



COX SCHOOL OF BUSINESS



GRADUATE PROGRAMS
SOUTHERN METHODIST UNIVERSITY
2012–2013 CATALOG

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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2012–2013

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

Cox School of Business Graduate Catalog

Dedman College of Humanities and Sciences Graduate Catalog

Dedman School of Law Graduate Catalog

Hart eCenter Graduate Catalog

Lyle School of Engineering Graduate Catalog

Meadows School of the Arts Graduate Catalog

Perkins School of Theology Graduate Catalog

Simmons School of Education and Human Development Graduate Catalog

Every effort has been made to include in this catalog information that, at the time of preparation for printing, most accurately represents Southern Methodist University. The provisions of the publication are not, however, to be regarded as an irrevocable contract between the student and Southern Methodist University. The University reserves the right to change, at any time and without prior notice, any provision or requirement, including, but not limited to, policies, procedures, charges, financial aid programs, refund policies and academic programs.

Catalog addenda are published online at www.smu.edu/catalogs. An addendum includes graduation, degree and transfer requirements that do not appear in a specific print or online catalog but apply in that academic year.

Additional information can be obtained by writing to the Undergraduate Office of

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COX GRADUATE PROGRAMS 2012–13 ACADEMIC CALENDAR

Fall Term 2012

- August 17, Fri., **Last day to withdraw from the term (drop all classes) with full refund**
Module A – Fall 2012
- August 20, Mon., **First day of module A**
- August 27, Mon., **Last day to late enroll or to add/drop courses for both fall modules A and B without penalty**
- August 28, Tues., **Makeup for September 1 (Sat.) for Dallas campus required courses P.M.B.A. and part-time M.S. programs**
- September 1, Sat., **No classes held**
- September 3, Mon., University holiday – Labor Day (no classes held)
- September 7, Fri., **Makeup for September 3 (Mon.) for all Dallas campus courses (required and elective)**
- September 28, Fri., **Last day to drop module A courses with a grade of W (no refund)**
- October 6, Sat., **Last day of class instruction for module A**
- October 8–13, Mon.–Sat., **Exams for module A**
Module B – Fall 2012
- October 15, Mon., **First day of module B**
- October 22, Mon., **Last day to swap for fall module B courses**
- November 9, Fri., **Makeup for November 21 (Wed.) Dallas day and evening elective courses**
- November 16, Fri., **Makeup for November 22 (Thurs.) Dallas day and evening elective courses**
- November 19–20, Mon.–Tues., **Makeup for November 21–22 (Wed.–Thurs.) full-time M.B.A. required courses**
- November (date TBA), **Evening makeup for November 21–24 (Wed.–Sat.) required courses for P.M.B.A. and part-time M.S. programs**
- November 20, Tues., **Last day to withdraw from the Univer**

Module B – Spring 2013

March 11, Mon., **First day of module B**
 March 18, Mon., **Last day to swap for module B courses**
 March 29, Fri., University holiday – Good Friday (no classes held)
 March 30, Sat., **No classes held**
 March/April (date TBA), **Makeup for March 30 (Sat.) for required courses P.M.B.A. and part-time M.S. programs**
 April 19, Fri., **Last day to withdraw from the University for the term or drop module B courses with a grade of W (no refund)**
 April 27, Sat., **Last day of instruction for module B**
 April 29–May 4, Mon.–Sat., **Exams for module B**
 May 18, Sat., **Commencement (Cox ceremony in midafternoon)**

Summer Term 2013

May 3, Fri., **Last day to withdraw from the term (drop all classes) with full refund**

Module A – Summer 2013

May 6, Mon., **First day of module A**
 May 13, Mon., **Last day to late enroll or to add/drop courses for both summer modules A and B without penalty**
 May (date TBA), **Makeup for May 25 (Sat.) for Dallas campus required courses P.M.B.A. and part-time M.S. programs**
 May 25, Sat., **No classes held**
 May 27, Mon., University holiday – Memorial Day (no classes held)
 May 31, Fri., **Makeup for May 27 (Mon.) for Dallas campus courses**
 June 7, Fri., **Last day to drop module A courses with a grade of W (no refund)**
 June 15, Sat., **Last day of class instruction for module A**
 June 17–22, Mon.–Sat., **Exams for module A**

Module B – Summer 2013

June 24, Mon., **First day of module B**
 July 1, Mon., **Last day to swap for summer module B courses**
 July 4, Thurs., University holiday – Independence Day (no classes held)
 July 6, Sat., **No classes held**
 July (date TBA), **Makeup for July 4 and 6 (Thurs. and Sat.) for Dallas campus required courses P.M.B.A. and part-time M.S. programs**
 July 26, Fri., **Last day to withdraw from the University for the term or drop module B courses with a grade of W (no refund)**
 August 3, Sat., **Last day of class instruction**
 August 5–10 Mon.–Sat., **Exams for module B**
 August 11–18, Sun.–Sun., **Summer break for P.M.B.A. and part-time M.S. students**
 August 16 (tentative), Fri., **Degree conferral date for August graduates**

Note: Absences due to observance of religious holy days are addressed by the State of Texas in 1985 legislation. Allowance is made for completion of an assignment or examination within a reasonable period of time after the absence for this reason. Notification of intended absence is the responsibility of the student and must be given in writing to the instructor of each class the student is to miss no later than the 15th day after the first day of the module. A listing of religious holidays for use in requesting excused absences is available at www.smu.edu/registrar/academic_calendar.asp or from the Office of the Chaplain.

The last day for a medical withdrawal is the last day of class instruction of the term the student is requesting to withdraw from. The University does not grant retroactive medical withdrawals.

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 poten-

Year 1 – Fall Term (continued)	Credit Hours
Module B Courses	
ACCT 2nd required accounting course+	2
BUSE 6202 Managerial Economics	2
ITOM 6202	

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 chance to study and experience these trends firsthand by attending an exchange partner program during the fall or spring term of the second year. J.D./M.B.A. students and M.A./M.B.A. students are permitted to participate in the Full-Time M.B.A. International Exchange Program, although these students may find it difficult to complete their degree and/or concentration requirements within the appropriate term. Joint-degree students are encouraged to contact the Graduate Student Services Office or the associate director of M.B.A. Global Programs to further discuss their situation.

To apply for the International Exchange Program, students must be in good academic standing with a minimum cumulative GPA of 3.200. 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. For assistance in reviewing academic plans, students should meet with the associate director for full-time programs early in the planning process.

Registration is held in April for the fall program and in October for the spring program. For students participating in the International Exchange Program, tuition is paid to SMU. Living expenses, course materials and other miscellaneous costs are the students' responsibility while living abroad. In addition, financial aid will be handled as though the student is studying at Cox.

The M.B.A. Office of Global Operations reserves the right to decline anyone whose behavior at Cox indicates he or she might jeopardize Cox's exchange relationship and thus prevent future Cox M.B.A. students from going on exchange to a particular school.

Cox's International Exchange Program agreements allow one to two students per

Curriculum

Full-Time J.D./M.B.A. Class 2014: Entry Fall 2012 in Cox,

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

Dedman Law	Cox Business	Year
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 contempora

Year 2 – Spring Term	Credit Hours
AMAE 6054 Practica (10 hours per week)	0
Module A Course	
AMAE 6215 Independent Study: In-Depth Industry Exploration or elective option of AMAE 6221 or 6225	2
Module B Course	
AMAE 6202 Strategic Planning in the Arts	2
Modules A and B Courses	
Business electives: seven courses	14
Term Total	18

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

Total Credit Hours: 75

(48 Business + 27 Arts Administration)

Year 1 – Fall Term	Credit Hours
Module A Courses	
ARAD 6201 Introduction to Arts Management	2
ACCT 6201 Financial Accounting I	2
FINA 6201 Managerial Finance	2
MAST 6201 Managerial Statistics	2
MKTG 6201 Marketing Management	2
MNGT 6101 Managing Your Career	1
Module B Courses	
ARAD 6223 Fundraising in the Arts	2
ACCT 2nd required accounting course+	2
BUSE 6202 Managerial Economics	2
ITOM 6202 Management Decision Analysis	2
MNGT 6103 Business Presentation Techniques	1
Term Total	20
Year 1 – Spring Term	

Year 2 – Fall Term	Credit Hours
International Study – Courses at Bocconi University in Milan, Italy	
Arts management electives: four courses	12
Business electives: two courses	4
Term Total	16
<hr/>	
Year 2 – Spring Term	
AMAE 6054 Practica (10 hours per week)	0
Module A Course	
AMAE 6215 Independent Study: In-Depth Industry Exploration or elective option of AMAE 6221 or 6225	2
Module B Course	
AMAE 6202 Strategic Planning in the Arts	2
Modules A and B Courses	
Business electives: seven courses	14
Term Total	18

Cox Credit Hours Summary for M.A./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 M.A./M.B.A. degree

Credit Hours Summary by School

Meadows Arts	Cox Business	Year
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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. The elective courses meet once a week, 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 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: GMAT or GRE graduate school admission/entry test scores, previous academic records, references who can speak to the candidate's professional performance, and self-evaluation essays. For complete details and an application packet, students should visit www.coxpmba.com or contact the Cox Admissions Office: telephone 214-768-1214 or 1-800-472-3622; fax 214-768-3956; mbainfo@cox.smu.edu.

