

NOTICE OF NONDISCRIMINATION

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

BULLETIN OF SOUTHERN METHODIST UNIVERSITY

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

Undergraduate Catalog

Dedman School of Law Graduate Catalog

Perkins School of Theology Graduate Catalog

Dedman College of Humanities and Sciences Graduate Catalog

Cox School of Business Graduate Catalog

Meadows School of the Arts Graduate Catalog

Simmons School of Education and Human Development Graduate Catalog

CONTENTS

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

Concentrations: Full-Time M.B.A. and Professional M.B.A. Programs	61
M.B.A. Concentrations	61
Accounting Department	61
Finance Department	62
Information Technology and Operations Management Department	65
Management and Organizations Department	66
Marketing Department	66
Real Estate, Risk Management and Business Law Department	67
Strategy, Entrepreneurship and Business Economics Department	67
Across Academic Departments	68
Academic Records, General and Enrollment Standards	69
Cox Graduate Programs Policies and Procedures	69
Honor Code of Cox School of Business	69
Admissions Information	69
Deferral of Admission	69
Course Enrollment	69
Course Loads and Scheduling	70
Course Overloading for Full-Time M.B.A. Students	71
Course Overloading for Professional M.B.A. Students	71
Acceleration For Professional M.B.A. Students	71
Readmission	72
Student in Good Standing Criteria	72

Grade Policies	83
Grade Scale	83
Grade of Incomplete	84
Grade Point Average	85
Course Grades Not Meeting Degree Requirement	85
Grade Forgiveness Opportunity for Required Core Courses	86
Grade Changes	86
Grade Appeals	86
Satisfactory Progress Policies	87

COX GRADUATE PROGRAMS 2011–12 ACADEMIC CALENDAR

Fall Term 2011

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

August 22, Mon., First day of module A

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

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

September 3, Sat., No classes held

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

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

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

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

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

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

October 17, Mon., First day of module B

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

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

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

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

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

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

November 23, Wed., No classes held

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

November 26, Sat., No classes held

December 3, Sat., Last day of class instruction

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

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

December 11–January 8, Winter break

Spring Term 2012

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

January 9, Mon., First day of module A

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

January 14, Sat., Classes meet

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

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

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

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

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

February 27–March 3, Mon.–Sat., Exams for module A
March 4–11, Sun.–Sun., Graduate Cox spring break

March 12, Mon., First day of module B

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

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

April 7, Sat., No classes held

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

April 20, Fri.,

ACADEMIC PROGRAMS

FULL-TIME M.B.A.

Program

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

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

The Edwin L. Cox School of Business seeks candidates who show a strong potential for success in today's global business environment. Candidates who demonstrate analytical capabilities, leadership experience, interpersonal and communication skills, and personal commitment and motivation are invited to apply. The Admissions Committee seeks candidates who possess outstanding academic achievement and potential, leadership qualities, and management potential. To assess these characteristics, the committee will look to the following elements to help identify a candidate's potential to succeed in the program: test scores (GMAT management/business graduate school admission test required for all applicants; TOEFL or PTE English language proficiency test also required for international applicants), previous academic records, references whodeont

*Year 1 – Fall Term (continued)**Credit Hours***Module B Courses**

ACCT 2nd required accounting course+	2
BUSE 6202 Managerial Economics	2
ITOM 6202 Management Decision Analysis	2
MNGT 6103	

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

Understanding major political and economic trends outside the United States is critical to success in today's business environment. Through the International Exchange Program, the Cox School provides Full-Time M.B.A. students with the

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

Program

The combined full-time J.D./M.B.A. program is offered jointly by the SMU Dedman School of Law and the Cox School of Business. The program is designed for students

Curriculum

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

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

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

<i>Year 1 – Fall and Spring Terms at Dedman Law</i>	<i>Credit Hours</i>
Dedman Law courses	30
Year Total	30

Year 2 – Fall Term at Cox Business

Module A Courses

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

24 credit hours of required Cox courses

24 credit hours of elective Cox courses**

48 credit hours total for Cox toward J.D./M.B.A. degree**Credit Hours Summary by School**

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

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

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

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

M.A./M.B.A.

