

COX SCHOOL OF BUSINESS

GENERAL INFORMATION

Vision Statement

The mission of the Edwin L. Cox School of Business is to improve its academic programs and reputation as a top-tier business school by providing a high-quality business education to its students and the business community, conducting research that contributes to the understanding of business and management, and participating in the service activities of the University and professional organizations.

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 192148.2(m)8

tools and presentation facilities. Through the business library, Cox School students, faculty and staff have access to instruction and research assistance from dedicated business librarians to enhance their use of current business news and financial, industry and market data from premier providers. In addition, the business library contains a multimedia studio, personal computers, printers and scanners for students to use for presentations and papers.

In 2005, the Cox School opened the James M. Collins Executive Education Center, the region's premier resource for working professionals and executives. The Collins Center houses the Cox School's Executive Education programs, Executive M.B.A. program and M.B.A. Global Leadership Program Office (supported by the Norman E. Brinker Global Leadership Endowment Fund), as well as the Southwestern Graduate School of Banking.

Centers and Institutes

Edwin L. Cox Business Leadership Institute

Paula Hill Strasser, Director

The Edwin L. Cox Business Leadership Institute, established in 2005, offers undergraduate courses designed to develop B.B.A. students' fundamental business communication and leadership skills. The BLI provides students with essential knowledge and experience through class discussions, self-assessments, team projects, simulations, corporate presentations and a comprehensive capstone project. The required BLI 3302 course includes career management, business ethics and integrity, contemporary business topics, individual and team presentation skills, business writing skills, cultural diversity, global expansion, leadership styles, team effectiveness, and interpersonal effectiveness. The mission of the Edwin L. Cox Business Leadership Institute is to help undergraduate students achieve professional success by becoming more effective communicators and leaders. The BLI seeks to help students

Understand communication channels/appropriate mediums within organizations.

Understand how cultural diversity and global expansion affect business communication.

Exercise knowledge through experiential learning/hands-on assignments to develop demonstrable communication skills for improved business impact.

Develop a communication package necessary for initiating and managing a business career, to include

The Executive Education Center

Frank R. Lloyd, Associate Dean

The Executive Education Center at SMU is Dallas' best resource for advanced leadership and business training. The center offers numerous open-enrollment certificate programs to managers and working professionals in the business community. The center also offers custom programs, tailored to the specific needs of individual organizations and designed to improve organizational performance.

A distinctive center offering is the Summer Business Institute, a four-week business certificate for current nonbusiness students and recent graduates. The institute provides a solid foundation in accounting, marketing, finance and other key business topics, along with in-depth career guidance. This program is open to SMU and non-SMU students, and it provides a valuable credential in a competitive job market as it sets participants apart from other nonbusiness undergraduates.

The Center for Marketing Management Studies

Raj Sethuraman, Executive Director

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

Maguire Energy Institute

W. Bruce Bullock, Director

The Maguire Energy Institute promotes the study of policy, marketing and management issues that affect oil, natural gas and electricity. Founded by Cary M. Maguire, chairman and president of Maguire Oil Company, the institute is a leading-edge resource for energy industry information and facilitates the exchange of ideas among students, businesses, the media and government officials.

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

JCPenney Center for Retail Excellence

Edward J. Fox,

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

The B.B.A. program offers seven academic majors within business. Admission is available to entering SMU students through the BBA Scholars Program, or to continuing and transfer students through the process described in Admission of SMU Students to a Business Major or Admission of External Transfer Students to

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

With the exception of courses completed under the SMU first-year grade-repeat policy (under Grades for Repeated Courses in the Grade Policies section of this catalog), the subset GPA is calculated using the first graded attempt of these courses, even if the course was later repeated.

The subset GPA for students who have Advanced Placement or International Baccalaureate credit is based on the remaining (graded) subset courses.

All subset courses must be taken for a grade (not taken pass/fail), with the exception of those courses in which the student has test credit.

Students must have passing grades in all subset courses before entering the Cox School.

Current University grading policy, as summarized under Academic Forgiveness in the General Policies section of this catalog, permits forgiveness of academic work taken 10 or more years prior to the term of admission. Academic work forgiven under this policy will not be included in the subset or all-college cumulative GPA.

Admission via the Extended Subset

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

Applying for Admission as a First-Year Applicant

First-year applicants submit an application for admission to the SMU Division of Enrollment Services and follow the University requirements for admission (under the Admission to the University section in this catalog). Applicants who are admitted to SMU and who indicate business as their primary academic interest on the application for admission are automatically reviewed for admission to Cox as BBA Scholars. More information is available in the BBA Scholars Program section.