Curriculum

Fall Entry Curriculum

P.M.B.A. Class 71: Entry August 2012, Graduate August 2014

P.M.B.A. Class 69: Entry August 2011, Graduate August 2013

Total Credit Hours: 48

Term 1	Credit Hours
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

Term 2	Credit Hours
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/>	
Term 3	
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/>	
Term 4	
Modules A and B Courses	
Electives: four courses	8
Term Total	8
<hr/>	
Term 5	
Modules A and B Courses	
Electives: four courses	8
Term Total	8
<hr/>	
Term 6	
Modules A and B Courses	
Electives: four courses	8
Term Total	8

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.

^{**} Of these elective courses, students complete one concentration. Each concentration requires 12–16 specific credit hours. (Additional information is in the Concentrations section.) One elective must be an international business course.

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.

Under the structure of the dual program for students entering the Business School in the fall of 2012, the Dedman School of Law will award 12 hours of academic credit toward the J.D. degree for satisfactory completion of the academic requirements of the M.B.A. program. The Cox School of Business does not reduce the P.M.B.A. academic requirements, and students must successfully complete 48 credit hours of business school courses to earn the P.M.B.A. degree. For curriculum information, students should see the Professional M.B.A. section in this catalog.

The tuition rate of the Dedman School of Law shall apply to the courses taken at the Cox School of Business.

Candidates will need to complete the regular admissions processes for both the J.D. program and the P.M.B.A. program, including submission of all applicable test scores and supporting documents. For an application and additional information from the Dedman School of Law, students should see the Admissions section at www.law.smu.edu. For Cox School of Business admissions information, students should visit www.coxpmba.com. To be admitted to the joint program, applicants are encouraged to apply to both programs before entering the Dedman School of Law or during their first or second year of law school.

J.D. admission questions should be addressed to the Dedman School of Law: telephone 214-768-2550; fax 214-768-2549; lawadmit@smu.edu.

P.M.B.A. admission questions should be addressed to the Cox P.M.B.A. program: phone 214-768-1214 or 1-800-472-3622; fax 214-768-3956; mbainfo@cox.smu.edu.

Part-Time J.D./P.M.B.A.: Entry Fall 2012 in Cox

Total Credit Hours: 123

(48 Business + 75 Law)

Credit Hours Summary by School

Dedman Law	Cox Business	Year
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EXECUTIVE M.B.A.**Program**

The Executive M.B.A. program is designed for business professionals with a minimum of eight years of work experience and is designed to allow successful practicing managers to enrich and enhance their organizational effectiveness through theoretical founding in core business functions. Developed especially for upwardly mobile managers, the E.M.B.A. program capitalizes on existing career and life experience. The program adds career value by exposing students to cross-functional business knowledge, improved professional networks and heightened

into how others view the student's leadership skills. Promotes the insight required to effectively write a meaningful personal leadership development plan and help develop a personal leadership point of view.

BA 6022 (1.5), 6023 (1.5)

BUSINESS FINANCE PART 1, 2

An examination of topics in finance and investments. Focuses on corporate investment and financing decisions. Examines corporate investment criteria and cash flow estimation, cost of capital and project risk, and capital structure decisions.

BA 6030 (1.5)

OPERATIONS MANAGEMENT

The fields of operations management and information technology and the fundamental concepts and techniques necessary for obtaining world-class performance in these areas. Reviews operations management topics and introduces the way information technology is being used to re-engineer and dramatically improve business processes. Also, analyzes the strategic use of information technology, reviewing such related topics as electronic commerce and knowledge.

BA 6035 (1.5)

SOURCING AND STRUCTURING CAPITAL

Investment topics (multifactor models, behavioral biases, and performance and risk estimation). Financial statement analysis (assessing the financial strength of a firm). Short-term financial planning (cash budgeting and working capital management). Long-term financial planning (issuing securities and development of building realistic pro formas). Determining a firm's optimal capital structure (WACC estimation in practice and estimating an optimal capital structure).

BA 6039 (1.5)

MACROECONOMICS

Contemporary issues in macroeconomics, with special emphasis on monetary policy and financial-side macro issues. Provides students with an understanding of the intersection among the Federal Reserve, the macro-economy, and financial markets and institutions as revealed through contemporary case studies. Emphasizes recent financial innovations and the challenges such innovations pose to the economy, to monetary and regulatory policy, and to private-sector business strategy.

BA 6050 (1.5)

D7

various styles of negotiations, along with strategies, tactics, and countertactics used to accomplish negotiation objectives. Analyzes international, cultural, and gender differences on negotiations, as well the differences in individual and multimember negotiations. Includes opportunities for students to experience these differences. Also, discusses ethical issues arising during negotiations and the use of representatives and mediation to achieve desired negotiation results.

BA 6074 (1.5)

MERGERS AND ACQUISITIONS

An examination of how to execute acquisition transactions, starting with strategic rationale and followed by deal structure, valuation, and integration issues. Provides a good understanding of why and how an acquisition can both add and destroy value. Gives students a greater understanding of how the M&A process works between companies so they will be in a position to contribute as part of a deal team, integration team, or advisory group.

BA 6077 (1.5)

LEGAL ENVIRONMENT OF BUSINESS

An introduction to a number of legal issues common to all businesses and an explanation of how to mitigate the risk of such disputes – or at least prepare for them. Also, helps students hone their analytical and critical-thinking skills. Does not delve into specialized areas such as securities regulations and environmental laws that may not be relevant to all industries.

BA 6079 (1.5)

MICROECONOMICS

Economics of the firm, demand and supply factors of production, introduction to welfare economics, game theory for decision-making, and applied agency theory in organizations. Also, focuses on how to manipulate formal models, using graphs and other simple mathematical tools.

BA 6195 (1), 6295 (2)

DIRECTED STUDY

Student works directly with a professor on a specific project or projects. Credit is based upon evaluation by the professor.

BA 6303 (3)

MANAGERIAL ACCOUNTING

A demonstration of techniques for maximizing shareholder value by correctly assessing the financial outcomes of commonly recurring types of operating decisions. Illustrates techniques for identifying alternatives, assessing relevant costs, and choosing a course of action by looking at case studies that involve decisions on pricing (including special-order and private-label pricing), production alternatives (including make or buy), and allocation of care resources.

BA 6375 (3)

CASE STUDIES IN FINANCIAL MANAGEMENT

This course is designed to be a practical, overview course in corporate finance. The objective is to draw together the various topics in managerial finance and present a unified, integrated view of the overall subject area. The course builds upon and reinforces the theoretical and institutional framework learned in introductory business and finance courses, and primarily through the vehicle of case analyses, seeks to apply these concepts to real or simulated business situations. The topics covered include 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.

BA 6395 (3)

DIRECTED STUDY

Student works directly with a professor on a specific project or projects. Credit is based upon evaluation by the professor.

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:

- B Less than a cumulative 2.000 GPA at the end of 9 GPA hours or the first term.
- B Less than a cumulative 2.250 GPA at the end of 18 GPA hours or the second term.
- B Less than a cumulative 2.500 GPA at the end of 27 GPA hours or the third term.
- B Less than a cumulative 2.750 GPA at the end of 36 GPA hours or the fourth term.
- B Less than a cumulative 2.950 GPA at the end of 48 GPA hours or the fifth term.

With an approved petition to take up to 8 additional hours beyond the 48 GPA hours required for the degree, E.M.B.A. students will be dismissed if they achieve:

- B Less than a cumulative 2.950 GPA at the end of 48 GPA hours or the fifth term.
- B Less than a cumulative 2.970 GPA at the end of 50 GPA hours (+ 2 hours).
- B Less than a cumulative 2.980 GPA at the end of 52 GPA hours (+ 4 hours).
- B Less than a cumulative 2.990 GPA at

Enrollment. Students enrolled in the E.M.B.A. program will be enrolled in the appropriate classes each term by the department coordinator.

Audit Enrollment. Students may not audit courses in the E.M.B.A. program, as enrollment is limited to students who have been granted admission to this program.

Course Waiver Policy. The E.M.B.A. program does not permit course waivers for any student.

Transfer of Graduate Credit. Students admitted to the E.M.B.A. program will not be allowed to transfer credit.

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 accounting courses, six hours of intermediate accounting, and three hours of tax accounting prior to enrollment. Other configurations will be examined on an individual basis.

The 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 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: GMAT management/business graduate

Term 2 – Spring (continued)	Credit Hours
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

Students are required to choose and declare one of the two concentrations listed below.

Assurance and Advisory Concentration – 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**

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

ACCT 6238 **Taxation of Mergers and Acquisitions**

ACCT 6239 **Tax Research**

ACCT 6240 **Advanced Partnership Taxation**

ACCT 6241 **Seminar in International and State Taxation**

In addition to taking the required accounting courses and courses for their chosen concentration, 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 FI NA 6205 Finance Theory and Practice)

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 msainfo@cox.smu.edu.

