

2012-2013 LONG SIGNATURE SHEET



UNC CHARLOTTE

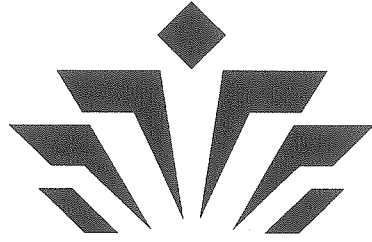
Proposal Number: MBA 2-15-2013

Proposal Title: Revision of the MBA Marketing Concentration

Originating Department: MBA Program Committee

TYPE OF PROPOSAL: UNDERGRADUATE _____ GRADUATE X UNDERGRADUATE & GRADUATE _____
 (Separate proposals sent to UCCC and Grad. Council)

DATE RECEIVED	DATE CONSIDERED	DATE FORWARDED	ACTION	SIGNATURES
3-1-2013	4-11-2013	4-12-2013	Approved	 MBA Director Gary F. Kohut MBA Program Committee Louis H. Amato
4-12-2013	4-15-2013	4-19-2013	Approved	<u>COLLEGE CURRICULUM COMMITTEE CHAIR</u> Steven P. Clark
			Approved	<u>COLLEGE FACULTY CHAIR (if applicable)</u>
			Approved	<u>COLLEGE DEAN</u>
			Approved	<u>GENERAL EDUCATION</u> (if applicable; for General Education courses)
			Approved	<u>UNDERGRADUATE COURSE & CURRICULUM COMMITTEE CHAIR (for undergraduate courses only)</u>
5-2-13	5-7-13	5-10-13	Approved	<u>GRADUATE COUNCIL CHAIR (for graduate courses only)</u>
				<u>FACULTY GOVERNANCE ASSISTANT (Faculty Council approval on Consent Calendar)</u>
				<u>FACULTY EXECUTIVE COMMITTEE (if decision is appealed)</u>



UNC CHARLOTTE

LONG FORM

COURSE AND CURRICULUM PROPOSAL

To: Belk College Graduate Council Chair

From: Marketing Department

Date: April 11, 2013

Re: Revision of the MBA Marketing Concentration

Revised Graduate (MBA)

Course and Curriculum Proposal Form: MBA Program Committee

Title: **Revision of the MBA Marketing Concentration**

II. CONTENT OF PROPOSAL

A. PROPOSAL SUMMARY

- A. **SUMMARY.** The Department of Marketing proposes the following changes for the MBA Marketing Concentration. Our revised MBA Marketing Concentration is driven by our vision for the future, reflected in our “Positioning Statement” that was created in 2011. We have used the following protocol in this document:

Bold: Proposed Course Titles/Numbers/Descriptions
Underline: Current Course Titles/Numbers/Descriptions

- Add 6 new courses to the marketing curriculum immediately upon adoption of the new curriculum:
 - **MBAD 6273: Brand Building and New Product Strategy**
 - **MBAD 6276: Consumer Analytics**
 - **MBAD 6277: Social Media Marketing and Analytics**
 - **MBAD 6278: Innovation Analytics**
 - **MBAD 6279: Design Thinking and Innovation**
 - **MBAD 6280: Market Change and Innovating the Future**

- Modify 4 course titles and course numbers, as follows:
 - MBAD 6176: Consumer Behavior to **MBAD 6271: Consumer Behavior and Strategy**
 - MBAD 6172: Marketing Research to **MBAD 6272: Marketing Analysis and Decision Making**
 - MBAD 6173: Promotional Strategy to **MBAD 6274: Advertising and Promotion Strategy**
 - MBAD 6174: Global Marketing to **MBAD 6275: Global Marketing Strategy**

- Modify 3 course numbers, as follows:
 - MBAD 6171: Marketing Management to **MBAD 6270: Marketing Management**
 - MBAD 6372: Pricing and Positioning Strategy to **MBAD 6281: Pricing and Positioning Strategy**
 - MBAD 6371: Marketing of Sports to **MBAD 6282: Marketing of Sports**

B. PROPOSED CATALOG COPY

Because this proposal affects every course in the MBA “Marketing Concentration,” we have included course syllabi for all new proposed courses (see Attachment 3), and complete revised catalog copy describing each course (see Attachment 4).

Concentration and Elective Component (12 – 15 credit hours)

Students complete twelve to fifteen hours of elective courses specified for a concentration or as free electives. Students may enroll in electives as soon as they complete the prerequisite for each course. MBAD 6890 (Directed Individual Study) and MBAD 7090 (Special Topics in Business) may be included in a concentration with permission of the MBA Director and the related Department.