Program

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

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

The Admissions Committee seeks candidates who demonstrate outstanding academic achievement and potential, leadership qualities, and management potential. To assess these characteristics, the committee will look to the following elements to help identify a candidate's potential to succeed in the program: test scores (GMAT management/business graduate school admission test required for all applicants; TOEFL or PTE English language proficiency test also required for international applicants), previous academic records, references who can speak to the candidate's professional

Curriculum

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

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

Total Credit Hours: 75

(48 Business + 27 Arts Administration)

Year 1 – Fall Term

Credit Hours

Module A Courses

ARAD 6201

<i>Year 2 – Fall Term</i>	<i>Credit Hours</i>
International Study – Courses at Bocconi University in Milan, Italy	
Arts management electives: four courses	12
Business electives: two courses	4
Term Total	16
<hr/>	
<i>Year 2 – Spring Term</i>	
ARAD 6054 Practica (10 hours per week)	0
Module A Course	
ARAD 6215 Independent Study: In-Dep	

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

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

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

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

Courses: 3 Credit Hours Each

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

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

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

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

Courses: 0 Credit Hours Each

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

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

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

PROFESSIONAL M.B.A.

Program

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

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

The Cox School of Business seeks candidates who show a strong potential for

<i>Term 2</i>	<i>Credit Hours</i>
Module A Courses	
ACCT 2nd required course ⁺	2
ITOM 6202 Management Decision Analysis	2
MNGT 6003 Business Presentation Techniques [^]	0
Module B Courses	
FINA 6201 Managerial Finance	2
MKTG 6201 Marketing Management	2
MNGT 6001 Managing Your Career [#]	0
Term Total	8
<hr/>	
<i>Term 3</i>	
Module A Courses	
ITOM 6203 Operations Management	2
STRA 6201 Strategic Management	2
Module B Courses	
Electives: two courses	4
Term Total	8
<hr/>	
<i>Term 4</i>	
Modules A and B Courses	
Electives: four courses	8
Term Total	8
<hr/>	
<i>Term 5</i>	
Modules A and B Courses	
Electives: four courses	8
Term Total	8
<hr/>	
<i>Term 6</i>	
Modules A and B Courses	
Electives: four courses	8
Term Total	8

Spring Entry Curriculum

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

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

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

Total Credit Hours: 48

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

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

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

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

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

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

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

Students may participate in international programs after completing all required core courses. To apply for the international programs, students must be in good academic standing with a 3.200 or better cumulative GPA. Participants are selected on a first-come, first-served basis, with graduation date and cumulative GPA holding

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

Program

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

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

Curriculum

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

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

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

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

20 credit hours of required Cox courses

28 credit hours of elective Cox courses**

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

Credit Hours Summary by School

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

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

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

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

<i>Term 3 – Summer</i>	<i>Credit Hours</i>
Module 5	
BA 6039 Macroeconomics	1.5
BA 6077 Legal Environment of Business	1.5
BA 6323 Business Finance Part I	1.5
Module 6	
BA 6015	

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

Required: 1.5 Credit Hours Each

BA 6005. Strategic Human Capital. The techniques, policies, processes, strategies and practices used by companies and managers to effectively and efficiently use human resources. Shows how the various "core" areas of human resource management

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

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

Policies and Procedures

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

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

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

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

M.S. IN ACCOUNTING

Program

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

M.S.A. program applicants must have completed six hours of introductory

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

Credit Hours Summary for M.S.A. Program

16 credit hours of required accounting courses

16 credit hours of elective courses

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

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

ACCT 6211 Financial Statement Analysis

ACCT 6213 Accounting-Based Valuation

FINA 6211 Valuation and Analysis (*note course has prerequisite of FINA 6205 Finance Theory and Practice*)

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

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

ACCT 6238 Taxation of Mergers and Acquisitions

ACCT 6240 Advanced Partnership Taxation

ACCT 6241 Seminar in International and State Taxation

ACCT 6242 Accounting for Income Taxes

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

ACCT 6210 Financial Reporting and Analysis I

ACCT 6212 Financial Reporting and Analysis II

ACCT 6242 Accounting for Income Taxes

For planning assistance regarding the elective course options, students should visit the M.S.A. website www.coxmsa.com or contact the director of the M.S.A. program at

M.S. IN ENTREPRENEURSHIP

Program

The curriculum of the M.S. in Entrepreneurship program is designed to provide students with a solid foundation in entrepreneurial management, based on the disciplines of finance, accounting, operations, strategy, marketing and management.