The Certified Public Accountant Exam ethics requirement for the state of Texas, if not met with undergraduate coursework, can be met by taking the following two courses: MNO 6220 Corporate Governance and BL 6225 Legal and Ethical Environment of Business for Accountants.

As requirements for being certified as a C.P.A. vary by state, it is the student's responsibility to ensure that the requirements are met.

M.S. IN ENTREPRENEURSHIP

Program

The curriculum of the M.S. in Entrepreneurship program is designed to provide students with a solid foundation in en

Term 3 – Summer**Credit Hours****Module A Courses****CISB 6216 Managing the Entrepreneurial Business I****2****STRA 6201 Strategic Management****e**

M.S. IN FINANCE

Program

The curriculum of the M.S. in Finance program is designed to transform students' understanding of business and the global economy, equipping them with the skills and relationships needed to succeed. Students will take a total of 30 credit hours, of which 24 credit hours are finance courses in this one-year, lock-step program. Each 16-week term is divided into two eight-week modules, A and B, with each module course being two credit hours. To meet student needs, classes are scheduled in the morning, afternoon and evening, Monday through Thursday, as well as Saturday morning. Each class meets for approximately three hours once a week. Students go through the program as a cohort group.

The 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 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: GMAT or GRE graduate school admission/entry test scores, previous academic records, recommendations that

Term 2 – Spring (continued)	Credit Hours
Module B Courses	
FINA 6220 Options	2
FINA 6227 Hedge Funds	2
FINA 6229 Energy Risk Management	2
Term Total	14

Credit Hours Summary for M.S.F. Program

4 credit hours of required accounting courses

2 credit hours of required economic course

24 credit hours of required finance courses

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

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,

Term 2 – Spring (continued)	Credit Hours
<hr/>	
Module B Courses	
FINA 6201 Managerial Finance	2
MKTG 6201 Marketing Management	2
Elective: one course from ACCT/CISB/ MNO/nonoperations ITOM	2
	<hr/>
Term Total	10
<hr/>	
Term 3 – Summer	
Module A Courses	
ITOM 6203 Operatio t	

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, entrepreneurship, finance and management. 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)

Business Administration

Managerial Statistics (MAST)

Finance (FINA)

Information Technology and Operations Management (ITOM)

Management (MNGT)

Management and Organizations (MNO)

Marketing (MKTG)

Real Estate, Risk Management and Business Law

Real Estate (RE)

Business Law (BL)

Strategy, Entrepreneurship and Business Economics

Strategy (STRA)

Entrepreneurship (CISB)

Business Economics (BUSE)

Accounting (ACCT)

Professor **Hemang Desai**, Department Chair

Professors: **Joseph Magliolo**, **Wayne Shaw**. Associate Professors: **Nilabhra Bhattacharya**, **J. Douglas Hanna**. Assistant Professors: **Zining Li**, **Hyungshin Park**, **Ramgopal Venkataraman**, **Dimitris Vrettos**, **Jeff Yu**. Professor of Practice: **Barry Bryan**. Clinical Professor: **Gregory Sommers**. Senior Lecturer: **Susan Riffe**.

Notes: All M.B.A. students take ACCT 6201 as part of the core curriculum. For the second required accounting course, students choose either ACCT 6202 or 6205 depending upon their concentration and degree plan. The appropriate prerequisite courses must be successfully completed to enroll in elective ACCT courses. More details on course selection and prerequisites are found in the Concentrations section and in the course descriptions below.

ACCT 6201 (2)

FINANCIAL ACCOUNTING I

This course introduces students to the fundamentals of preparing and understanding financial statements targeted to external users.

ACCT 6202 (2)

FINANCIAL ACCOUNTING II

ACCT 6205 (2)

MANAGERIAL ACCOUNTING I

This course demonstrates techniques for maximizing shareholder value by correctly assessing the financial outcomes of commonly-recurring types of operating decisions. Techniques for identifying alternatives, assessing relevant costs, and choosing a course of action are illustrated with case studies involving decisions on pricing (incl4.Tc.,sec.,sed5g

ACCT 6212 (2)

FINANCIAL REPORTING AND ANALYSIS II

This course is a continuation of ACCT 6210, and like ACCT 6210 is designed for students whose careers will require a more in-depth knowledge of financial statements than that provided by the required core financial accounting courses (ACCT 6201 and ACCT 6202). Specific topics include off-balance sheet financing, accounting for pensions and postretirement benefits, accounting for stock options, and earnings per share. Prerequisite/corequisite: ACCT 6202 Financial Accounting II or currently enrolled in M.S.A. program.

ACCT 6213 (2)

ACCOUNTING-BASED VALUATION

This course deals with the analysis of financial information, particularly firms' financial statements, for making decisions to invest in businesses. Methods to determine stock value using fundamental analysis are examined in detail and applied in situations involving listed companies. Particular emphasis is given to the accounting-based valuation models. The appeal of these models is that valuation is based on accounting data; these data are not only available ex post but they are also commonly available ex ante as forecasts. Topics include a comparison of accounting, dividend, and cash flow-based approaches to valuation; methods of financial statement analysis, including ratio analysis; dealing with accounting issues; forecasting firms' future performance; and the analysis of risk. Prerequisite/corequisite: ACCT 6202 Financial Accounting II or currently enrolled in M.S.A. program.

ACCT 6214 (2)

MERGERS AND ACQUISITIONS

This course will examine in detail the controversial nature of Mergers, Acquisitions, and Consolidations accounting. In particular, the course will examine 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 will be reviewed. 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 US 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 (2)

ADVANCED TOPICS IN ACCOUNTING

This course covers a series of advanced topics

ards for those transactions, and the financial reports obtained. Prerequisite/corequisite: ACCT 6202 Financial Accounting II or currently enrolled in M.S.A. program.

ACCT 6218 (2)

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 (2)

ACCOUNTING INFORMATION SYSTEMS

This course will enhance students' auditing, SOX 404 consulting and enterprise risk mitigation skills. It will focus on business processes, internal controls and information technology and teach 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 CPA exam. Prerequisite: Currently enrolled in M.S.A. program.

ACCT 6238 (2)

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 (2)

TAX RESEARCH

This course is designed to provide a foundation from which students can effectively identify,

ACCT 6242 (2)

ACCOUNTING FOR INCOME TAXES

The purpose of this course is to provide a systematic analysis of the provisions of FAS 109, "Accounting for Income Taxes," and FIN 48, "Accounting for Tax Uncertainties." Topics include the calculation of the current and deferred provision for income taxes, the effect of changes in the tax rate, the impact of net operating losses, the need for and calculation of a tax valuation account, and the calculation of and disclosures needed for tax uncertainty positions. Prerequisite: Currently enrolled in M.S.A. program or by permission.

ACCT 6243 (2)

ASSURANCE METHODOLOGY

This course presents audit theory and procedures applied to the integrated audit of internal controls over financial reporting. Consideration is given to understanding relationships with clients, substantive testing, and audit documentation. In addition, client, industry, and technical research are applied to high-risk audit areas. Prerequisite: Introduction to Auditing or currently enrolled in M.S.A. program.

ACCT 6244 (2)

AUDIT RESEARCH

This course presents audit theory and procedures applied to the integrated audit of internal controls over financial reporting. Consideration is given to audit wrap-up procedures and to writing reports, reviews, and compilations. In addition, client, industry, and technical research are applied to high-risk audit areas. Prerequisite: Assurance Methodology.

ACCT 6246 (2)

NONCORPORATE ENTITY ACCOUNTING

This course focuses on financial reporting by government entities and nonprofit organizations. It also covers accounting for partnerships, including the formation and termination of partnerships. The class is required for MSA students and recommended for anyone interested in bank lending. Prerequisite: Financial Accounting II or currently enrolled in M.S.A. program.

ACCT 6248 (2)

ADVANCED CORPORATE TAXATION

This course examines basic issues in the tax treatment of corporations and their shareholders, including corporate formations, a variety of corporate distributions to shareholders (both liquidating and nonliquidating distributions), and tax considerations in the sale of corporate businesses. Grades are given for this course and ACCT 6249 at the end of the second course – the same grade for each course. To receive a passing grade in either course, the student must complete both. Prerequisite: Currently enrolled in M.S.A. program or by permission.

ACCT 6249 (2)

ENTITY TAXATION

This course provides a survey of issues related to partnership and S-corporation taxation, multijurisdictional taxation, international and multistate taxation, and estate tax planning. Grades are given for this course and ACCT 6248 at the end of the second course – the same grade for each course. To receive a grade in either course, the student must complete both. Prerequisite: ACCT 6248 Corporate Taxation.

ACCT 6280 (2)

MSA – INTERMEDIATE ACCOUNTING I

Theory and techniques for construction of corporate financial reports for use by stockholders, creditors, and other analysts. Restricted to Cox MSA students and taken only with permission of department chair.