Admission to the Cox BBA Scholars Program is by invitation only to students entering SMU directly from high school. Transfer students are not considered for admission in the BBA Scholars Program. First-year students invited to join the program must accept their invitation no later than the University's deposit deadline (typically May 1) prior to SMU matriculation in the following fall. Students who accept admission to the Cox BBA Scholars Program may enter Cox during their first year at SMU.

Declaring a Business Major as a Current SMU Student

Students who meet the Cox admission requirements should complete a Change of Academic Program form at the records office of their current school. This form will be forwarded with the student's academic record to the Cox School. Business majors normally enter Cox after three terms of full-time enrollment; students who take longer to complete the admission requirements may need additional time to complete degree requirements.

Admission of External Transfer Students

earn both a minimum 3.300 GPA on the extended subset and a minimum 3.300 all-college cumulative GPA as of the term in which the extended subset is completed will be admitted to the Cox B.B.A. degree program. Once a student enters SMU, ACCT 2302 must be completed through enrollment at SMU.

Admission to Minors

SMU students who are NOT seeking a major in the Cox School may select from two different business minors. The minor in business administration provides a comprehensive introduction to business for SMU students who have majors outside the Cox School. Students in this minor take specified B.B.A. core courses, which are offered throughout the academic year. The minor in business offers non-Cox students a foundation in business concepts to complement their primary areas of academic interest. Courses in this program are taught during the summer terms and the January term and are open to all non-Cox majors or students not enrolled in the minor in business administration.

Minor in Business Administration

The minor in business administration operates concurrently with the B.B.A. degree program and includes seven courses that can apply toward either the B.B.A. degree or the minor in business administration (Minor Requirements section). Students in this minor must meet the same admission requirements as students in the Cox B.B.A. program as described above and will be enrolled in the same sections of business courses as business majors.

Minor in Business

The minor in business is offered in the summer terms and the January term and is open to all SMU students who are NOT pursuing a B.B.A. major or the minor in business administration. The minor in business does not have GPA-based admission requirements. The minor offers courses designed to provide a general overview of business topics to complement a variety of academic interests. Students may pursue

Grade Requirements

An overall GPA of at least 2.000 on all SMU work attempted and on all SMU business coursework attempted. For all majors except general business, students must earn at least a 2.000 GPA in all busi

course and to avoid possibly enrolling in a course for which a student has insufficient preparatory background. It is expected that students will consult with faculty and academic advisers in determining their course selections.

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

Advising

The undergraduate program of the Cox School of Business is strongly committed to the academic advising process. The Registrar's Office provides a variety of services to assist students in their academic journey.

	<i>Credit Hours</i>
Business Core Requirements:	
ACCT 2301, 2302	6
BL 3335	3
BLI 3302	3
FINA 3320	3
ITOM 2305, or STAT 2301 or 2331, or EMIS 3340, or CSE/STAT 4340	3
ITOM 2308, * 3306*	6
MNO 3370	3
MKTG 3340	3
STRA 5370 or CISB 5397*	3
Business Hours (toward major)	18–24
Total	51–57

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

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

Major in General Business

To earn the B.B.A. degree with a majicndegree wors

Major in Finance

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

Eighteen credit hours in finance and acco

Major in Management

To earn the B.B.A. degree with a major in management, students must comply with the core B.B.A. degree requirements and satisfy the following additional requirements: 12 credit hours in management (MNO), strategy (STRA) or entrepreneurship (CISB) beyond the six-hour core requirements of MNO 3370 and STRA 5370 (may be substituted by CISB 5397), and six hours of electives:

	<i>Credit Hours</i>
Management Courses (2 from the following):* MNO 3371, 4361, 4371	6
Electives (selected from the following):** MNO 3373, 3375, 4330, 4340 (<i>see RMI 4340 for class schedule</i>), 4371 (<i>if not taken for core requirement</i>) CISB 3380, 4398, 5397 (<i>if senior core is completed with STRA 5370</i>) ITOM 4307 (<i>ACCT 4307 will not count for the major</i>) STRA 5370 (<i>if senior core is completed with CISB 5397</i>)	6
Other Business Electives	

Energy Management

BUSE 3331 From Prospect to Production to Kilowatts: The Business of Energy

BUSE 4332

Course Requirements

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

ACCT 2301, 2302

FINA 3320

ITOM 2308,* 3306*

MNO 3370

MKTG 3340 (*or*

Core Courses:	15
ACCT 2310, <i>or</i> ACCT 2301 <i>or</i> 2311	
BUSE 3310 <i>or</i> BUSE 3311	
FINA 3310	
MNO 3310	
MKTG 3310 (<i>or</i> ADV 3362, for advertising majors and minors only)	
Elective (selected from the following):	3
BL 3310	
FINA 3312	
ITOM 3310	

Grading

Regular grading standards will be used. None of the courses may be completed pass/fail. A minimum 2.000 GPA on all business courses attempted is required for satisfactory completion of the minor in business.