<i>Term 3 – Summer</i>	<i>Credit Hours</i>
Module A Courses	
CISB 6216 Managing the Entrepreneurial Business I	2
STRA 6201 Strategic Management	2
Module B Courses	
CISB 6217 Managing the Entrepreneurial Business II	2
FINA 6201 Managerial Finance	2
Term Total	8
<hr/>	
<i>Term 4 – Fall</i>	
Module A Courses	
ITOM 6203 Operations Management	2

Term 4 – Spring

Credit Hours

M.S. IN MANAGEMENT

Program

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

Term 2 – Spring (continued) *Credit Hours*

Module B Courses

FINA 6201 Managerial Finance	2
MKTG 6201 Marketing Management	2
Elective: one course from ACCT/CISB/MNO/nonoperations ITOM	2

Term Total **10**

Term 3 – Summer

Module A Courses

ITOM 6203 Operations Management	2
STRA 6201 Strategic Management	2
Elective: one course from offerings except STRA or ITOM operations	2

Module B Courses

Electives: three courses from offerings; must meet course prerequisites	6
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Term Total **12**

Credit Hours Summary for M.S.M. Program

20 credit hours of core academic required courses

10 credit hours of free elective courses as noted above

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

DEPARTMENTS AND COURSES

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

ACADEMIC AREAS OF INSTRUCTION

Courses are listed under the following academic areas:

Accounting (ACCT)

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

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

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

ACCT 6208. Audit Risks and Controls.

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

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

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

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

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

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

ACCT 6239. Tax Research. This course is designed to provide a foundation from which students can effectively identify, research and

Finance (FINA)

Professor William Maxwell, Department Chair

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

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

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

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

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

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

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

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

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

FINA 6214. International Financial Markets. This course is designed to provide an overview of the financial environment that globally operating companies and investors operate in. Topics include exchange rate determination and forecasting, international fixed income and equity markets, barriers to international investing and the securities that overcome these barriers, international portfolio home bias, and law and finance. *Prerequisite:* Finance Theory and Practice.

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

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

FINA 6218. Fixed Income Securities. This course provides an analysis of fixed-income securities and interest rate derivatives. Topics covered include an overview of key bond markets, bond mathematics, theories and models of the term structure of interest rates, evaluation of credit risk, determination of the price of a leveraged firm, and the impact of leverage on the firm's value. *Prerequisite:* Finance Theory and Practice.

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

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

FINA 6230. Practicum in Portfolio Management I. (*fall term*) The first course, taught in the fall term, of a two-course, two-term practicum that provides students with real-time money-management experience in managing the Nancy Chambers Underwood portfolio (approximately \$4 million). The course tasks involve sector analysis, the evaluation of existing

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

ITOM 6231. Special Topics in Information Technology and Operations Management. A survey of contemporary issues

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

Management and Organizations (MNO)

Associate Professor Don VandeWalle, Department Chair

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

MKTG 6226. Marketing Strategy. The course focuses on the strategic marketing choices made by top management that have a significant influence on an organization's performance and competitive success. These choices include selecting markets in which to compete, defining and choosing which customer needs to address, deve

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

MKTG 6233. Nonprofit Marketing Strategy. An introduction to strategic management and

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

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

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

CISB 6210. Essential Law for the Entrepreneur. A course that provides a broad awareness of and skill in coping with critical legal issues encountered by the entrepreneur building a growth-oriented business. Also he

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

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

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

Electives: 2 Credit Hours Each

BUSE 6206. Uncertainty and Strategic Decision-Making. This course sets forth the principles of decision-making under uncertainty and explains how they can be applied to enhance managerial performance. The subject matter includes the basic tools of modern game theory, the economics of information, risk aversion, and decision theory. Illustrations and problems are drawn from diverse areas of business practice, including price competition, contract negotiations, auctions and competitive bidding, capacity expansion, and market entry. This course may be taken at any time after completing the prerequisite course. *Prerequisite:* Managerial Economics.

BUSE 6223. Game Theory for Business Managers. This course applies and extends the tools of modern game theory that are introduced in BUSE 6206. The course provides a framework for recognizing the basic types of strategic situations that confront management and a systematic approach for identifying effective competitive strategies. The principles of cooperative versus noncooperative behavior, pure versus mixed strategies, reputation building, repeated practice, and Uncertainty and Strategic Decision-

Business Administration Exchange (BAEX)

Elective Credit Hours: One to four hours per course.