ACCT 6281 (2)

MSA – INTERMEDIATE ACCOUNTING II

Continuation of Intermediate Accounting I. Restricted to Cox MSA students and taken only with permission of department chair.

ACCT 6282 (2)
MSA – FEDERAL INCOME TAX I

financial trading in organized exchanges as well as over-the-counter markets. Students are required to actively participate in trading simulations both inside and outside classes.

Prerequisites: FINA 6205 or currently enrolled in M.S.F. program. -3.5(e.s)4 tT.2(t)6Be(-)-3.5(o)Inteusr serf

FINA 6219 (2)

FORWARDS, FUTURES AND SWAPS

This course provides an in-depth analysis of forwards, futures and swaps. The class will focus on forward and futures pricing, and the use of forward and futures contracts to hedge commodity price risk, currency risk, stock portfolio risk, and interest rate risk. The coverage of swaps will include: an analysis of the pricing of interest rate, and currency and commodity swaps and their use in asset and liability management. Prerequisite: Finance Theory and Practice.

FINA 6220 (2)

OPTIONS

This course provides an in-depth analysis of option valuation, trading strategies for options, and risk management of option positions. The models may include Black-Scholes, binomial and risk-neutral Monte Carlo pricing. Specific topics may include no-arbitrage relations; delta,

the-art in this field, including the application of techniques that pertain to the futures and forward markets, energy derivatives, diversification, price forecasting, information acquisition, etc. The course also provides an introduction to 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 (2)

PRACTICUM IN PORTFOLIO MANAGEMENT I

This is 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 tasks involve sector analysis, the evaluation of existing securities, and the analysis and due diligence underlying security transactions into and out of the portfolio and performance assessment. The course format with a directed study flavor spreads the contact hours of a two-hour course across the entire Fall Term by meeting 1.5 hours per week instead of the regular 3-hour class time. Students are expected to take the entire two-course practicum in the fall-spring sequence. Admission is by application (in the spring term prior to the fall term enrollment) and an application does not guarantee admission.

FINA 6231 (2)

PRACTICUM IN PORTFOLIO MANAGEMENT II

This is the second course taught in the spring 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 tasks involve sector analysis, the evaluation of existing securities, and the analysis and due diligence underlying security transactions into and out of the portfolio and performance assessment. The course format with a directed study flavor spreads the contact hours of a two-hour course across the entire Spring Term by meeting 1.5 hours per week instead of the regular 3-hour class time. Students are expected to take the entire two-course practicum in the fall-spring sequence. Admission is by application (in the fall term prior to the spring term enrollment) and an application does not guarantee admission.

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. Prerequisites: FINA 6205 and 6211, or currently enrolled in M.S.F. program.

FINA 6280 (2), 6281 (2), 6495 (4)

DIRECTED STUDIES IN FINANCE

The student works directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. Students are responsible for submitting a proposal to a professor for directed studies credit.

Information Technology and Operations Management (ITOM)

Professor **Amit Basu**, Department Chair

Professors: **Bezalel Gavish, John H. Semple**. Associate Professors: **Sreekumar R. Bhaskaran, R. Canan Savaskan-Ebert, Ulrike Schultze**. Assistant Professors: **Aydin Alptekino 4u, Fangyun T. Tan**. Clinical Professor: **Ellen Parker Allen**. Senior Lecturers: **James C. Collins, Jr., Amy V. Puelz**.

Notes:

they can analyze and critically assess the viability of digital strategies intended to create value and competitive differentiation. Among the topics covered are web analytics, social media, mobile technologies, and customer coproduction.

ITOM 6207 (2)

SUPPLY CHAIN MANAGEMENT

In this course, the supply chain is viewed from the perspective of a general manager. The goal of the course is to understand how supply chain design and planning decisions impact the perfor-

of topics, including price optimization (with and without capacity constraints), Littlewood's two-class model (and extensions), the n-class single resource RM problem, nested controls, bid price controls, heuristic approaches, network

ITOM 6230 (2)

BUSINESS PROCESS OUTSOURCING AND OFFSHORING

This course will focus on business process outsourcing/offshoring (BPO/O). Students will examine the motivators for BPO/O; the considerations underlying the decision to choose BPO/O; the relevant strategies and business models that can be used; the choice of locations; and the management of the BPO/O relationships. Students will consider five application areas: (1) information technology, (2) customer care, (3) finance and accounting, (4) human resources, and (5) transaction processing. The format of the course will be a combination of lectures, case

MNGT 6020 (0)

FIRST YEAR FOUNDATIONS

This is a non-credit degree requirement of the Full-Time M.B.A. program. The successful

MNO 6201 (2)

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.

MNO 6202 (2)

MANAGING ORGANIZATIONS

This course develops an understanding of the successful management of

Significant time and attention will be given to successful implementation strategies covered in both courses. Prerequisite: Master Negotiation.

MNO 6218 (2)

ORGANIZATIONAL LEADERSHIP

This is a practical, applied course in leadership that builds upon and strengthens the frame-

Marketing (MKTG)

Professor **Raj Sethuraman**, Department Chair

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

Notes: **All M.B.A. students take MKTG 6201 as part of the core curriculum. The appropriate prerequisite courses must be successfully completed to enroll in elective MKTG courses. More details on course selection and prerequisites are found in the Concentrations section and in the course descriptions below.**

MKTG 6201 (2)

MARKETING MANAGEMENT

This course introduces students to common marketing problems encountered by marketing managers and general managers. Emphasis is placed on the analysis and development of the organization's marketing policy and strategy and tactics with a global perspective of business.

MKTG 6214 (2)

ADVANCED PRICING MANAGEMENT

This course deepens students' understanding of the pricing component of the marketing mix. Emphasis is placed on analysis, development, and implementation of pricing as a key component of the organization's marketing strategy and tactics. The goal of this course is to develop a disciplined process for addressing pricing issues, problems, and opportunities in a variety of settings, and to integrate knowledge acquired in marketing and other business courses. Prerequisite: MKTG 6201.

MKTG 6215 (2)

ADVANCED PRODUCT AND BRAND MANAGEMENT

This course focuses on strategic issues and decisions germane to the management of consumer products and brands. Topics addressed in the course include product-market structure, cate-

introduced? Whom should the product target? What price should be charged for a brand? This course develops skills in the following areas so that students can competently implement decision-oriented 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 the 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, 7) collect and analyze data using spreadsheets or statistical packages, and 8) recommend decisions based on the analysis. Prerequisite: MKTG 6201.

MKTG 6225 (2)

RE 6211 (2)

REAL ESTATE INVESTMENT

This course is a survey of commercial real estate investments. It will include the underlying determinants of supply and demand for various property types, leases, pro forma statements of cash flows, measurement of rates of return, and approaches to valuation. This is the prerequisite for all the other Real Estate courses. Prerequisite: Managerial Finance.

RE 6212 (2)

REAL ESTATE ANALYSIS AND STRATEGY

This course examines the physical and financial aspects of real estate development from the perspective of the equity investor. Classroom lectures will focus on land use concepts critical to the physical development of land and buildings such as comprehensive planning, zoning, subdivision regulations and overall physical feasibility. Substantial course time will be allocated to the introduction of Argus cash flow modeling software and the subsequent property valuation in a student development Excel pricing model. Students will be conversant in relevant investment return metrics and applied valuation methodology upon completion of the course. Prerequisite: Real Estate Investment.

RE 6213 (2)

REAL ESTATE FINANCE AND DEVELOPMENT

A course that includes case studies dealing with property selection, acquisition, leasing strategy, financing, sources of debt and equity capital, project development and land development. Prerequisite: Real Estate Investment.

RE 6215 (2)

REAL ESTATE TRANSACTIONS

This course is a survey of topics relating to due diligence in real property acquisition, zoning and land use law, contracts and agency, and leases. Topics are addressed from a legal perspective. Prerequisite: Real Estate Investment.

RE 6295 (2)

DIRECTED STUDY IN REAL ESTATE

Student works directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. Students are responsible for submitting a proposal to a professor for directed study credit.

Business Law (BL)

Notes: More details on course selection and prerequisites are found in the Concentrations section and in the course descriptions below.

BL 6224 (2)

MANAGERIAL PERSPECTIVES ON LAW AND THE WORKPLACE

A course that hones students' ability to recognize, critically assess and manage many of the significant and recurring legal issues that arise in the employment context. Takes a practical approach to equip managers to effectively handle workplace issues and mitigate the risk of litigation while simultaneously protecting the business' legal position in the event litigation does ensue. Includes topics such as protecting intellectual property in a competitive environment; strategic principles for designing, drafting, negotiating and administering employment contracts, including non-compete and confidentiality agreements; recent developments in discrimination and sexual harassment law; and the competing interests of the employee's right to privacy and the employer's right to know, such as the content of employees e-mail messages or what Internet sites they visit. Also discusses the inherent risks in terminating an employee and the use of a release of liability as a risk mitigation device. The format of the class is a combination of lecture, informal class discussion and case studies.

BL 6225 (2)

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. Also discusses related legal issues including accounting malpractice and liability to third parties such as the creditors or investors of the accounting client. Prerequisite: None.

