

SMU
COX SCHOOL OF BUSINESS

VISION STATEMENT

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

CREDO

GENERAL INFORMATION

From its beginning as the Department of Commerce for Southern Methodist University, the Edwin L. Cox School of Business has been educating the country's business leaders for more than 70 years.

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

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

In 1965, the SMU Foundation for Business Administration was established. This group of advisors has helped guide the Cox School throughout the years and today is known as the Executive Board. Also instrumental in supporting the Cox School are members of its two successful mentoring programs: the Associate Board for M.B.A. students and the Business Associates Program for B.B.A. students. These two boards involve almost 300 area business leaders who volunteer their time and expertise to the Cox School and its students who want to start making business connections for the future.

COX SCHOOL COMPLEX

On 1952, the University purchased the Fincher Memorial Building for the School of Business Administration, and for years the Fincher Building housed all activities of the Cox School. In 1989, two new buildings were added to the Cox School Complex — the Cary M. Maguire Building and the Trammell Crow Building.

Today the Fincher Building houses administrative and faculty offices, and conference and meeting rooms, while the Maguire and Crow buildings primarily house classrooms and study rooms. Hailed as one of the most technologically advanced business learning facilities in the country, the Cox School Complex has as its hub the Business Information Center (BIC), which combines the features of a university library with the immediacy of an on-line computer.

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SMU FINANCE INSTITUTE
MARC R. REINGANUM, *Director*

Established in 1983, the SMU Finance Institute sponsors various activities designed to enhance finance faculty and student excellence and to promote productive interaction among practitioners, students, and faculty in the field of finance. The Institute's activities include breakfast and luncheon speeches, a student internship program, a financial executive contemporary case seminar series, and an evening certificate program in finance. The Institute supports faculty research, student finance organizations, and student awards for excellence. The activities of the Institute are

THE CARUTH INSTITUTE OF OWNER-MANAGED BUSINESS

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

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

THE CENTER FOR RESEARCH IN REAL ESTATE AND LAND USE ECONOMICS

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

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

THE MAGUIRE ENERGY INSTITUTE

ALLEN MESCH, *Director*

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

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

ADMISSION

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

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

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

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

Students applying for the major who do not achieve a 2.70 G.P.A. on the original seven-course subset may request re-evaluation on the basis of the original subset plus a first attempt of ACCT 2312 and ISOM 2306. Students must achieve a mini-

Current University grading policy, as summarized under “Academic Forgiveness” in the University Registration and Academic Records Standards section of this catalog, permits forgiveness of academic work taken 10 or more years prior to the term of admission. Academic work forgiven under this policy will not be included in the G.P.A.

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

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

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

ACADEMIC REGULATIONS

DEGREE REQUIREMENTS

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

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

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

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

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

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

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

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

PROGRAMS OF STUDY

CURRICULUM

The requirements summarized below must be satisfied to earn the Bachelor of

BUSINESS ASSOCIATES PROGRAM

General Education Curriculum: 41 hours

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

Business Core requirements:

Business Hours (satisfies requirements for General Business major):

ACCT 2311, 2312 Fundamentals of Accounting I and II 6 hours

ISOM 2305 Managerial Statistics 3 hours
or STAT 2301

ISOM 2306 Operations Management 3 hours

ISOM 2308 Information Systems for Management 3 hours

FINA 3320 Financial Management of the Enterprise 3 hours

LT 3335 Introduction to the Legal Environment
of Business and Ethics 3 hours

MKTG 3340 Fundamentals of Marketing 3 hours

OBBP 3370 Organizational Behavior 3 hours

OBBP 5370 Management of the Total Enterprise 3 hours

or CISB 5397 Entrepreneurship I — Starting A Business

Business Electives 18 hours

TOTAL Business Hours 48 hours

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

TOTAL Academic Hours 122 hours

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

MAJOR IN ACCOUNTING

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

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

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

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

1. Fifteen-hour Accounting core:

ACCT 3311 Intermediate Accounting I
ACCT 3312 Intermediate Accounting II
ACCT 4311 Cost Accounting I 15 hours
ACCT 4315 Federal Income Tax I
ACCT 5314 Systems/Auditing