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

PROFESSIONAL M.B.A. INTERNATIONAL ELECTIVE COURSE LIST

Below are the current courses that satisfy the Professional M.B.A. degree requirement to take at least one elective course with an international business focus. Note that the courses listed are not offered every term. Students need to plan accordingly as they cannot be concurrently enrolled in the same module at an international partner school program and at Cox for a campus-based course. For

Course Number and Catalog Course Title

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

International Program Courses

Program Course Title

BAEX 6238 Doing Business/Latin America	Risks and Opportunities of Latin American Emerging Markets
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P.M.B.A International Program Courses

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

P.M.B.A Exchange Program

Copenhagen Business School

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

M.B.A. CONCENTRATIONS

Accounting

Specialization option: Financial statement analysis

Business Analytics

Finance

Specialization options: 1) alternative assets, 2) investments, 3) corporate finance or 4) energy finance

Financial Consulting

General Business

Information and Operations

Management

Marketing

Real Estate

Strategy and Entrepreneurship

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

ACCOUNTING DEPARTMENT

Concentration in Accounting – 12 credit hours

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

ACCT 6205 Managerial Accounting I

ACCT 6206 Managerial Accounting II

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

ACCT 6208 Audit Risks and Controls

ACCT 6210 Financial Reporting and Analysis I

ACCT 6211 Financial Statement Analysis

ACCT 6212 Financial Reporting and Analysis II

ACCT 6213 Accounting-Based Valuation

ACCT 6214 Mergers and Acquisitions

ACCT 6215 Advanced Topics in Accounting

ACCT 6217 International Financial Reporting

ACCT 6218 Forensic Accounting and Financial-Statement Fraud

ACCT 6239 Tax Research

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

M.S.A. tax courses:

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

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

Financial Statement Analysis – 12 credit hours

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

Plus any 12 hours of elective courses from the following list:

ACCT 6205 Managerial Accounting I
ACCT 6206 Managerial Accounting II
ACCT 6210 Financial Reporting and Analysis I
ACCT 6211 Financial Statement Analysis
ACCT 6212 Financial Reporting and Analysis II
ACCT 6213 Accounting-Based Valuation
ACCT 6214 Mergers and Acquisitions

Concentration in Financial Consulting – 12 credit hours

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

Plus any 12 hours of elective courses from the following list:

ACCT 6210 Financial Reporting and Analysis I
ACCT 6211 Financial Statement Analysis
ACCT 6212 Financial Reporting and Analysis II
ACCT 6213 Accounting-Based Valuation
FINA 6205 Finance Theory and Practice
FINA 6211 Valuation and Analysis
FINA 6212 Corporate Financial Policies

FINANCE DEPARTMENT

Concentration in Finance – 16 credit hours

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

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

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

FINA 6216 Portfolio Theory and Asset Pricing

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

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

FINA 6211 Valuation and Analysis

FINA 6212 Corporate Financial Policies

FINA 6214 International Financial Markets

FINA 6217 Leveraged Finance

FINA 6218 Fixed Income Securities

FINA 6219 Forwards, Futures and Swaps

FINA 6220 Options

FINA 6222 Financial Markets and Monetary Policy

FINA 6226 Alternative Asset Management

FINA 6227 Hedge Funds

FINA 6228 Energy Project Valuation and Finance

FINA 6229 Energy Risk Management

FINA 6230 Practicum in Portfolio Management I (fall term)

FINA 6231 Practicum in Portfolio Management II (spring term)

FINA 6236 Advanced Portfolio Management

BUSE 6223 Game Theory for Business Managers

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

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

1. Alternative Assets – 16 credit hours

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

FINA 6205 Finance Theory and Practice

FINA 6216 Portfolio Theory and Asset Pricing

FINA 6226 Alternative Asset Management

FINA 6227 Hedge Funds

BUSE 6206 Uncertainty and Strategic Decision-Making

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

FINA 6214 International Financial Markets

FINA 6217 Leveraged Finance

FINA 6218 Fixed Income Securities

FINA 6219 Forwards, Futures and Swaps

FINA 6220 Options

FINA 6228 Energy Project Valuation and Finance

FINA 6229 Energy Risk Management

FINA 6230 Practicum in Portfolio Management I (fall term)

FINA 6231 Practicum in Portfolio Management II (spring term)

FINA 6236 Advanced Portfolio Management

2. Investments – 16 credit hours

ACCT 6202 Financial Accounting II or

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

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

**INFORMATION TECHNOLOGY AND
OPERATIONS MANAGEMENT DEPARTMENT**

Concentration in Business Analytics – 12 credit hours

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

Plus minimum of 4 hours from the foundation list:

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

Plus additional courses from the following elective course list:

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

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

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

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

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

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

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

Concentration in Real Estate – 14 credit hours

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

Plus the 14 hours of courses in the following list:

BUSE 6206 Uncertainty and Strategic Decision-Making
FINA 6205 Finance Theory and Practice
FINA 6211 Valuation and Analysis
RE 6211 Real Estate Investment
RE 6212