COURSES OF STUDY IN COX

The following business courses have been approved by the faculty of the Edwin L. Cox School of Business. It should be noted that not all courses described in this catalog are necessarily offered in any given academic year. Students should check published course schedules to see which courses are offered. From time to time, some courses may be changed and new courses added. Students should use caution in selecting courses to avoid repetition of courses previously taken.

Accounting (ACCT)

Professor Hemang Desai, Department Chair

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

Requirements to major in accounting are in the Programs of Study section.

B.B.A. degree-seeking students should take ACCT 2301 and 2302 during their sophomore year. Matriculated students must take these courses through enrollment in courses offered by the Cox School of Business.

ACCT 2301 (3)

INTRODUCTION TO FINANCIAL ACCOUNTING

The primary focus of this course is to develop an understanding of how the fundamental activities of a business enterprise are reflected in its financial statements, and how financial accounting information can be used effectively for external decision-making purposes (decisions such as investment, credit, risk management, financing, etc.) *Prerequisites:* MATH 1309 or 1337, ECO 1311 and 1312; or for markets and culture majors, ECO 3355 and SOCI 2377.

ACCT 2302 (3)

INTRODUCTION TO MANAGERIAL ACCOUNTING

This course is an introduction to the use of accounting information for management purposes. These purposes include decision-making, planning, and control of operations. Upon satisfactory completion of this course, each student should be able to integrate topics in cost determination, economic analysis, budgeting, and management and financial control. *Prerequisite:*

ACCT 2310 (3)
ACCOUNTING CONCEPTS

This course is a broad introduction to financial, cost, and managerial accounting concepts and practices. The financial section of the course stresses the understanding of financial statements as contrasted to the preparation of these documents. The managerial section of the course covers what is meant by product cost, including estimating overhead and the underlying assumptions. The course concludes with an introduction to using managerial accounting techniques for decision-making, including break-even analysis, relevant costing, and budgeting. Students who already have credit for ACCT 2301 will not receive credit for this course. Cox majors and minors in business administration will not receive credit for this course and may not enroll in it.

ACCT 3311 (3)
INTERMEDIATE ACCOUNTING I

ACCT 3311 and 3312 are probably the most important of all the financial accounting courses, providing the necessary foundation for comprehension of the information in financial statements by both users and preparers. ACCT 3311 provides an overview of financial statements and revenue recognition while focusing on the left-hand side (assets) of the balance sheet. *Prerequisite:* ACCT 2302. Reserved for Cox students.

ACCT 3312 (3)
INTERMEDIATE ACCOUNTING II
Continuation of A

ACCT 5317 (3)

ACCOUNTING THEORY

Study of selected topics and current issues in the area of accounting theory. *Prerequisite:* ACCT 3312. Reserved for Cox students.

ACCT 5318 (3), 5319 (3)

INDEPENDENT STUDIES IN ACCOUNTING

Directed research in accounting. *Prerequisites:* ACCT 2312, junior standing, and instructor approval.

ACCT 5325 (3), 5326 (3)

ACCOUNTING INTERNSHIP

Prerequisites: Senior standing and departmental approval.

Business Administration (BA)

BA 3200 (2)

SPECIAL TOPICS IN INTERNATIONAL BUSINESS

Special topics in international business taught abroad.

BA 3300 (3), 3301 (3)

SPECIAL TOPICS IN INTERNATIONAL BUSINESS

Offered through SMU Abroad. *Prerequisite:* Junior standing.

BA 4111 (1), 4112 (1), 4113 (1)

BUSINESS INTERNSHIP

Instructor consent required.

BA 4315 (3)

EUROPEAN COMMON MARKET

Offered through SMU Abroad. *Prerequisite:* Junior standing.

BA 5180 (1), 5280 (2), 5380 (3)

Requirements to major in finance are in the Programs of Study section.

FINA 3300 (3)

TOPICS IN INTERNATIONAL FINANCE

Offered through SMU Abroad. *Prerequisite:* Junior standing.