Concentration and elective requirements:

Marketing

Prerequisite: MBAD 6270

Choose four of the following courses:

- MBAD 6271: Consumer Behavior and Strategy
- MBAD 6272: Marketing Analysis and Decision Making
- MBAD 6273: Brand Building and New Product Strategy
- MBAD 6274: Advertising and Promotion Strategy
- MBAD 6275: Global Marketing Strategy
- MBAD 6276: Consumer Analytics
- MBAD 6277: Social Media Marketing and Analytics
- MBAD 6278: Innovation Analytics
- MBAD 6279: Design Thinking and Innovation
- MBAD 6280: Market Change and Innovating the Future
- MBAD 6281: Pricing and Positioning Strategy (on demand)
- MBAD 6282: Marketing of Sports (on demand)

B. JUSTIFICATION

A. Identify the need addressed by the proposal and explain how the proposed action meets the need.

The Department of Marketing, within the Belk College of Business, was faced with the following issues in 2011:

- a. **Changing needs:** The global, national and regional business environment had changed dramatically and rapidly, but the MBA marketing curriculum had not kept up with this change. It was important that we not only keep up with the changing needs of the business community, but also look ahead to create a curriculum for the future. The changing needs, as we perceived it, shaped our vision for the future, which is reflected in our “Positioning Statement”. We

believe that, with this curriculum proposal, we have taken an important step in developing one of the most updated and forward-looking MBA marketing concentrations in the world.

- b. **A compelling curriculum to attract the best students:** We needed to create an exciting and compelling curriculum to attract the best *students*. We needed to clearly define our vision for the future. This vision had to be reflected in our research agenda and in our curriculum. We believe that, with this curriculum proposal, we have taken an important step in this direction.
- c. **Relevance:** One of UNC Charlotte’s major goals as an “urban research university” is to “respond to regional needs and contribute to the economic needs of the region.” The Department of Marketing’s MBA curriculum needs to be relevant to the regional business community, as well as the national and global business communities. Our proposed curriculum was driven substantially by external needs, as expressed by a variety of executives in the business community. We thus believe that this proposed curriculum would make our MBA students more relevant and help us better “respond to regional needs and contribute to the economic needs of the region.”

Simply put, we have identified the needs of our stakeholders as *Market Innovation* and *Actionable Analytics*. Our proposed curriculum addresses these needs.

B. Discuss prerequisites/co-requisites for course(s) including class standing.

Students complete twelve to fifteen hours of elective courses specified for a concentration. Students may enroll in electives as soon as they complete the prerequisite for each course. MBAD 6890 (Directed Individual Study) and MBAD 7090 (Special Topics in Business) may be included in a concentration with permission of the MBA Director and the related Department. Except when permission from the MBA director and the related department (Marketing) is granted, the pre-requisite for the courses in the proposed marketing concentration are as follows:

- MBAD 6271 (Consumer Behavior and Strategy), Prerequisite: MBAD 6270
- MBAD 6272 (Marketing Analysis and Decision Making), Prerequisite: MBAD 6270
- MBAD 6273 (Brand Building and New Product Strategy), Prerequisite: MBAD 6270
- MBAD 6274 (Advertising and Promotion Strategy), Prerequisite: MBAD 6270
- MBAD 6275 (Global Marketing Strategy), Prerequisite: MBAD 6270
- MBAD 6276 (Consumer Analytics), Prerequisite: MBAD 6270
- MBAD 6277 (Social Media Marketing and Analytics), Prerequisite: MBAD 6270
- MBAD 6278 (Innovation Analytics), Prerequisite: MBAD 6270
- MBAD 6279 (Design Thinking and Innovation), Prerequisite: MBAD 6270
- MBAD 6280 (Market Change and Innovating the Future), Prerequisite: MBAD 6270
- MBAD 6281 (Pricing and Positioning Strategy), Prerequisite: MBAD 6270
- MBAD 6282 (Marketing of Sport), Prerequisite: MBAD 6270

C. Demonstrate that course numbering is consistent with the level of academic advancement of students for whom it is intended.

All the new courses proposed are at the 6000 -7999 level, the level designated for “Master’s Level Courses.” Thus, it is consistent with the level of academic advancement of the students for whom it is intended. As we have proposed substantial changes in our curriculum through the addition of new courses and renaming of existing courses, we have re-numbered all courses offered in the Marketing Concentration. Consistent with our positioning statement, we have designed the new Marketing Concentration to focus on the *needs of our business stakeholders*. This will be discussed in the next section.