STRA 6224 Entrepreneurial Strategy

STRA 6225 Strategic Alliances

STRA 6226 Developing Business Unit Strategy in a Competitive Environment

STRA 6228 Global Strategy

STRA 6232 Innovation and Strategic Change

STRA 6236 The Practice of International Business

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

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

CISB 6210 Essential Law for the Entrepreneur

CISB 6211 Enhancing Operational Performance for Entrepreneurial Companies

CISB 6212 International Entrepreneurship

CISB 6214 Law of Financial Transactions for Entrepreneurs

CISB 6216 Managing the Entrepreneurial Business I

CISB 6217 Managing the Entrepreneurial Business II

CISB 6218 Managing the Family-Owned and Closely Held Business

CISB 6219 Business Decision-Making

CISB 6222 Starting a Business I

CISB 6223 Starting a Business II

CISB 6224 Venture Financing

CISB 6225 Entrepreneurial Exit Strategies

CISB 6226 Evaluating Entrepreneurial Opportunities

CISB 6228 Corporate Entrepreneurship: Intrapreneuring

CISB 6230 Teaming With Venture Investors

CISB 6231 Venturing in China

Group Two (Maximum of 4 hours):

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

ACCT 6210 Financial Reporting and Analysis I

ACCT 6211 Financial Statement Analysis

ACCT 6214 Mergers and Acquisitions

BUSE 6206 Uncertainty and Strategic Decision-Making

BUSE 6223 Game Theory for Business Managers

ITOM 6226 Operations Management Strategy

MKTG 6222

ACADEMIC RECORDS, GENERAL AND ENROLLMENT STANDARDS

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

Graduate Student Services Office distributes by email enrollment information and dates for that term's enrollment transactions.

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

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

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

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

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

Course Loads and Scheduling

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

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

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

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

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

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

Course Overloading for Professional M.B.A. Students

After successfully completing all 20 credit hours of required core courses with a cumulative GPA of 3.200 or better, Professional M.B.A. students may elect to take up to three courses or six credit hours in a module, a total of 12 credit hours in a term. Students need to contact Graduate Student Services Office staff for override permission when taking 12 credit hours. Professional M.B.A. students are not permitted to transfer into the Full-Time

Readmission

Students in good standing who have not enrolled in more than 12 months must

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

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

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

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

Awards

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

Merit-Based Scholarships

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

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

Financial Aid

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

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

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

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

GENERAL POLICIES

Confidentiality of Education Records

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

In general, no personally identifiable information from a student's education record will be disclosed to any third party without written consent from the student. Several exceptions exist, including these selected examples: 1) information defined by SMU as directory information may be released unless the student requests through Access.SMU Self Service that it be withheld, 2) information authorized by the student through Access.SMU Self Service may be released to those individuals designated by the student and 3) information may be released to a parent or guardian if the student is the student's legal guardian.

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

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

The University issues all students an email address. Students may have other

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

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

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

Final Examinations

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

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

Academic Grievance and Appeals Procedures for Students With Disabilities

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

Term Hour Loads

Withdrawal From a Course (Drop a Course)

If a student is unable to complete the work in an elective course and is ineligible to receive a grade of *I* (Incomplete), he or she may withdraw from the course. Students

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

<i>Grades</i>	<i>Description</i>	<i>Grade Points per Term Hour</i>
B-	Good Scholarship	2.700
C+	Fair Scholarship	2.300
C	Fair Scholarship	2.000
C-	Fair Scholarship	1.700
D+	Poor Scholarship	1.300
D	Poor Scholarship	1.000
D-	Poor Scholarship	0.700
F	Fail	0.000

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

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

Grade Point Average

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

Course Grades Not Meeting Degree Requirement

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

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

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

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

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

Grade Forgiveness Opportunity for Required Core Courses

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

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

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

SATISFACTORY PROGRESS POLICIES

Leave of Absence

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

Students in good standing may take a leave of absence for up to 12 months by sending a written notice to the Cox Graduate Student Services Office. To be in good standing, a student must have a cumulative GPA of 3.000 or better, must have earned eight or more hours, and must have a clear student financial record. Students seeking to re-enroll after a leave of absence must notify the Graduate Student Services Office in writing. A leave of absence does not affect the statute of limitations established by the initial enrollment.

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

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

Academic Progress

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- Less than a cumulative 2.500 GPA at the end of 8 GPA hours or first term.

