

# COX SCHOOL OF BUSINESS

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

icate programs.

ation for Business Administration was established. This  
ed guide the Cox School throughout the years and today is  
board. Also instrumental in supporting the Cox School are  
successful mentoring programs: the Associate Board for M.B.A.  
mentoring Alliance. These two boards involve more than 350  
g houses administrative and faculty offices as well as

its hub the Business Information Center – a business library that combines many of the features of a traditional university library with the latest in online databases, search 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 2011, the Kitt Investing and Trading Center was added to the business library. The Kitt Center is a state-of-the-art instructional and research facility designed to integrate finance curriculum, enhance innovative faculty research and teach students practical finance and investment applications.

In 2005, the Cox School opened the James M. Collins Executive Education Center. Part of the east quadrangle, the building is home to the region's premier resources 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.

### ***Edwin L. Cox Business Leadership Institute***

Paula Hill Strasser,

The Edwin L. Cox Business Leadership Institute 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 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.

Develop a communication package necessary for initiating and managing a business career.

### ***The Executive Education Center***

Frank R. Lloyd,

The Executive Education Center is located in the Collins Center. The center is Dallas' best resource for advanced leadership and business training, offering 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 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, open to SMU and non-

SMU students, 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,

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

Since 1989, the center has sponsored the Graduate Marketing Certificate Program, designed to provide current and aspiring business professionals with the latest in marketing thought and practice. The program is held at the Dallas campus and at

***JCPenney Center for Retail Excellence***

Edward J. Fox,

The JCPenney Center for Retail Excellence was endowed in 1999 through a gift from the J.C. Penney Company Inc. in order to promote, develop and integrate retail education and practice. Today, the center has become a leading source of academic expertise on consumer shopping behavior and the effects of marketing and merchandising decisions on retailer performance. Among its activities, the center works with SMU's undergraduate Retailing Club to foster student interest in retail careers and cosponsors a retail speaker series with the Dallas/Fort Worth Retail Executives Association.

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

Donald F. Shelly, Jr.,

Made possible by gifts from EnCap Investments and LCM Group, the EnCap Investments & LCM Group Alternative Asset Management Center is designed to meet the increasing demand for investment professionals in the growing field of



After a student completes MATH 1340, the Mathematics Department may award credit for MATH 1337, depending on the grade earned in MATH 1340. When this occurs, the letter grade earned in MATH 1340 will count for the subset, not the MATH 1337 credit.

Test or transfer credit for STAT 2331 earned prior to SMU matriculation will count toward the subset.

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

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

With the exception of courses completed under the SMU first-year grade-repeat policy (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.

tion for admission are automatically reviewed for admission to the Cox BBA Scholars Program or the Business Direct Program. More information is available in the BBA Scholars and Business Direct programs sections.

Admission to the Cox BBA Scholars Program and to the Business Direct Program is by invitation only to students entering SMU directly from high school. Transfer students are not considered for admission in either the BBA Scholars Program or the Business Direct Program. First-year students invited to join either 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. Students who accept admission to the Business Direct Program may enter Cox after completion of the subset courses with good academic standing.

***Declaring a Business Major as a Current SMU Student***

Students who meet the Cox admission requirements should complete a Change of

The subset GPA is calculated using the first graded attempt of the subset courses, even if a course was later repeated.

Current University grading policy, as summarized under Academic Forgiveness in the 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.

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

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

When evaluating courses taken at other colleges or universities, the Cox School will use the grades and credit hours designated by the school at which the courses were taken. The Cox School will not recalculate grades earned at schools that use grading systems different from SMU's nor change the number of credit hours for a course.

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

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.

### ***Admission to the 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.

### ***Admission to the Minor in Business***

The minor in business 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 prerequisite courses or GPA-based admission requirements. The minor in business offers courses designed to provide a general overview of business topics to complement a variety of academic interests. Students may pursue this minor by enrolling in the appropriate courses and completing a minor declaration form with the academic adviser for their major.

If a student is readmitted to SMU after an absence of three years or longer, the student will be readmitted under the University catalog in effect at the time of admission and will be subject to degree and admissions requirements in that current catalog.