Strategy, Entrepreneurship and Business Economics

Professor **Gordon Walker**, Department Chair

Professor: **Maria A. Minniti**. Associate Professor: **David T. Lei**. Assistant Professors: **Bo Kyung Kim**. Professor of Practice:

acquisitions, diversification, vertical integration, organizational design concepts, and the management of organizational behavior issues

CISB 6211 (2)

ENHANCING OPERATIONAL PERFORMANCE FOR ENTREPRENEURIAL COMPANIES

This course will address how, by making good operating decisions, an entrepreneur can successfully direct/manage his or her fledgling company into becoming a successful firm capable of withstanding the challenges of an ever changing marketplace. In both lectures and cases, emphasis will be placed on practical, real-world approaches to operations. Topics covered include industry and competitor analysis, assessing financial strength, the business model, building the management team, measuring costs, the legal foundation of the business, marketing issues, preparing for the challenges of growth and growth by acquisition.

CISB 6212 (2)

INTERNATIONAL ENTREPRENEURSHIP

Specifically, it focuses on understanding the processes through which individuals and firms make decisions (and mistakes) in uncertain situations. Particular emphasis is put on how to process information effectively, when to use rules of thumb, and on how to detect biased judgments. The course utilizes simu

success drivers, as well as business frameworks and models will be developed and analyzed in this course. Topics to be discussed include definition of intrapreneurship and comparing and contrasting it with traditional entrepreneurship; the impact of corporate culture, processes, and structures on the rate of innovation and new venture development; international impacts on intrapreneurship, and models for sustaining and adapting corporate entrepreneurship. An M.B.A. graduate who can innovate and grow new ventures within a corporation can add significant value to the company for which he/she works. Prerequisite: None.

CISB 6230 (2)

TEAMING WITH VENTURE INVESTORS

This course examines business practices and applications that are unique to the venture-funded, early-stage company. Building a fast growth venture backed company is different from building a company using the entrepreneur's own funds or those of friends or relatives. The entrepreneur must be effective working with the "smart money." Students learn management techniques, organizational processes and collaboration models that will contribute to success as an entrepreneurial executive in a venture backed enterprise. Topics also covered are: What the venture investor looks for; Evolution of the entrepreneur's role as the CEO; and Board responsibilities, leadership and behavior. This course gives the student the ability to recognize the key challenges and typical mistakes that lead to failure in the early-stage, venture backed company and how to prevent them.

CISB 6231 (2)

VENTURING IN CHINA

This course offers students a systematic approach for investing in China based on the best and most current international investment practices customized for China. The course is built around the investment process and focuses on critical steps including: (1) developing a supply of investments of the desired variety; (2) evaluating and selecting investments that meet established investment criteria; (3) negotiation 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). Students will learn how to develop a Market Entry Plan for entering a specific industry in China.

CISB 6295 (2), 6485 (4)

DIRECTED STUDY CISB/ENTREPRENEURSHIP

Student works directly with a professor on a specific project or projects. Credit is given based upon evaluation by the professor. Students are responsible for submitting a proposal to a professor for Directed Study credit.

Business Economics (BUSE)

Notes: All M.B.A. students take BUSE 6202 as part of the core curriculum. The appropriate prerequisite courses must be successfully completed to enroll in elective BUSE courses. More details on course selection and prerequisites are found in the Concentrations section and in the course descriptions below.

BUSE 6202 (2)

MANAGERIAL ECONOMICS

This course examines the basic principles behind the operating and pricing decisions of firms in a market economy. Methods of marginal analysis and optimization are applied 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.

BUSE 6206 (2)

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 (2)

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 interaction, first-mover advantage, coordination, and alternative equilibrium outcomes are examined. Prerequisites: BUSE 6202 Managerial Economics and BUSE 6206 Uncertainty and Strategic Decision-Making.

Business Administration Exchange (BAEX)

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

Note: The courses listed are not offered every term. These courses satisfy the Professional M.B.A. degree requirement to take at least one elective course with an international business focus. Students who participate in the International Program courses need to plan accordingly as they

P.M.B.A International Program		Courses	Program Course Title
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		Do in

- ACCT 6239 **Tax Research**
- ACCT 6240 **Advanced Partnership Taxation**
- ACCT 6241 **Seminar in International and State Taxation**
- ACCT 6242 **Accounting for Income Taxes**
- ACCT 6243 **Assurance Methodology**
- ACCT 6244 **Audit Research**
- ACCT 6246 **Noncorporate Entity Accounting**
- ACCT 6248 **Advanced Corporate Taxation**
- ACCT 6249 **Entity Taxation**

Minor in Accounting – 10 credit hours

Requirements

Core courses not included in the 10-hour total:

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

FINA 6207	Markets and Trading
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 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
FINA 6238	Financial Modeling
BUSE 6206	Uncertainty and Strategic Decision-Making
BUSE 6223	Game Theory for Business Managers

Minor in Finance – 10 credit hours

Requirements

Core courses not included in the 10-hour total:

ACCT 6202	Financial Accounting II or ACCT 6205	Managerial Accounting I
FINA 6201	Managerial Finance	

Plus 10 hours of required courses:

FINA 6205	Finance Theory and Practice
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- FINA 6219 **Forwards, Futures and Swaps**
- FINA 6220 **Options**
- FINA 6222 **Financial Markets and Monetary Policy**
- FINA 6227 **Hedge Funds**
- FINA 6230 **Practicum in Portfolio Management I (fall term)**
- FINA 6231 **Practicum in Portfolio Management II (spring term)**
- FINA 6236 **Advanced Portfolio Management**
- FINA 6238 **Financial Modeling**
- BUSE 6206 **Uncertainty and Strategic Decision-Making**

2. Corporate Finance – 16 credit hours

Requirements

Core courses not included in the 16-hour total:

ACCT 6202 **Financial Accounting II** or ACCT 6205 **Managerial Accounting I**

FINA 6201 **Managerial Finance**

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- FINA 6222 **Financial Markets and Monetary Policy**
 FINA 6227 **Hedge Funds**
 FINA 6236 **Advanced Portfolio Management**
 BUSE 6206 **Uncertainty and Strategic Decision-Making**
 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

Requirements

Core courses not included in the 12-hour total:

- ACCT 6202 **Financial Accounting II** or ACCT 6205 **Managerial Accounting I**
 ITOM 6202 **Management Decision Analysis**
 ITOM 6203 **Operations Management**

Plus 12 hours, with a minimum of 4 hours from the foundation list:

Foundation Courses (minimum of 4 hours):

- ITOM 6214 **Business Modeling Using Spreadsheets**
 ITOM 6217 **Business Intelligence and Data Mining**
 ITOM 6222 **Predictive Analysis and Forecasting**

Elective Courses:

- 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 **Customer Loyalty Management**

Minor in Business Analytics – 8 credit hours

Requirements

Core courses not included in the 8-hour total:

- ACCT 6202 **Financial Accounting II** or ACCT 6205 **Managerial Accounting I**
 ITOM 6202 **Management Decision Analysis**
 ITOM 6203 **Operations Management**

Plus 8 hours, with a minimum of 4 hours from the foundation list:

Foundation Courses (minimum of 4 hours):

- ITOM 6214 **Business Modeling Using Spreadsheets**
 ITOM 6217 **Business Intelligence and Data Mining**
 ITOM 6222 **Predictive Analysis and Forecasting**

Elective Courses:

- 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 **Customer Loyalty Management**

Concentration in Information and Operations – 12 credit hours

Requirements

Core courses not included in the 12-hour total:

- ACCT 6202 **Financial Accounting II** or ACCT 6205 **Managerial Accounting I**
- ITOM 6202 **Management Decision Analysis**
- ITOM 6203 **Operations Management**

Plus 12 hours, with a minimum of 4 hours from the foundation list:

Foundation Courses (minimum of 4 hours):

- ITOM 6207 **Supply Chain Management**
- ITOM 6215 **Database Design for Business Applications**
- ITOM 6225 **Project Management**

Elective Courses:

- ITOM 6205 **Introduction to e-Business**
- ITOM 6214 **Business Modeling Using Spreadsheets**
- ITOM 6217 **Business Intelligence and Data Mining**
- ITOM 6218 **Business Process Consulting**
- ITOM 6220 **Revenue Management**
- ITOM 6224 **Managing Service Operations**
- ITOM 6226 **Operations Management Strategy**
- ITOM 6230 **Business Process Outsourcing and Offshoring**

Minor in Information and Operations – 8 credit hours

Requirements

Core courses not included in the 8-hour total:

- ACCT 6202 **Financial Accounting II** or ACCT 6205 **Managerial Accounting I**
- ITOM 6202 **Management Decision Analysis**
- ITOM 6203 **Operations Management**

Plus 8 hours, with a minimum of 4 hours from the foundation list:

Foundation Courses (minimum of 4 hours):

- ITOM 6207 **Supply Chain Management**
- ITOM 6215 **Database Design for Business Applications**
- ITOM 6225 **Project Management**