GRADUATION POLICIES

Apply to Graduate

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

COX GENERAL INFORMATION

HISTORY

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

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

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

Today, under the leadership of Dean Albert W. Niemi, Jr., the Cox School

CENTERS AND INSTITUTES

The Center for Marketing Management Studies

Raj Sethuraman, Executive Director

Marci Armstrong, Director, Graduate Marketing Certificate Program

Charles Besio, Director, Marketing Management Studies

The Center for Marketing Management Studies supports ongoing marketing education through the Graduate Marketing Certificate Program. The 21-week program, offered on the Dallas and Plano campuses, runs throughout the school year and is designed to help marketing professionals from the North Texas business community sharpen their marketing skills and knowledge. GMCP topics include strategic marketing, customer loyalty and satisfaction, consumer decision-making, social media, and Internet marketing. Cox graduate students have the opportunity to network with the marketing professionals attending the GMCP.

The Center for Marketing Management Studies is affiliated with the marketing department at SMU-Cox. The broad purpose of the center is to create and disseminate marketing knowledge as well as promote the marketing department to students and external constituents. The center also hosts several marketing events each year for the Dallas business community. M.B.A. students are invited to help coordinate and attend these events.

**The EnCap Investments & LCM Group
Alternative Asset Management Center**

Donald Shelly, Director

This recently established center at the Cox School of Business puts Southern Methodist University at the forefront of training in the most significant growth area in the investment field today. There are more than 200 alternative investment firms in the DFW metroplex. The Alternative Asset Management program makes Cox a top provider of trained students for these local firms and other growing firms throughout the United States and the world.

JCPenney Center for Retail Excellence

Edward J. Fox, Executive Director

The center was created through a generous endowment from the JCPenney Company Inc. to advance the understanding of consumer shopping behavior and promote the development of leaders for the retail industry. The center facilitates

The Center for Research in Real Estate and Land Use Economics

William B. Brueggeman, Director

The center was created in 1984. It sponsors real estate industry outreach programs, general management programs and student internships. It also awards both undergraduate and graduate student assistantships and scholarships, which are made from endowments established by the Costa Institute of Real Estate Finance

Office. Discontinuance of class attendance or notification to the instructors of intention to withdraw does not constitute an official withdrawal.

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

NOTE: For students receiving financial aid (scholarships, grants or loans), when the withdrawal date qualifies for reduction of tuition and fees charges, the refund typically will be used to repay the student aid programs first and go to the student/family last. Further, government regulations may require that SMU return aid funds whether or not the University must reduce its tuition and fees (based on the *Bursar's Financial Information: Southern Methodist University* supplement); hence, a student whose account was paid in full prior to withdrawal may owe a significant amount at withdrawal due to the required return of student aid. Therefore, students who receive any financial aid should discuss, prior to withdrawal, the financial implications of the withdrawal with staff of the Division of Enrollment Services.

Medical withdrawals provide a daily pro rata refund of tuition and fees, and have conditions that must be met prior to re-enrollment at SMU. Medical withdrawals must be authorized by the medical director, psychiatric director, counseling and testing director, or vice president for student affairs.

Withdrawing students living in SMU housing must check out of residence halls through the Department of Residence Life and Student Housing per established procedures.

MERIT-BASED SCHOLARSHIPS

Information about merit-based scholarships at the Cox School is found in the Academic Records, General and Enrollment Standards section of this catalog.

FINANCIAL AID

Information about financial aid for the Cox School is found in the Academic Records, General and Enrollment Standards section of this catalog.

DESCRIPTION OF THE UNIVERSITY

THE VISION OF SOUTHERN METHODIST UNIVERSITY

To create and impart knowledge that will shape citizens who contribute to their communities and lead their professions in a global society.

THE MISSION OF SOUTHERN METHODIST UNIVERSITY

Southern Methodist University will create, expand and impart knowledge through teaching, research and service, while shaping individuals to contribute to their communities and excel in their professions in an emerging global society. Among its

Nearly all the students in SMU's first class came from Dallas County, but now 48 percent of the University's undergraduate student body comes from outside Texas. In a typical school year, students come to SMU from every state; from 92 foreign countries; and from all races, religions and economic levels.

Undergraduate enrollment is 53 percent female. Graduate and professional enrollment is 45 percent female.

A majority of SMU undergraduates receive some form of financial aid. In 2010–2011, 77.4 percent of first-year students received some form of financial aid, and 30.5 percent of first-year students received need-based financial aid.

Management of the University is vested in a Board of Trustees of civic, business and religious leaders – Methodist and non-Methodist. The founders' first charge to SMU was that it become not necessarily a great *Methodist* university, but a great *university*.