D. In general, how will this proposal improve the scope, quality and/or efficiency of programs and/or instruction?

The proposed curriculum will improve the scope and quality of instruction at the Belk College of Business and UNC Charlotte. This proposal has been driven by the changing needs of the business community. The following key marketplace challenges affected our decisions as we designed our MBA curriculum for the future:

- The increasing commoditization of knowledge and the increasing focus on market innovation
- The explosion in the availability of rich new consumer data (structured and unstructured Big Data) due to the proliferation of new social media and mobile technologies
- An increasingly hyper-competitive marketplace with a rapid pace of market change
- The increasing need for business curricula to be relevant to business.

In addition to consulting with marketing practitioners, numerous students and a student advisor (the Director of MBA Student Services), we also analyzed the marketing curricula offered by the 20 highly regarded MBA programs listed below. We believe that the content and the pioneering nature of our proposed curriculum are comparable with, and in certain areas superior to, the curriculum in these quality programs.

1. Babson College
2. Boston College - Carroll School of Management
3. Carnegie Mellon - Tepper School of Business
4. Emory University - Goizueta Business School
5. Massachusetts Institute of Technology – Sloan School of Business
6. New York University - Stern School of Business
7. North Carolina State University - Poole College of Management
8. Stanford University- Stanford School of Business
9. University of California, Berkeley - Haas School of Business

10. University of Illinois at Urbana-Champaign
11. University of Maryland – Robert H. Smith School of Business
12. University of Michigan- Stephen M. Ross School of Business
13. University of Minnesota- Carlson School of Management
14. University of Notre Dame – Mendoza College of Business
15. University of Pennsylvania - Wharton School of Business
16. University of Texas at Austin – McCombs School of Business
17. University of Wisconsin, Madison
18. University of Washington - Foster School of Business
19. The Ohio State University – Fisher College of Business
20. Wake Forest University- Babcock School of Management

Consistent with our positioning statement, we have designed the Marketing Concentration to focus on the *needs of our business stakeholders*. It corresponds with our current strengths and the future direction of the department. Students will be able to take marketing courses that correspond with their business needs and their future aspirations.

For example, students interested in a career in “General Marketing Strategy” can take MBAD 6271: Consumer Behavior and Strategy, MBAD 6272: Marketing Analysis and Decision Making, MBAD 6273: Brand Building and New Product Strategy, MBAD 6274: Advertising and Promotion Strategy, and MBAD 6275: Global Marketing Strategy.

Students interested in a career in “Market Innovation” can take MBAD 6273: Brand Building and New Product Strategy, MBAD 6278: Innovation Analytics, MBAD 6279: Design Thinking and Innovation and MBAD 6280: Market Change and Innovating the Future.

Students interested in a career in “Marketing Analytics¹” can take MBAD 6272: Marketing Analysis and Decision Making, MBAD 6276: Consumer Analytics, MBAD 6277: Social Media Marketing and Analytics and MBAD 6278: Innovation Analytics

Thus, the proposed MBA Marketing Curriculum will improve the scope of instruction available in Belk College of Business by strengthening our offerings in what we have identified as the two key needs of our business community: *Market Innovation* and *Actionable Analytics*.

Our proposal will also make the rationale and focus of our courses clearer to MBA students and to other students taking marketing courses in our MBA program. They will better see how the various courses relate to their future career goals. The MBA student advisors at the Belk College of Business will be fully apprised of the

¹ We currently have a new undergraduate course titled “**Mobile Marketing and Analytics**,” scheduled to be taught in Fall 2013. We expect to offer a comparable course at the MBA level in the near future to strengthen our “Marketing Analytics” offerings at the MBA level.

changes in our curriculum, so they in turn will better be able to advise students interested in the Marketing Concentration. In summary, the proposed curriculum will make an important contribution to UNC Charlotte in its mission to enhance the intellectual capital in the region, and to contribute to its economy.

In addition to the new courses added to the curriculum, we also have made modifications to the titles of four courses to better reflect the content of these courses and make sure that the content of the courses are more readily apparent to students. The content of these courses, however have not been changed appreciably beyond routine updating of the course content.

- MBAD 6176: Consumer Behavior to **MBAD 6271: Consumer Behavior and Strategy**
- MBAD 6172: Marketing Research to **MBAD 6272: Marketing Analysis and Decision Making**
- MBAD 6173: Promotional Strategy to **MBAD 6274: Advertising and Promotion Strategy**
- MBAD 6174: Global Marketing to **MBAD 6275: Global Marketing Strategy**

C. IMPACT

A. What group(s) of students will be served by this proposal? (Undergraduate and/or graduate; majors and/or non-majors, others? Explain).