Elective Courses:

- ITOM 6205 **Introduction to e-Business**
- ITOM 6214 **Business Modeling Using Spreadsheets**
- ITOM 6217 **Business Intelligence and Data Mining**
- ITOM 6218 **Business Process Consulting**
- ITOM 6220 **Revenue Management**
- ITOM 6224 **Managing Service Operations**
- ITOM 6226 **Operations Management Strategy**
- ITOM 6230 **Business Process Outsourcing and Offshoring**

MANAGEMENT AND ORGANIZATIONS DEPARTMENT

Concentration in Management – 14 credit hours

Requirements

Core courses not included in the 14-hour total:

- ACCT 6202 **Financial Accounting II** or ACCT 6205 **Managerial Accounting I**
- MNO 6201 **Organizational Behavior**

Plus 2 hours of the required course:

MNO 6202 **Managing Organizations**

Plus 12 hours, with a minimum of 4 hours from Group One and the remaining 8 hours from either Group One or Group Two :

Group One (Minimum of 4 hours):

MNO 6218 **Organizational Leadership**
 MNO 6220 **Corporate Governance**
 MNO 6222 **Leading Organizational Change**
 MNO 6232 **Corporate Ethics and Organizational Responsibility**

Group Two:

MNO 6210 **Leader as Coach**
 MNO 6212 **Introduction to Consulting**
 MNO 6214 **Strategic Human Resources Management**
 MNO 6215 **Master Negotiation**
 MNO 6216 **Advanced Master Negotiation**
 MNO 6226 **Managing Across Cultures**
 BL 6224 **Managerial Perspectives on Law and the Workplace**
 ITOM 6207 **Supply Chain Management**
 ITOM 6218 **Business Process Consulting**
 ITOM 6225 **Project Management**
 STRA 6202 **Advanced Strategic Management**
 STRA 6232 **Innovation and Strategic Change**

Minor in Management – 10 credit hours

Requirements

Core courses not included in the 10-hour total:

ACCT 6202 **Financial Accounting II** or ACCT 6205 **Managerial Accounting I**
 MNO 6201 **Organizational Behavior**

Plus 2 hours of the required course:

MNO 6202 **Managing Organizations**

Plus 8 hours, with a minimum of 4 hours from Group One and the remaining 4 hours from either Group One or Group Two :

Group One (Minimum of 4 hours):

MNO 6218 **Organizational Leadership**
 MNO 6220 **Corporate Governance**
 MNO 6222 **Leading Organizational Change**
 MNO 6232 **Corporate Ethics and Organizational Responsibility**

Group Two:

MNO 6210 **Leader as Coach**
 MNO 6212 **Introduction to Consulting**
 MNO 6214 **Strategic Human Resources Management**
 MNO 6215 **Master Negotiation**
 MNO 6216 **Advanced Master Negotiation**
 MNO 6226 **Managing Across Cultures**
 BL 6224 **Managerial Perspectives on Law and the Workplace**
 ITOM 6207 **Supply Chain Management**
 ITOM 6218 **Business Process Consulting**
 ITOM 6225 **Project Management**
 STRA 6202 **Advanced Strategic Management**
 STRA 6232 **Innovation and Strategic Change**

MARKETING DEPARTMENT

Concentration in Marketing – 16 credit hours

Requirements

- MKTG 6230 **Customer Loyalty Management**
 MKTG 6232 **Digital and Social Media Marketing**
 MKTG 6233 **Nonprofit Marketing Strategy**

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

Concentration in Real Estate – 14 credit hours

Requirements

Core courses not included in the 14-hour total:

- ACCT 6202 **Financial Accounting II** or ACCT 6205 **Managerial Accounting I**
 FINA 6201 **Managerial Finance**

Plus 8 hours of required courses:

- RE 6211 **Real Estate Investment**
 RE 6212 **Real Estate Analysis and Strategy**
 RE 6213 **Real Estate Finance and Development**
 RE 6215 **Real Estate Transactions**

Plus any 6 hours of courses from the following list:

- FINA 6205 **Finance Theory and Practice**
 FINA 6211 **Valuation and Analysis**
 FINA 6216 **Portfolio Theory and Asset Pricing**
 FINA 6229 **Energy Risk Management**
 FINA 6238 **Financial Modeling**

Minor in Real Estate – 8 credit hours

Requirements

Core courses not included in the 8-hour total:

- ACCT 6202 **Financial Accounting II** or ACCT 6205 **Managerial Accounting I**
 FINA 6201 **Managerial Finance**

Plus 8 hours of required courses:

- RE 6211 **Real Estate Investment**
 RE 6212 **Real Estate Analysis and Strategy**
 RE 6213 **Real Estate Finance and Development**
 RE 6215 **Real Estate Transactions**

**STRATEGY, ENTREPRENEURSHIP AND
 BUSINESS ECONOMICS DEPARTMENT**

Concentration in Strategy and Entrepreneurship – 14 credit hours

Requirements

Core courses not included in the 14-hour total:

- ACCT 6202 **Financial Accounting II** or ACCT 6205 **Managerial Accounting I**
 STRA 6201 **Strategic Management**

Plus 2 hours of the required course:

- STRA 6202 **Advanced Strategic Management**

Plus any combination of 12 hours, with at least 8 hours from Group One and no more than 4 hours from Group Two. Out of the 12 hours, up to 8 hours can be from the CISB course list: 4 hours from Group One and 4 hours from Group Two.

Group One (Minimum of 8 hours):

- STRA 6219 **Private Equity and Venture Capital**
 STRA 6220 **Strategic Mergers and Acquisitions**

- STRA 6222 **International Corporate Strategy**
- 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

Plus any combination of 8 hours from the following list, with a maximum 4 hours of CISB courses:

- STRA 6219 **Private Equity and Venture Capital**
 - STRA 6220 **Strategic Mergers and Acquisitions**
 - STRA 6222 **International Corporate Strategy**
 - 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 – maximum of 4 credit hours:
- 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

ACADEMIC RECORDS, GENERAL AND ENROLLMENT STANDARDS

The standards herein are applicable to all students at the University and constitute the basic authority and reference for matters pertaining to University academic regulations and records management. Enrollment in the University is a declaration of acceptance of all University rules and regulations. A complete University Policy Manual is available at www.smu.edu/policy. Additional information regarding rules and regulations of the University can be found in this catalog.

GENERAL POLICIES

Confidentiality of Education Records

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. Students may be prevented from enrolling if their information is insufficient or outdated. Changes to parent information should be reported by contacting records@smu.edu, and the email should include the student's full name and SMU student ID number.

The University issues all students an email address. Students may have other email addresses, but the University-assigned email address is the official address for University electronic correspondence, including related communications with faculty members and academic units (except for distance education students).

Official University correspondence may be sent to students' mailing addresses or SMU email addresses on file. It is the responsibility of students to keep all their addresses current and to regularly check communications sent to them since they are responsible for complying with requests, deadlines and other requirements sent to any of their mailing addresses on file or to their SMU email.

Cell Phones

The University requests that students provide cellular telephone numbers, as they are one means of communicating with students during an emergency. Cellular telephone numbers may also be used by University officials conducting routine

University. Instructions for requesting a transcript to be mailed or picked up on campus are available at www.smu.edu/registrar ("Transcript Requests" link). A student may request his or her official transcript through the online 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. Transcripts may be delayed pending a change of grade, degree awarded or term grades.

SMU is permitted, but not required, to disclose to pdits or n18.6(to)-10.1(ie1a03x102.4(e a

least 10 credit hours in a term

Schedule Changes

The deadline for adding courses, dropping courses without grade record and changing sections for each enrollment period is listed in the Cox Graduate Programs Academic Calendar. Students are encouraged to seek assistance from the Graduate Student Services Office when considering whether to add or drop a course. A student may drop a course with a grade of *W* (Withdrawn) by using the student Access.SMU Self Service by the specific deadline listed in the Cox Graduate Programs Academic Calendar.

After the deadline date in the Cox Graduate Programs Academic Calendar, the student may not drop a class. All schedule changes must be processed by the deadline date specified in the Cox Graduate Programs Academic Calendar. Note: Schedule changes are not complete for official University record purposes unless finalized in the University Registrar's Office. Additional information about schedule changes is found under Course Enrollment in the Cox Graduate Programs Policies and Procedures section of this catalog.

Student-Athletes. Students must consult with the Athletic Compliance Office prior to dropping a course. In the consultation, the student will review the effects the

If a student removes all courses from his or her schedule prior to the payment due date, the transaction is considered a cancellation and does not result in financial penalty or impact the student's transcript.

The Cox modules within the term can be negatively affected by the withdrawal process; therefore, students should always contact the Cox Graduate Student Services Office prior to initiating this transaction.

A student who wishes to withdraw (resign) from the University before the end of a term or session must initiate a Student Petition for Withdrawal form and obtain approval from his/her academic dean or director. The academic dean's office or director's office will then submit the form to the Division of Enrollment Services, University Registrar. The effective date of the withdrawal is the date on which the Student Petition for Withdrawal is processed in the University Registrar's Office. Discontinuance of class attendance or notification to the instructors of intention to withdraw does not constitute an official withdrawal.