A prospective transfer student must present to the Division of Enrollment Services official transcripts containing a full record of all previous college work attempted. Failure to provide full records of all work is grounds for dismissal from the Cox School. To avoid delay, students should forward transcripts to the SMU Division of Enrollment Services no later than July 1 for the fall term and December 1 for the spring term.

In general, transfer credit will be accepted for business major or minor credit only if the courses completed are equivalent in content to those offered at SMU and if the university's school of business at which the courses were completed is accredited by The Association to Advance Collegiate Schools of Business (AACSB International). In the case of transfer credit completed at a junior/community college, only those courses with equivalents at the first-year and sophomore level at SMU (1000- and 2000-level courses) will be accepted for business major or minor credit.

Prior to matriculation, the Cox School will accept transfer business credit toward the B.B.A. degree from schools accredited by AACSB International regardless of the student's classification if there are equivalent/appropriate courses at SMU.



The Edwin L. Cox School of Business adheres to the Association to Advance Collegiate Schools of Business (AACSB International) standards of accreditation. Students will be awarded the Bachelor of Business Administration degree upon successful completion of the following requirements:

Detailed information regarding admission to the Cox School of Business is found in the Admission section above.

An overall GPA of at least 2.000 on all SMU work attempted and on all SMU business coursework attempted. Students must earn at least a 2.000 GPA in all business coursework attempted within the student's declared major to graduate with that major.

University policy requires a minimum of 122 term hours of approved credits. Detailed information is found in the Curriculum section below. Of the 122 minimum required term hours for a degree, at least 60 academic hours must be earned as SMU credit in SMU courses or SMU-approved international programs. No more than two hours of Wellness or PRW courses can count toward the 122 minimum hours. A minimum of 30 business hours must be completed through enrollment at SMU or SMU-approved international programs. The maximum number of business credit hours a student may take is the sum of the number of credit hours required to complete the

Participation in May graduation activities is allowed for students who are August graduates provided they are enrolled to complete all graduation requirements during the summer following May graduation activities.

The requirements summarized below must be satisfied to earn the Bachelor of Business Administration degree. In addition to the University-wide requirements, a core of required business fundamental courses has been designed by the faculty of the



With the exception of ITOM 3310, BUSE 3310 and FINA 3312, the courses offered as part of the minor in business may not be taken by students in the Cox B.B.A. program or in the minor in business administration. Cox B.B.A. majors and students



### ***Types of Honors Classes***

The Cox School offers two types of undergraduate honors courses:

The B.B.A. program has 11 required core courses that introduce students to the basic disciplines in business, such as accounting, finance, marketing, management, communication, law and strategy. Honors sections of the B.B.A. core courses are open only to students in the B.B.A. Honors Program. It is expected that honors students will enroll in as many honors core courses as possible.

***Honors Notation on the Diploma***

The Cox School offers seven business majors, a specialization within one major, a minor in business administration and a minor in business. Declared business majors may choose to add one of three concentrations.

Accounting	Energy Management
Finance	Entrepreneurship
Financial Consulting	Risk Management and Insurance
General Business	
Management	
Marketing	Alternative Asset Management
Real Estate Finance	

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.

SMU students who are declared business majors may choose to add one of three concentrations: energy management, entr

Hemang Desai,  
 Joseph Magliolo, Wayne Shaw, Nilabhra Bhattacharya,  
 J. Douglas Hanna, Ruihao Ke, Zining Li, Hyungshin Park, Dimitris  
 Vrettos, Jeff Yu. Barry Bryan. Gregory Sommers.  
 Susan Riffe.

***Bachelor of Business Administration With a Major in Accounting***

All 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.

Most accounting majors also complete an accounting internship, ACCT 5325 and 5326, which does not count toward the B.B.A. degree requirements but is completed using additional available business credit hours.

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

	<i>Credit Hours</i>
ACCT 3311, 3312, 4311, 4315, 5314	15
(selected from the following)	6
ACCT 3391, 4307, 5317	

The core accounting courses above must be taken through enrollment at SMU.

***The Courses (ACCT)***

Develops 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, and financing). *Prerequisites:* ECO 1311, 1312 and MATH 1309 or 1337 (or for markets and culture majors, ECO 3355 and SOCI 2377).