Four groups of students will primarily be served by this proposal:

- a. Graduate (MBA) business students, especially those interested in a Marketing Concentration, will most directly be impacted by this proposal. They now will have available to them an updated and forward-looking graduate curriculum in marketing. In addition, depending on their career interests, future aspirations and level of career focus, they also will have the ability to select general marketing courses or courses from two other areas in marketing, Market Innovation or Marketing Analytics.
- b. Courses in our proposed curriculum are also included as part of the curriculum in other concentrations. Examples include the following:
 - The “Global Business” concentration includes our “Global Marketing” course as part of the curriculum
 - The “Quantitative Methods for Business” concentration includes our “Marketing Analysis and Decision Making” course (formerly called “Marketing Research”) as part of the curriculum.
 - The “Business Analytics” concentration includes our “Marketing Analysis and Decision Making” course (formerly called “Marketing Research”) and “Pricing and Positioning Strategy” as part of the curriculum.

- The “Student-Structured Concentration” may include one or more of our proposed courses.
- c. Students from other MBA concentrations will also have the opportunity to take one or more courses from our proposed list of courses as “free electives,” thus *strengthening* these other concentrations. As boundaries between functional areas diminish, MBA students will have the opportunity to take additional courses connected to their specific interests. Examples may include the following:
- Students in the “Business Analytics” concentration may be interested in taking a course from our list of Marketing Analytics-related courses as a free elective.
 - Students in the “Quantitative Methods for Business” concentration may be interested in taking a course from our list of Marketing Analytics-related courses as a free elective.
 - Students in the “Management” concentration may be interested in taking a course from our list of Market Innovation-related courses as a free elective.
- d. Students from the proposed cross-disciplinary PSM in “Data Science and Business Analytics” will have the opportunity to take one or more courses from our proposed list of courses as core courses or electives. This PSM is a collaboration among three departments: Computer Science, BISOM and Marketing. “Consumer Analytics” is being proposed as a core course in this PSM, and “Social Media Marketing and Analytics” and “Innovation Analytics” are being proposed as electives.

We believe that the proposed curriculum is well positioned to serve the student segments described above, as well as the regional, national and global business communities. This proposed curriculum will enhance the education of MBA students in the Marketing Concentration, as well as students in other concentrations.

B. What effect will this proposal have on existing courses and curricula?

a. When and how often will added courses be taught?

The electives in our MBA Marketing Concentration will be taught at least once a year.

b. How will the content and/or frequency of offering of other courses be affected?

In creating this curriculum, the marketing department chair interviewed approximately 45 MBA students. Students were asked about their perceptions regarding the current MBA marketing curriculum. Almost unanimously, their responses centered on two issues:

- a. The number and frequency of marketing courses offered in the MBA marketing curriculum was extremely poor. The reactions of some students bordered on anger. While many students had a strong interest in the marketing concentration, they instead opted not to declare a concentration or selected another concentration because we did not offer a curriculum that they needed for their careers and future aspirations. Simply, put, the students emphatically communicated that our MBA program had an extremely poor concentration in marketing.
- b. The current MBA marketing curriculum at the MBA level had numerous gaps in it. The curriculum did not cover basic topics in marketing, much less the forward-looking topics that were needed as the field of marketing rapidly evolved.

Further, it was clear that our concentration did not compare favorably with other concentrations available to MBA students in terms of the number of electives offered (see table below) or the comprehensiveness of subject coverage. Below are recent data reflecting the numbers of MBA electives for each concentration.

Table: Number of MBA Electives by Department (March 31, 2013)

Finance	Management	BISOM	Marketing
14	10	8	5

We needed to increase the number of elective courses in the marketing curriculum and update the overall content of the curriculum. Thus, even with the additional courses added to our curriculum, the frequency of offering of the

existing courses in the marketing curriculum will not change. This is largely due to the small number of courses currently offered in the marketing curriculum.

More importantly, it is expected that the adoption of the new curriculum will result in a gradual and steady increase in the number of students in the marketing concentration. In sum, the frequency of offering of other courses in the marketing concentration will not substantially be affected.

c. What is the anticipated enrollment in courses added?

