms make decisions (and mistakes) in uncertain situations. Particular emphasis is put on how to process information effectively, when to use rules of thumb and how to detect biased judgments. The course emphasizes simulations and in-class experiments. *Prerequisites:* MATH 1309 or 1337; ECO 1311 and 1312; STAT 2301 or 2331, or ITOM 2305, or EMIS 4340 or 5370.

4398. 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. *Prerequisites:* FINA 3320, MKTG 3340 and MNO 3370.

5397. Entrepreneurship (Starting a Business). This course helps students understand how to plan and start a new business or expand an existing owner-managed or family-owned business. Topics covered include the personal characteristics of successful entrepreneurs, identifying the window of opportunity for launching a new venture, determining if a new business will be profitable, profit and cash flow forecasts, sources of information, forecasting sales, the importance of relevant experience, finding financing, and the business plan. *Prerequisites:* FINA 3320, MKTG 3340, MNO 3370 and ITOM 3306.