FINA 3310 (3)

FINANCE CONCEPTS

This course provides a solid foundation in key financial concepts and tools for managerial decision-making. Participants develop their ability to analyze, decide, and communicate based on financial data and concepts – invaluable skills for most careers. Topics include 1) risk-return relationship in financial management, 2) basic valuation models of financial securities, and 3) decision rules used to value and choose between corporate projects. Required for business minor. Students will not receive credit for FINA 3310 and 3320. Cox majors and business administration minors will not receive credit for this course and may not enroll in it.

FINA 3312 (3)

PERSONAL FINANCE

In this course, students touch on the component of personal financial planning. Topics include setting up financial accounts at banks and brokerages; investments in stocks and mutual funds; personal income taxation; auto, property, life, and health insurance; and employee benefit plans. Course content includes hands-on casework. Elective for business minor. B.B.A. majors can take course for free elective credit only.

FINA 3320/ECO 4368 (3)

FINANCIAL MANAGEMENT

Survey of concepts; practices; and problems surrounding financial markets, securities, and decision-making. Includes time value of money, market efficiency, evaluation of securities, and capital budgeting. *Prerequisites:* ACCT 2301; ECO 1311 and 1312; MATH 1309 or 1337; STAT 2301 or one from the following: CSE 4340; EMIS 3340; ITOM 2305; STAT 2331TdVL..OMs90ny (

profitability, liquidity, and capital adequacy. Simulations and/or cases are used to illustrate the concepts. *Prerequisite:* FINA 3330. Reserved for Cox students.

FINA 4329 (3)

INTERNATIONAL FINANCE

Analyzes the effects on financial transactions of dealing in international markets. The course considers international financial markets and such issues as interest rate differences between countries and spot and forward transaction in international currencies. Major emphasis is given to the impact of international operations for the corporate financial manager. *Prerequisites:* FINA 4325, 4326. Reserved for Cox students.

FINA 5132 (1)

PORTFOLIO MANAGEMENT PRACTICUM

Prerequisite: Application process required. FINA 4325 and minimum 3.500 GPA are highly recommended.

FINA 5232 (2)

PRACTICUM IN PORTFOLIO MANAGEMENT

Offers practical experience in investments by managing an investment fund. *Prerequisite:*

**MNO 3370 (3)
MANAGEMENT**

A survey course to help studen

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.

Requirements to major in marketing are in the Programs of Study section.

MKTG 3300 (3)

TOPICS IN INTERNATIONAL MARKETING

Offered through SMU Abroad. *Prerequisite:* Junior standing.

MKTG 3310 (3)

MARKETING CONCEPTS

Students learn the basic principles of consumer marketing and the role of each element of the marketing mix. Emphasis is placed on creating a familiarity with the marketing strategy and planning processes and viewing marketing within a societal context. Learning takes place through lecture, case studies, and small-group activities and discussions during which students develop answers to marketing problems and opportunities. Required for business minor. Students who have already completed MKTG 3340 will not receive credit for this course. Cox majors and minors in business administration will not receive credit for this course and may not enroll in it.

MKTG 3340 (3)

FUNDAMENTALS OF MARKETING

Examines the nature of marketing decisions; the environment in which these decisions are made; and the relationship of these decisions to the firm, business, and society. *Prerequisites:* ACCT 2301; ECO 1311 and 1312; MATH 1309 or 1337; and STAT 2301 or one from the following: CSE 4340; EMIS 3340; ITOM 2305; STAT 2331, 4340. Reserved for Cox majors, business administration minors, or management science majors.

MKTG 3342 (3)

MARKETING RESEARCH

Nature and role of information in the decision-making process; identification and discussion of the elements and relationships that constitute the research process; planning and conducting a research project; the role and nature of a marketing information system. *Prerequisite(s):* MKTG 3340 and/or ADV 3362. Reserved for Cox marketing majors.

MKTG 3343 (3)

CONSUMER BEHAVIOR

Helps students understand the motivation and behavior of buyers and consumers. Consumer behavior within 48 u3(r)2. S. Thomas.

MKTG 5345 (3)

HONORS MARKETING PRACTICUM

This course gives students an opportunity to apply marketing concepts and theories learned in the classroom to a real-life business situation. Groups will be responsible for researching, designing, and presenting a comprehensive integrated marketing promotions plan to a Dallas business. *Prerequisite:* By application only. Reserved for Cox B.B.A. students.

Real Estate, Risk Management and Business Law

Professor William B. Brueggeman, Department Chair

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

Requirements to major in real estate finance are in the Programs of Study section.

Real Estate (RE)

RE 3381 (3)

REAL ESTATE FUNDAMENTALS

An introduction to all phases of real estate and the foundation for other courses in real estate.

Prerequisite: ACCT 2302. *Co- or prerequisite:* FINA 3320. Reserved for Cox students.