Based on the student feedback specified in “b” above, and our past experience with offering some of the courses as special topics (MBAD 7090) courses, as specified in “e” below, it is anticipated that the student enrollment in new courses will range between 13 and 20.

d. How will enrollment in other courses be affected? How did you determine this?

For the same reasons specified in “b” above, it is expected that the enrollment in other courses will not be noticeably affected.

e. If course(s) has been offered previously under special topics numbers, give details of experience including number of times taught and enrollment figures.

Earlier versions of the following courses were offered as “special topics” courses (MBAD 7090) in the MBA program as follows:

MBAD 6277 (Social Media Marketing and Analytics)

- Earlier version offered as a special topics course (MBAD 7090) in Spring 2013 with 21 students
- Earlier version offered as a special topics course (MBAD 7090) in Spring 2012 with 13 students

MBAD 6279 (Design Thinking and Innovation)

- Earlier version offered as a special topics course (MBAD 7090) in Fall 2012 with 16 students
- Earlier version offered as a special topics course (MBAD 7090) in Spring 2011 with 20 students

MBAD 6280 (Managing Change and Innovating the Future)

- Earlier version offered as a special topics course (MBAD 7090) in Fall 2011 in Taipei with 31 students
- Earlier version offered as a special topics course (MBAD 7090) in Summer 2010 in Monterrey via videoconference with 10 students

The courses were well received. Based on of the positive feedback from students, we are now proposing these courses as regular courses in the MBA program.

- f. **Identify other areas of catalog copy that would be affected, e.g., curriculum outlines, requirements for the degree, etc.**

We have included the catalog of course descriptions copy in Attachment 4. Curriculum outlines and requirements for the concentration are specified in Section A-2.

III. RESOURCES REQUIRED TO SUPPORT PROPOSAL

When added resources are not required, indicate “none”. For items that require “none” explain how this determination was made.

A. Personnel

a. **Hiring:** From a hiring standpoint, the academic year 2012-2013 was a very successful one for the Department of Marketing. Specifically, we added three full-time faculty members to our department. These include the Cullen Endowed position (tenured), an Assistant Professor position (tenure-track) and a full-time lecturer who teaches 8 courses for us each year. All three full-time faculty members will join our faculty in Fall 2013. While the full-time lecturer teaches courses at the undergraduate level, her hiring allows us to deploy more of our tenured and tenure-track faculty resources at the graduate level. Thus, we believe that we have adequate resources to support our proposed curriculum. Because of a unique teaching request from the MBA program for the 2013-2014 academic year, we may need to hire a part-time lecturer to teach MBAD 6274 (Advertising and Promotion Strategy) for Spring 2014.

b. **Qualified faculty members interested in teaching the new courses:**

MBAD 6271	Consumer Behavior and Strategy	Erevelles, Yang
MBAD 6272	Marketing Analysis and Decision Making	Stuart, Hansen
MBAD 6273	Brand Building and New Product Strategy	Hansen, Stuart
MBAD 6274	Advertising and Promotion Strategy	Swayne
MBAD 6275	Global Marketing Strategy	Yang, Erevelles
MBAD 6276	Consumer Analytics	Moon, Hansen
MBAD 6277	Social Media Marketing and Analytics	Blouin, Erevelles
MBAD 6278	Innovation Analytics	Moon
MBAD 6279	Design Thinking and Innovation	Amato, Erevelles
MBAD 6280	Market Change and Innovating the Future	Erevelles, Hansen

- B. **Physical Facility.** No additional resources required, since all new courses will be taught in existing classrooms or computer laboratories.
- C. **Equipment and Supplies.** No additional resources required, since all new courses require equipment and supplies similar to those required by our current courses.
- D. **Computer.** No additional resources required, since none of the new courses requires more computer resources than those currently available.
- E. **Audio-Visual.** No additional resources required, since none of the new courses requires additional audio-visual equipment.
- F. **Other Resources.** No additional resources, since all new courses require resources similar to those required by our current courses.
- G. **Source(s) of Funding.** Indicate source(s) of funding for new/additional resources required to support this proposal. The Belk College of Business will support the minimal requests made above for Personnel Resources. In addition, the Belk Foundation's \$1.5 million gift this year will support our marketing analytics initiatives and further strengthen the marketing curriculum.

IV. CONSULTATION WITH THE LIBRARY AND OTHER DEPARTMENTS OR UNITS

A. Library Consultation

A copy of all new course proposals was sent to Nicole Spoor, the business librarian for consultation. Her reports are attached below (Attachment 1). All new courses proposed were considered to have associated library holdings that were at least "adequate."