The enrollment of students who withdraw on or before the sixth day of regular classes as listed in the Cox Graduate Programs Academic Calendar will be canceled. Courses and grades are not recorded for canceled enrollments. A student who

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individual must pay the current published audit fee to the Cox School of Business. The following regulations are applicable:

- 1. Classroom recitation and participation are restricted; availability of course handouts, tests and other materials is restricted; no grade is assigned and no credit is recorded; no laboratory privileges are included.**

credit hours (“0” for this digit denotes no credit, one-half hour of credit, or 10–15 hours of credit; for theology courses, a “1” denotes one or one and one-half hours of

Not Meeting Degree Requirement in the Cox Graduate Program Policies and Procedures section of this catalog.

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.

Grade of Incomplete

A student may temporarily receive a grade of Incomplete (I) if the majority (90 percent) of the course requirements have been completed with passing grades, but for some justifiable reason acceptable to the instructor, the student has been unable to complete the full requirements of the course.

The grade of I is normally changed to a final grade within one year but no later than the time of graduation. The grade of I

Changes of grades may be made only for the following authorized reasons: to clear a grade of I, to correct a processing error or to reflect a re-evaluation of the student's original work. A change of grade will not be based on additional work options beyond those originally made available to the entire class.

Changes of grades of I should be processed within a calendar year of the original grade assignment. Other changes of grades must be processed by the end of the next regular term. No grade will be changed after 12 months or after a student's graduation, except in cases where a grade is successfully appealed – provided that written notice of appeal is given within six months following graduation – and in extenuating circumstances authorized by the academic dean and approved by the registrar.

Grade Appeals

A student who feels that an assigned grade is other than the grade earned must first discuss the matter with the course instructor to determine if the discrepancy is caused by error or misunderstanding. At the time of the initial discussion, the student may be asked to provide a written petition requesting the change of grade.

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 dean of the school offering the course). 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” – that may be necessary during an academic career. 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.

The process to return to SMU after a leave-of-absence period can be an easy one, especially if the student has gone through the steps to file for a leave of absence and planned ahead for the return. Following Cox's leave-of-absence guidelines helps 1) assure that the degree requirements per the catalog of record when the student initially matriculated at SMU still apply upon return, 2) assist with financial aid processing, and 3) provide the support needed to successfully return to Cox and finish the degree. The first step to effect a leave of absence is for the student to arrange an appointment to meet with staff in the Graduate Student Services Office, who will assist the student with the process.

Course Enrollment

Students process their own enrollment transactions, including add, drop and swap, on the Web-based Access.SMU (www.smu.edu/access). Prior to each term, there is a period during which the formal process of course enrollment is completed. The 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 (Withdrawn) 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.

Full-Time M.B.A. Students complete 32 credit hours in the first year (16 credit hours per term), one credit hour internship in the summer (third term) and 28 credit hours in the second year (14 credit hours per term) plus one noncredit-bearing requirement (First Year Foundations) for a total of 61 credit hours for the two-year program. The maximum hours of course enrollment allowed during the program is 69 credit hours. The required core courses and some elective courses are scheduled for weekdays, with additional elective courses offered in the evenings and Saturday mornings.

Professional M.B.A. Students complete six terms of eight credit hours each term, including summer terms, for a total of 48 credit hours for this part-time program. The maximum hours of course enrollment allowed during the program is 56 credit hours. The usual schedule for the required core curriculum is Thursday evening and/

or Saturday morning. Elective courses are offered Monday through Thursday evenings with limited offerings on Saturday mornings.

M.S. in Accounting. Students complete 16 credit hours each term for a total of 32 credit hours for the full-time one-year program. The maximum hours of course enrollment allowed during the program is 36 credit hours. The courses for this program are generally offered Monday through

tive calendar years. Coursework completed more than three years prior to admittance into the M.B.A. program may need to be repeated or replaced with current courses at the discretion of the associate dean for Master's programs.

The M.S. graduate admitted to the Professional M.B.A. will pay the current Professional M.B.A. tuition rate at the time of matriculation.

hours, up to eight credit hours for Full-Time and Professional M.B.A. students and up to four credit hours for M.S. students, will be considered only if the following criteria are met: 1) graduate course taken at an institution accredited by AACSB International, 2) course must have a grade better than B-, 3) course was completed within the three years prior to matriculation at Cox and 4) course was not credited toward a previous degree. Requests for transfer credit are reviewed and processed only after the student's enrollment deposit is received in the Admissions Office. For complete details and a Transfer Credit Petition Request Form, students should contact the Graduate Student Services Office at gradcox@cox.smu.edu.

Southwestern Graduate School of Banking Credit

For candidates admitted to the Full-Time M.B.A. or Professional M.B.A. programs, the Cox School of Business will grant six graduate credit hours (equivalent to three graduate elective module courses) to successful graduates of the Southwestern Graduate School of Banking. This credit is awarded only to SWGSB graduates from the two graduating classes prior to the student's admission to the Full-Time or Professional M.B.A. program. The credits will be treated as general graduate elective credits and will not count toward any specific area of concentration. The credit may not be applied to the Executive M.B.A. program.

and final cumulative GPA which must be 3.000 or higher. Criteria for course enroll-

Program	Maximum Hours Allowed	
	Cox Hours Needed to Complete Degree*	Maximum Hours Allowed
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 Finance	30 credit hours	34 credit hours
M.S. in Management	30 credit hours	34 credit hours

With an approved petition to take up to eight additional hours beyond the 48 GPA hours

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

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

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

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

- B Less than a cumulative 2.500 GPA at the end of 16 GPA hours or first term.**
- B Less than a cumulative 2.950 GPA at the end of 30 GPA hours or second term.**

With an approved petition to take up to four additional hours beyond the 30 GPA hours required for the degree, M.S. in Finance students will be dismissed if they achieve:

- B Less than a cumulative 2.950 GPA at the end of 30 GPA hours or second term.**
- B Less than a cumulative 2.980 GPA at the end of 32 GPA hours (+ 2 hours).**
- B Less than a cumulative 3.000 GPA at the end of 34 GPA hours (+ 4 hours).**

M.S. in Finance students MUST have a cumulative 3.000 GPA at the end of 34 GPA hours.

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

- B Less than a cumulative 2.500 GPA at the end of 8 GPA hours or first term.**
- B Less than a cumulative 2.900 GPA at the end of 18 GPA hours or second term.**
- B Less than a cumulative 2.950 GPA at the end of 30 GPA hours or third term.**

With an approved petition to take up to four additional credit hours beyond the 30 GPA hours required for the degree, M.S. in Management students will be dismissed if they achieve:

- B Less than a cumulative 2.950 GPA at the end of 30 GPA hours or third term.**
- B Less than a cumulative 2.980 GPA at the end of 32 GPA hours (+ 2 hours).**
- B Less than a cumulative 3.000 GPA at the end of 34 GPA hours (+ 4 hours).**

Accommodations for Students With Disabilities

Cox students who have disabilities and need special accommodations, such as extended time to take exams or other reasonable academic accommodations, should contact the Disability Accommodations and Success Strategies Office immediately after accepting admission to a Cox program or as soon as possible after arriving at Cox. Since Cox graduate courses are taught in eight-week modules, students may have projects due by the second class meeting or midterm exams three or four weeks 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.

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 more than 90 years.

Named in 1978 in honor of Dallas businessman Edwin L. Cox, the Cox School has a rich heritage that began in 1920 when the SMU Board of Trustees established a Department of Commerce at the request of the Dallas business community. In 1921, the Department of Commerce was renamed the School of Commerce, and, in 1941, the Board of Trustees established the School of Commerce as a separate entity 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 continues to move up in the ranks of the world's premier business schools, receiving recognition for excellence in research and teaching.

ACADEMIC ACCREDITATION

Southern Methodist University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award Bachelor's, Master's, professional and doctoral degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Southern Methodist University. Note: The commission is to be contacted only if there is evidence that appears to support an institution's significant noncompliance with a requirement or standard.

The Cox School of Business is accredited by AACSB International, the Association to Advance Collegiate Schools of Business (777 South Harbour Island Boulevard, Suite 750, Tampa, Florida 33602-5730; telephone number 813-769-6500; fax 813-769-6559). The Cox School was last accredited by AACSB International in 2007.

COX SCHOOL COMPLEX

In 1952, ground was broken for the Joseph Wylie Fincher Memorial Building for the School of Business Administration, and for years the Fincher Building housed all activities in the Cox School. In 1987, two more buildings were added to the Cox School complex – the Cary M. Maguire Building and the Trammell Crow Building. The James M. Collins Executive Education Center was added in 2005 to meet the needs of the growing Cox programs.

Fort Worth Metroplex. In addition, the institute supports community entrepreneurship activities such as the Metroplex Growth Capital Conference. It also oversees the Cox M.B.A. Business Plan competition and is responsible for the operations of the Cox M.B.A. Venture Fund.