RE 4338 (3)

REAL ESTATE LAW

A survey of real estate law with particular attention given to real estate transactions, financing, syndication, and land use regulation. *Prerequisites:*

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: Robert A. Lawson, Simon S. Mak. Clinical Professor: David C. Croson. Executive-in-Residence: W. Michael Cox. Scholar-in-Residence: Dwight R. Lee. Writer-in-Residence: Richard G. Alm.

Business Economics (BUSE)

BUSE 3310 (3)

MARKETS AND FREEDOM

Includes discussion of the indicators of economic freedom and the benefits of globalization. Also, explores how markets raise living standards, including the roles that technology, globalization, public policy, and economic growth play in a functioning market economy. This course can count as a free elective for B.B.A. majors if they

BUSE 4334 (3)

GLOBAL ENERGY MARKETS, BUSINESS, AND POLICY: SPIKES, MYTHS, AND RISKS

Examines the interrelationship among the economics of global energy markets, business profitability, and public policy as it relates to the energy business. Topics include the principles of exhaustible resource economics and their impact upon business decision-making, the impact of price shocks on the industry and the overall economy, and the global policy and regulatory environment faced by the industry. *Prerequisite:* BUSE 3331. Reserved for Cox majors.

BUSE 4355/STRA 4355 (3)

DOING BUSINESS IN A GLOBALIZED WORLD

This course focuses on how globalization is rapidly changing the operating manual for running a successful business. The course explores which market sectors are experiencing the most global product demand; the business opportunities offered by China and India; which jobs are being outsourced (and how to make outsourcing work for, and not against the organization); which employee skills and talents are rising on the value-added, high-paying ladder; as well as changes in capital markets and the optimal market structure of industry. Students will not receive credit for FINA/BUSE 3311 and FINA/BUSE 4355. *Prerequisite:* FINA 3320. Reserved for Cox students.

Strategy (STRA)

STRA 4355/BUSE 4355 (3)

DOING BUSINESS IN A GLOBALIZED WORLD

This course focuses on how globalization is rapidly changing the operating manual for running a successful business. The course explores which market sectors are experiencing the most global product demand; the business opportunities offered by China and India; which jobs are being outsourced (and how to make outsourcing work for, and not against the organization); which employee skills and talents are rising on the value-added, high-paying ladder; as well as changes in capital markets and the optimal market structure of industry. Students will not receive credit for FINA/BUSE 3311 and FINA/BUSE 4355. *Prerequisite:* FINA 3320. Reserved for Cox students.

STRA 5370 (3)

STRATEGIC MANAGEMENT IN A GLOBAL ECONOMY

Analyzes the processes of building competitive advantage and strategy execution in single- and multi-business firms, with emphasis on industry evolution, the boundaries of the firm, and global competition. *Prerequisites:* ACCT 2301 and 2302; FINA 3320; MKTG 3340 and/or ADV 3362; MNO 3370; ITOM 3306; and ITOM 2305 or one from the following: CSE 4340, EMIS 3340, STAT 2301/2331, 4340. Reserved for Cox majors.

STRA 5378 (3)

DIRECTED STUDIES IN STRATEGY

Courses under this heading will consider theoretical conceptualization of organizational behavior problems and administration. *Prerequisite:* Permission of instructor.

STRA 5379 (3)

DIRECTED STUDIES IN STRATEGY II

Courses under this heading will consider theoretical conceptualization of organizational behavior problems and administration. *Prerequisite:* Permission of instructor.

The Caruth Institute for Entrepreneurship (CISB)

Jerry White, Director

CISB 3380 (3)

BUSINESS DECISION-MAKING

CISB 4398 (3)

MANAGING THE ENTREPRENEURIAL BUSINESS

Explores the unique challenges and opportunities involved in the management and ownership of a closely held enterprise. Examines key business, personal, and interpersonal issues relevant to the continuity and management of these firms. Topics include strategic management and corporate governance, life cycle and systems analyses, and leadership. *Prerequisites:* D- or better in FINA 3320, MKTG 3340, and MNO 3370.

CISB 5397 (3)

ENTREPRENEURSHIP: STARTING A BUSINESS

How to plan and start a new business or expand an existing owner-managed or family-owned business. The personal characteristics of successful entrepreneurs; the career path of successful entrepreneurs; profit and cash flow forecasts; sources of information; forecasting sales, the importance of relevant experience; finding financing; the business plan. *Prerequisites:* FINA 3320, MKTG 3340 and/or ADV 3362, MNO 3370, ITOM 2306/3306. RKa4 TwhtG 334rlc1 (sOor ADV)1s