EDUCATIONAL FACILITIES

SMU LIBRARIES

Service to Southern Methodist University students, faculty and staff is the primary goal of all libraries at SMU. The libraries of the University contain more than three

UNIVERSITY LIFE AND SERVICES

ENGLISH AS A SECOND LANGUAGE PROGRAM

John E. Wheeler, Director

Students whose first language is not English may encounter special challenges as

available for most types of nonmajor medical treatment. When necessary, students

immunizations must be documented by a physician, public health record or school health record. Students will not be allowed to register without compliance. Students are encouraged to check their Access.SMU account for immunization status. Immunizations are available at the Health Center. Health history forms are available on the Health Center's website.

Note: Effective January 1, 2010, the Texas legislature passed and the governor signed HB 4189, requiring students living on college campuses to be vaccinated against bacterial meningitis. First-time students, including transfer students, who reside in or have applied for on-campus housing, must present documentation that they have been vaccinated against bacterial meningitis. A student may be exempt from the requirement if he or she presents a physician's certificate that the vaccination would injure the health of the student or if he or she signs an affidavit declining the vaccination due to reasons of conscience including religious belief. *This law is due to change again in January 2012. Students should refer to the Health Center's website for updates.*

DISABILITY ACCOMMODATIONS AND SUCCESS STRATEGIES

Housed within the Altshuler Learning Enhancement Center, DASS offers comprehensive disability services for all SMU students with disabilities. Services include classroom accommodations and physical accessibility for all students with a learning disability and/or attention deficit hyperactivity disorder, as well as other conditions such as physical, visual, hearing, medical or psychiatric disorders. For accommodations, it is the responsibility of the undergraduate and graduate students themselves to establish eligibility through this office. Students must provide

ballroom, a 100-seat high-tech forum, 18 meeting rooms and the offices of various organizations and departments. In addition, the facility houses an art gallery, a 24-hour computer lab, a commuter lounge and several retail operations. Students may study in comfortable public lounge areas, snack or dine in the Mane Course, conduct small or large meetings, send faxes, practice the piano or get the latest information on special events. Open from early morning until late evening, the center provides cultural, social and educational programs and resources to foster personal growth and enrich cultural, social, educational and recreational experiences. More than a building, Hughes-Trigg is “the center of the SMU community.”

STUDENT MEDIA

The student newspaper, *The Daily Campus* (

RIGHT TO KNOW

Southern Methodist University is pleased to provide information regarding academic programs, enrollment, financial aid, public safety, athletics and services for persons with disabilities. Students also may obtain paper copies of this information by contacting the appropriate office listed below. Disclosure of this information is pursuant to requirements of the Higher Education Act and the Campus Security Act. More information is available at www.smu.edu/srk.

1. **Academic Programs:** www.smu.edu/srk/academics

Provost Office, Perkins Administration Building, Room 219
214-768-3219

- a. Current degree programs and other educational and training programs.
- b. Instructional, laboratory and other physical facilities relating to the academic program.
- c. Faculty and other instructional personnel.
- d. Names of associations, agencies or governmental bodies that accredit, approve or license the institution and its programs and the procedures by which documents describing that activity may be reviewed.

2. **Enrollment:** www.smu.edu/srk/enrollment

Registrar, Blanton Student Services Building, Room 101
214-768-3417

- a. **Graduation Rates:** The completion or graduation rate of the institution's certificate- or degree-seeking, full-time undergraduate students and students who receive athletically related financial aid.
- b. **Privacy of Student Education Records:** The Family Educational Rights and Privacy Act governs SMU's maintenance and disclosure of a student's education records. FERPA provides students the right to inspect and review their education records and to seek amendment of those records that they believe to be inaccurate, misleading or otherwise in violation of their privacy rights. Further, FERPA prevents SMU from disclosing personally identifiable information about a student to outside third parties, except under specific circumstances outlined in SMU's Policy Manual.
- c. **Withdrawal:** Requirements and procedures for officially withdrawing from the institution.

3. **Financial Aid:** www.smu.edu/srk/finaid

Director of Financial Aid, Blanton Student Services Building, Room 212
214-768-3417

- a. Financial assistance available to students enrolled in the institution.
- b. Cost of attending the institution. (1.601(i)(t)15.2(n)8.1(i)51n(c)4.4(a)-1.6(tu)5.8(d)4.8(i)(g)tu)3m(e)-4-1(

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- d. The requirements for return of Title IV grant or loan assistance.
 - e. Enrollment status of students participating in SMU study abroad programs, for the purpose of applying for federal financial aid.
4. Student Financials/Bursar: www.smu.edu/srk; www.smu.edu/bursar
University Bursar, Blanton Student Services Building, Room 212
214-768-3417
- a. Tuition and fees.
 - b. Living on campus.
 - c. Optional and course fees.
 - d. Financial policies.