2. Three Accounting elective hours selected from the following:

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

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

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

MAJOR IN FINANCE

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

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

1. Six-hour Finance core:

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

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

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

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

MAJOR IN FINANCIAL CONSULTING*

*(pending approval by the SMU Board of Trustees)

1. Accounting core:

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

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

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

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

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

MAJOR IN MANAGEMENT INFORMATION SYSTEMS

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

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

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

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

MAJOR IN MARKETING

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

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

1. Six-hour Marketing core:

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

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

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

MAJOR IN ORGANIZATIONAL BEHAVIOR AND BUSINESS POLICY

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

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

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

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

The twelve OBBP elective hours must be completed in residence.

MAJOR IN REAL ESTATE FINANCE

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

1. Twelve hours of Real Estate core:

RE 3381	Real Estate Fundamentals	
RE 4338	Real Estate Law	12 hours
RE 4381	Real Estate Finance	
RE 4382	Real Estate Markets and Valuation	

2. Six hours of business electives (the following recommended for Real Estate Finance majors):

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

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

CONCURRENT DEGREES

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

MINOR IN BUSINESS ADMINISTRATION

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

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

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

DESCRIPTION OF COURSES

The following business courses have been approved by the faculty of the Edwin L. Cox School of Business. It should be noted that not all courses described in this bulletin are necessarily offered in any given academic year. Students should check published course schedules to see which courses are offered at a particular time.

DEPARTMENTS OF INSTRUCTION

Courses are listed under the following:

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

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

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

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

ACCOUNTING (ACCT)

Professor MAGLILO, Department Chair

Professors: BEATTY, CARLSON, SHAW; *Associate Professors:* GREYNOLDS, VAN BRED A, R. W ENNANT; *Executive-in-Residence:* BARR.

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

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

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

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

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

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

4311. COST ACCOUNTING (FALL ONLY). Study of the measurement, accumulation, and control of costs. Topics include: product cost accounting, cost behavior analysis, direct costing, standard cost variance analysis, and relevant cost analysis. *Prerequisite:* ACCT 2312.

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

5314. ACCOUNTING SYSTEMS/AUDITING: CONCEPTS, DESIGN, AND ANALYSIS (FALL ONLY). This course deals with the understanding, development and analysis of financial and management accounting systems. Fundamental concepts are presented and applied to contemporary issues.

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

5318, 5319. INDEPENDENT STUDIES IN ACCOUNTING.

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

5321. PRACTICUM IN FINANCIAL STATEMENT ANALYSIS (HONORS, FALL ONLY). An honors course

3320. **FINANCIAL MANAGEMENT.** Survey of concepts, practices, and problems surrounding financial markets, securities, and decision-making. Includes time value of money, market efficiency, evaluation of securities, and capital budgeting. *Prerequisites:* Calculus, ECO 1311, 1312; ACCT 2311; and ISOM 2305 or STAT 2301. Students may not receive credit for this course and ECO 3368. Economics courses will not fulfill B.B.A. requirements.

3330. **MONEY AND CAPITAL MARKETS.** Analyzes the structural interrelationships among the important participants in the U.S. financial markets. Topics discussed include flow of funds, determinants of interest rates, monetary policy and interest rates, money and capital market instruments, and problems in managing financial institutions. *Prerequisite:*

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

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

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

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

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

MARKETING (MKTG)

Professor HOWARD, Department Chair

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

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

3300. SPECIAL TOPICS IN INTERNATIONAL MARKETING. (Offered through SMU International Programs). *ETHURAMA*n.125 TD 0.32 4w6u83 Tm -0.0c6.04 Tm 0.1776 0 0 5.47.8 540 Tm 9(4te ()T4

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

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

5370. MANAGEMENT OF THE TOTAL ENTERPRISE (SENIOR POLICY REQUIREMENT). The process of policy making and administration is analyzed, always attending to an organization-wide perspective, while examining the objectives and interests of various organizational sub-units. *Prerequisites:*

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

RISK MANAGEMENT AND INSURANCE AREA (INS)

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

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

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