Introduces the use of accounting information for management purposes, including decision-making, planning, and control of operations. Students learn to integrate topics in cost determination, economic analysis, budgeting, and management and financial control. *Prerequisite:* ACCT 2301.

A broad introduction to financial, cost, and managerial accounting concepts and practices. Stresses the understanding of financial statements as contrasted to the preparation of these documents. Covers product cost, including estimating overhead and the underlying assumptions. Discusses 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.

An overview of financial statements and revenue recognition that focuses on the left-hand side (assets) of the balance sheet. Provides the necessary foundation for comprehension by users and preparers of the information in financial statements. *Prerequisite:* ACCT 2302. Reserved for Cox majors.

Continuation of ACCT 3311. Focuses on items on the right-hand side (liabilities and stockbrokers' equity) of the balance sheet. *Prerequisite:* ACCT 3311. Reserved for Cox majors.

Develops students' ability to identify and evaluate ethical issues related to accounting and business management in a corporate environment. Students who take CFB 3375 or MNO 3375 may not receive credit for ACCT 3391, nor may students taking ACCT 3391 take either CFB 3375 or MNO 3375 for credit. Students seeking accounting certification should note that ACCT 3391 is a gateway course for eligibility to take the CPA examination. *Prerequisite:* Accounting major with senior standing or ACCT 5325. Reserved for Cox majors.

Introduces advanced quantitative modeling techniques for business decision-making. Covers a variety of modeling techniques, business analytics concepts, and data analysis tools. Students learn to implement these techniques in spreadsheet models that assist businesses in understanding and managing risk and improving decision-making. Applications cover a broad range of functional areas, including accounting, finance, marketing, and operations. *Prerequisites:* ACCT 2302; ITOM 2308, 3306; FINA 3320. Reserved for Cox majors.

Focuses on the measurement, accumulation, and control of costs. Topics include product cost accounting, cost behavior analysis, direct costing, standard cost variance analysis and relevant cost analysis. *Prerequisite:* ACCT 2302. Reserved for Cox majors.

Covers the conceptual basis and structure for the determination of income taxes, including the tax research methods used in preparing tax returns, solving problems, and planning business decisions. *Prerequisite:* ACCT 2302. Reserved for Cox majors.

Covers understanding, developing, and

## ***The Courses***

### ***Business Administration (BA)***

Special  
topics in international business taught abroad.

Offered

through SMU International Programs. *Prerequisite:* Junior standing.

Offered through SMU

International Programs. *Prerequisite:* Junior standing.

Offered through SMU International Programs.

*Prerequisite:* Junior standing.

Directed research in business. *Prerequisite:* Junior standing and permission of the instructor.

Directed research in business. *Prerequisite:* ACCT 2312, junior standing, and permission of the instructor.

### ***Business Leadership Institute (BLI)***

Introduces various business topics, including an overview of business disciplines and careers in business. Restricted to BBA Scholars.

Promotes

students' professional success by becoming more effective communicators and leaders. Improves career management, presentations, business writing, and interpersonal skills; enhances ability to plan and manage projects in a team setting; increases understanding of contemporary business issues; and increases appreciation for the vital role that ethics, integrity, and trust play in leading a successful business. Reserved for Cox majors and BBA Scholars.

Kumar Venkataraman,

James S. Linck, William F. Maxwell, Darius P. Miller, Albert W. Niemi, James L. Smith, Rex W. Thompson, Michel R. Vetsuypens. Amar Gande.  
Indraneel Chakraborty, Stacey Elizabeth Jacobsen, Yian Liu, Andrew C. MacKinlay, Ravindra V. Sastry, Johan Sulaeman. Donald Shelly,  
Nathan G. Walcott. Jeffrey W. Allen, Michael L. Davis.

***Bachelor of Business Administration With a 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:

*Credit Hours*

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	18
FINA 4325, 4326, 4327, 4329 or 4335	
ACCT 3311, 3312	

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 and 1337; STAT 2301 or one from the following: CSE 4340; EMIS 3340; ITOM 2305; STAT 2331, 4340. Reserved for Cox majors and minors in business administration. Students will not receive credit for this course and ECO 4368.