ADMINISTRATION AND FACULTY

CORPORATE OFFICERS OF THE UNIVERSITY

R. Gerald Turner, *President*

Thomas E. Barry, *Vice President for Executive Affairs*

- Dwight R. Lee, *Scholar in Residence and William J. O'Neil Chair in Global Markets and Freedom*, Ph.D., California (San Diego)
- David T. Lei, *Associate Professor of Strategy, Entrepreneurship and Business Economics*, Ph.D., Columbia
- Qin Lei, *Assistant Professor of Finance*, Ph.D., Michigan (Ann Arbor)
- Zining Li, *Assistant Professor of Accounting*, Ph.D., Minnesota
- Yian Liu, *Assistant Professor of Finance*, Ph.D., Chicago
- Joseph Magliolo, III, *Professor of Accounting and Distinguished Chair in Accounting*, Ph.D., Stanford
- William F. Maxwell, *Professor of Finance and Mary Jo Vaughn Rauscher Chair of Financial Investments*, Ph.D., George Washington
- Darius P. Miller, *Professor of Finance and Caruth Chair of Financial Management*, Ph.D., California (Irvine)
- Maria A. Minniti, *Professor of Strategy, Entrepreneurship and Business Economics, and Bobby B. Lyle Endowed Professor of Entrepreneurial Studies*, Ph.D., New York
- Albert W. Niemi, Jr., *Professor of Finance and Tolleson Chair in Business Leadership*, Ph.D., Connecticut
- Hyungshin Park, *Assistant Professor of Accounting*, Ph.D., North Carolina (Chapel Hill)
- Joonwook Park, *Assistant Professor of Marketing*, Ph.D., Penn State
- Robin L. Pinkley, *Professor of Management and Organizations*, Ph.D., North Carolina (Chapel Hill)
- Mina J. Pizzini, *Assistant Professor of Accounting*, Ph.D., Pennsylvania (Philadelphia)
- T. Andrew Poehlman, *Assistant Professor of Marketing*, Ph.D., Yale
- Amy V. Puelz, *Clinical Professor of Information Technology and Operations Management*, Ph.D., Nebraska (Lincoln)
- Robert Puelz,

Tasadduq Shervani, *Associate Professor of Marketing and Marilyn R. and Leo F. Corrigan, Jr. Endowed Professor*, Ph.D., Southern California

James L. Smith, *Professor of Finance and Maguire Chair of Oil and Gas Management*, Ph.D., Harvard

Gregory A. Sommers, *Clinical Professor of Accounting*, Ph.D., Ohio State

Johan Sulaeman, *Assistant Professor of Finance*, Ph.D., Texas (Austin)

John J. Sumanth, *Assistant Professor of Management and Organizations*, Ph.D., North Carolina (Chapel Hill)

Jacquelyn S. Thomas,

APPENDIX

2011–2012 COX GRADUATE CATALOG

Summary of Corrections and Changes

The table below lists corrections and changes to the official *Southern Methodist University 2011–2012 Cox School*



ADDENDUM
SOUTHERN METHODIST UNIVERSITY
2011–2012

UNIVERSITY LIFE AND SERVICES

(HEALTH SERVICES)

Immunizations. All students (undergraduate, graduate, part-time and full-time, to include international and IEP/ESL students) are required to have an SMU medical history form on file in the (i(1) 6) 16 (H) 163 (e) 167a) 171 (1) 166t) 16.2 (t) comply with SMU policy, all students must also submit to the Health Center immunization record that provide proof of immunization against measles, mumps and rubella. These MMR immunizations must be documented by a physician, public health record, military health record or school health record. (Stu) 31)-2.2(e) 31). (s) 3.7(w) 3)-1.7

Meningitis Vaccination. Effective January 1, 2012, Texas state law requires that all new students under the age of 30 must provide documentation demonstrating they have been vaccinated against bacterial meningitis. The documentation must show evidence that a meningitis vaccine or booster was given during the five-year period preceding and at least 10 days prior to the first day of class of the student's first term. Students should provide the documentation at least 10 days before the first day of class. Students seeking exemption from this requirement due to health