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

aspects of the energy industry; hosts conferences to facilitate the exchange of ideas and information among educators, practitioners, media and government officials; and provides material for students and teachers to foster a better understanding of the role of the energy industry in the world economy.

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 and the Robert and Margaret Folsom Institute of Real Estate Development and Land Use Policy.

Executive Education Center

Frank R. Lloyd,

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

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

Of the 10,982 students enrolled for the 2011 fall term, 6,221 were undergraduates and 4,761 were graduate students. The full-time equivalent enrollment was 6,093 for undergraduates and 3,253 for graduate students.

Nearly all the students in SMU's first class came from Dallas County, but now 49 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 more than 90 foreign countries; and from all races, religions and economic levels.

Undergraduate enrollment is 52 percent female. Graduate and professional enrollment is 43 percent female.

A majority of SMU undergraduates receive some form of financial aid. In 2011–2012, 76.9 percent of first-year students received some form of financial aid, and 32 percent of first-year students received need-based financial aid.

In the Meadows School of the Arts, the Art and Art History programs are accredited through the National Association of Schools of Art and Design, the Dance Division is accredited by the National Association of Schools of Dance, the Music Division is accredited by the National Association of Schools of Music, the Music Therapy program is approved by the American Music Therapy Association, and the Theatre program is accredited by the National Association of Schools of Theatre.

Perkins School of Theology is accredited by the Commission on Accrediting of the Association of Theological Schools (ATS) in the United States and Canada (10 Summit Park Drive, Pittsburgh, Pennsylvania 15275-1110; telephone number 412-788-6505) to award M.Div., C.M.M., M.S.M., M.T.S. and D.Min. degrees.

Accredited programs in the Simmons School of Education and Human Development include the Teacher Education undergraduate and graduate certificate

EDUCATIONAL FACILITIES

SMU LIBRARIES

www.smu.edu/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 million volumes. The fully interactive Web-based library catalog system provides access to bibliographic records of materials housed in all SMU libraries and hypertext links to other databases, digitized collections and relevant websites. All SMU libraries offer wireless Internet access.

SMU libraries rank first in total volumes held among non-Association of Research Libraries universities in the United States. The SMU libraries comprise the largest private research library in Texas and rank third in the state in total volumes, after the University of Texas at Austin and Texas A&M University. SMU libraries are one of the greatest assets of the University.

The University's library system is divided into a number of different units:

1. Central University Libraries (reporting to the Office of the Provost).
2. Underwood Law Library (reporting to Dedman School of Law).
3. Bridwell Library (reporting to Perkins School of Theology).
4. Business Information Center

UNIVERSITY LIFE AND SERVICES

ENGLISH AS A SECOND LANGUAGE PROGRAM

www.smu.edu/esl

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

Special Housing Needs

Students having special housing needs beca

Health Center website (www.smu.edu/healthcenter). For appointments and health information, students should call 214-768-2141. After hours and during holidays, a nurse advice line is available at 214-768-2141.

Patient Observation. When ordered by a staff physician, a student may be held in observation between 8:30 a.m. and 5 p.m., Monday through Friday. Observation is available for most types of non-major medical treatment. When necessary, students are referred to medical or surgical specialists in Dallas. The patient will be responsible for the costs of these services.

Acute/After Hours Care. For emergency care after clinic hours, it is recommended that students call 911 or go to a hospital emergency room. Students should refer to the Health Center website (www.smu.edu/healthcenter) for hospital information and location of an urgent care facility.

Costs. Undergraduate and graduate students paying the full fee (which includes a health service fee) receive fully covered primary care physician services at the Health Center for that term. Appointments with the gynecologist or dermatologist, lab, X-ray, pharmacy, and supplies will be charged at reasonable rates. Students not paying full fees have the option to pay the health center fee of \$140 per term or \$50 per visit, not to exceed \$140 per term.

Mandatory Health Insurance Policy. To ensure that students have appropriate health care coverage, SMU requires all domestic students, both undergraduate and graduate, taking nine or more credit hours to have health insurance through either an individual/family plan or the University-offered plan. All international students taking one or more credit hours must enroll in the University-offered plan unless they have a special waiver personally granted by the Health Center staff.

SMU's mandatory policy requires those students with the enrollment status mentioned above to provide documentation of current insurance coverage or to enroll in the Student Health Insurance Plan by the drop/add date each term. Students can enroll in SHIP, after they have enrolled for classes, by selecting the "Health Insurance" button on the "Student Center" component of Access.SMU. A domestic student who already has private health insurance coverage must waive SHIP coverage to avoid automatic enrollment into the plan and thereby have the premium charge applied to his/her University account. Changes will not be permitted 30 days after the first day of the term. For more information and instructions on how to waive or elect SHIP coverage, students should visit www.smu.edu/healthinsurance. Health insurance is separate from the student Health Center fees and is paid for independently.

Pharmacy. A complete pharmacy with registered pharmacists is open from

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.

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 seek()

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

Daily Campus, SMU's independent newspaper, work together with directors and videographers of SMU-TV, the student-run broadcast journalism program, to share content and produce timely and compelling packages for a shared news website at www.smudailycampus.com. SMU student media opportunities also include the student yearbook, Rotunda (www.smurotunda.com), which has annually chronicled the life and times on The Hilltop since 1915.

VETERANS SERVICES

The Division of Student Affairs provides a coordinator of veteran support and services through the Office of the Dean of Student Life. The coordinator helps veterans navigate the campus community and connect with available resources. In addition, the University Registrar's Office certifies veterans each term for their

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

d. The requirements for return of Title IV grant or loan assistance.

Indraneel Chakraborty, Assistant Professor of Finance, Ph.D., Pennsylvania (Philadelphia)

James C. Collins, Jr., Senior Lecturer in Information Technology and Operations Management, M.S.I.E., SMU

Sonja C. Corbin, Senior Lecturer in Marketing, M.B.A., Texas Christian

William Michael Cox, Executive-in-Residence and Director of the William J. O'Neil Center for Global Markets and Freedom, Ph.D., Tulane

David Carroll Croson, Clinical Professor of Strategy, Entrepreneurship and Business Economics, Ph.D., Harvard

Michael L. Davis, Clinical Professor of Strategy, Entrepreneurship and Business Economics, Ph.D., SMU

Steven P. Dennis, Executive-in-Residence, M.B.A., Harvard

Hemang A. Desai, Professor of Accounting and Robert B. Cullum Professor in Accounting, Ph.D., Tulane

William R. Dillon, Professor of Marketing, Professor of Statistics and Herman W. Lay Chair of Marketing, Ph.D., City University of New York

Edward J. Fox, Associate Professor of Marketing and W. R. and Judy Howell Director of the JCPenney Center for Retail Excellence, Ph.D., Pennsylvania (Philadelphia)

Judith H. Foxman, Senior Lecturer in Marketing, M.B.A., SMU

Mel Fugate, Associate Professor of Management and Organizations, Ph.D., Arizona State

Amar Gande, Associate Professor of Finance, Ph.D., New York

Bezalel Gavish, Professor of Information Technology and Operations Management and Eugene J. and Ruth F. Constantin, Jr. Distinguished Chair in Business, Ph.D., Technion, Israel Institute of Technology

J. Douglas Hanna, Associate Professor of Accounting, Ph.D., Cornell

Daniel J. Howard, Professor of Marketing, Ph.D., Ohio State

Ellen F. Jackofsky, Associate Professor of Management and Organizations, Ph.D., Texas (Dallas)

Stacey Elizabeth Jacobsen, Assistant Professor of Finance, Ph.D., Indiana

Swaminathan Kalpathy, Assistant Professor of Finance, Ph.D., Arizona State

Roger A. Kerin, Professor of Marketing and Harold Simmons Chair in Marketing, Ph.D., Minnesota

Bo Kyung Kim, Assistant Professor of Strategy, Entrepreneurship and Business Economics, Ph.D., Michigan (Ann Arbor)

Barbara W. Kincaid, Senior Lecturer in Business Law, J.D., SMU

Maribeth Kuenzi, Assistant Professor of Management and Organizations, Ph.D., Central Florida

Robert A. Lawson, Professor of Practice in Strategy, Entrepreneurship and Business Economics, and the Jerome M. Fullinwider Endowed Centennial Chair in Economic Freedom, Ph.D., Florida State

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, Clinical Associate Professor of Finance, Ph.D., Michigan (Ann Arbor)

Zining Li, Assistant Professor of Accounting, Ph.D., Minnesota

James S. Linck, Professor of Finance, Ph.D., Arizona State

Yian Liu, Assistant Professor of Finance, Ph.D., Chicago

Andrew C. MacKinlay, Assistant Professor of Finance, Ph.D., Pennsylvania

Joseph Magliolo, III, Professor of Accounting and Distinguished Chair in Accounting,
Ph.D., Stanford

Simon S. Mak, Professor of Practice of Strategy, Entrepreneurship and Business
Economics, Ph.D., SMU

William F. Maxwell, Professor of Finance and Mary Jo Vaughn Rauscher Chair of
Financial Investments,