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

In-depth analysis of capital budgeting, cost of capital, sources of capital open to the firm, capital structure, dividend policy, mergers, and bankruptcy. Students may not receive credit for this course and ECO 4388. *Prerequisite:* FINA 3320. Reserved for Cox majors.

Evaluates the interactive effects of economic, industry, company, and market considerations on the risk and return of individual assets. Analyzes the interrelationships of risky assets when combined in portfolios; also asset pricing theory and implications. *Prerequisite:* FINA 3320. Reserved for Cox majors. Students may not receive credit for this course and ECO 4378.

Introduces analysis of speculative securities such as options and futures. Covers the underlying theories explaining speculative markets and discusses strategies such as hedging and arbitrage. *Prerequisite:* FINA 3320. Reserved for Cox majors.

Examines the theory and management of hedge funds. Topics include optimal portfolio selection, arbitrage pricing theory, controlled-risk

Amit Basu,

Bezalel Gavish, John H. Semple,  
R. Canan Savaskan-Ebert, Ulrike Schultze,  
Ellen Parker Allen, Amy V. Puelz.

Sreekumar R. Bhaskaran,  
Fangyun T. Tan,  
James C. Collins, Jr.

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

### ***The Courses (ITOM)***

Introduces probability and descriptive statistics, regression analysis, forecasting, decision-making under uncertainty, and use of data in decision-making. Includes problem-solving, case assignments, and the use of Excel in analyzing problems. Students may not receive credit for ITOM 2305 and STAT 2301 or 2331. Reserved for prebusiness and business students only.

Discusses computer technologies for the management of information resources in business. Covers spreadsheet analytical tools for data analysis, reporting, and forecasting. Also includes database design and implementation for data storage, retrieval, aggregation, and reporting as well as the creation of Web pages using HTML. Laptops equipped with the Windows operating system and Microsoft Office are required for use in class. *Prerequisite:* ITOM 2305 or one from the following: CSE 4340; EMIS 3340; STAT 2301, 2331, 4340. Reserved for prebusiness and Cox majors/minors only.

Introduces several common business analytics models and their applications in solving operational business problems. Topics include optimization (particularly linear programming), decision analysis, computer simulation, and project scheduling. *Prerequisites:* ACCT 2301; ECO 1311 and 1312; ITOM 2308; 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 and business administration minors.

Focuses on two skill sets: developing spreadsheets to support decision-making in organizations and analyzing and improving business processes. Teaches relatively advanced Excel skills to format, manipulate, and visualize information in order to answer business questions; also had .0002 Tc -.06s 0.0004 Tc --.0551 Tw [

Don VandeWalle,

Robin L. Pinkley, Miguel A. Quiñones, Linda B. Stearns.

Mel Fugate, Maribeth Kuenzi, Ellen F. Jackofsky.

Jay Carson, Robert W.

that ACCT 3391 is a gateway course for el

Raj Sethuraman,

Thomas E. Barry, William R. Dillon, Daniel J. Howard, Roger A. Kerin, Glenn  
Voss, Zannie G. Voss. Michael H. Braun, Richard A. Briesch, Edward J.  
Fox, Stanimir Markov, Tasadduq Shervani, Jacquelyn S. Thomas.

A multidisciplinary approach to the study of sales and salesforce management. Focuses on the total sales process: selection, training, motivation, and compensation of personnel; sales forecasting; sales territory management; and analysis. Provides a fundamental understanding of the elements of the sales process and a management perspective to plan, organize, and direct a sales force. *Prerequisite:* MKTG 3340. Reserved for Cox majors.

Focuses on the environment of retailing management, retail strategy, merchandise management, sales promotion and customer services, and expense and productivity management. *Prerequisite:* MKTG 3340 or ADV 3362. Reserved for Cox majors.

Examines international marketing from the evolved, underlying common nature of all humans, to the legal issues concerning export and import, to the subtle nuances of strategy in the subregions of international countries. Emphasizes novel problem-solving and an expanded worldview, with a focus on real-world approaches to understanding the global marketing environment. *Prerequisite:*



Examines critical legal issues encountered by private domestic enterprises during the first year s of operation. Topics include the hiring of