B. Consultation with other departments or units

The department chairs of the Business Information Systems and Operations Management (BISOM) department and the Management department were consulted on courses where we share common interests. Both chairs endorsed the relevant courses. Please see Attachment 2 (Relevant Documentation of Consultation with other Departments Units).

V. INITIATION AND CONSIDERATION OF THE PROPOSAL

A. Originating Unit

The originating unit for this curriculum proposal is the Department of Marketing. During the fall 2012 and spring 2013 semesters, a departmental curriculum committee met to create a new MBA curriculum for the Department of Marketing. In doing so, the committee took into account the needs of our business stakeholders, student opinions and student advisor comments when revising the curriculum. On February 14, 2013, the marketing department faculty unanimously approved the proposed curriculum.

B. Other Considering Units

No other actionable consideration, beyond that specified in section D.2 (above) is required on behalf of other units.

C. ATTACHMENTS

- Attachment 1:** Documentation of Library Consultation
- Attachment 2:** Documentation of Consultation with other Departments or Units
- Attachment 3:** Course Syllabi for Proposed New Courses
MBAD 6273: Brand Building and New Product Strategy
MBAD 6276: Consumer Analytics
MBAD 6277: Social Media Marketing and Analytics
MBAD 6278: Innovation Analytics
MBAD 6279: Design Thinking and Innovation
MBAD 6280: Market Change and Innovating the Future
- Attachment 4:** Complete, Revised Catalog Copy

ATTACHMENT 1: DOCUMENTATION OF LIBRARY CONSULTATION



Consultation on Library Holdings

To: Dr. Charles Bodkin
From: Nicole Spoor
Date: February 11, 2013
Subject: Course Proposal: MBAD 6273, Brand Building & Product Development

Summary of Librarian's Evaluation of Holdings:

Evaluator: Nicole Spoor, Business Librarian **Date:** February 11, 2013

Please Check One:

1. Holdings are superior
2. Holdings are adequate
3. Holdings are adequate only if dept. purchases additional items
4. Holdings are inadequate

Comments:

After a thorough evaluation of Atkins Library resources with regards to journals, databases and circulating books that are relevant to the proposed course, MBAD 6273, Brand Building & Product Development, it is found that the library's resources are sufficient to support this new course.

The following table shows the print source holdings that are relevant to Brand Building & Product Development. After performing multiple searches of the catalog, it is found that there are adequate resources related to Brand Building & Product Development. Individual books not owned by the library may be requested through the library's interlibrary loan service.

Catalog Searches Performed	Total Results	Results Less Than 5 Years Old
Branding	351	165
Brand AND Marketing	332	143
Brand Management	29	4
Product AND Development	869	150
Consumer Behavior	672	87
Consumer AND Marketing	744	154

The following is a list of selected databases that may be relevant to Brand Building & Product Development to which Atkins Library provides access:

Business Source Complete
Communication and Mass Media Complete
JSTOR
Lexis Nexis Academic
Intel Oxygen
PsycINFO
ScienceDirect
SimplyMap

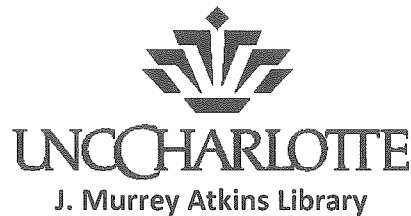
Atkins Library also has access to several journal titles that may be relevant to Brand Building & Product Development. Journal articles not owned by the library may be requested through the library's interlibrary loan service.

Brand Strategy
Brand Reporter
Brands and Branding Intelligence
Brandweek
Consumer Marketing
Marketing
Marketing Science
Journal of Marketing
Product Design and Development
Product R and

Conclusion: The holdings of Atkins Library with regards to print resources, databases and journals are sufficient to support MBAD 6273: Brand Building & Product Development. It is suggested that the participating academic departments continue ordering new resources as they are published.

—
Evaluator's Signature: Nicole Spoor, Business Librarian, Atkins Library

Date: February 11, 2013



Consultation on Library Holdings

To: Dr. Charles Bodkin
From: Nicole Spoor

Date: February 12, 2013

Subject: Course Proposal: MBAD 6276, Consumer Analytics

Summary of Librarian's Evaluation of Holdings:

Evaluator: Nicole Spoor, Business Librarian

Date: February 12, 2013

Please Check One:

1. Holdings are superior
2. Holdings are adequate
3. Holdings are adequate only if dept. purchases additional items
4. Holdings are inadequate

Comments:

After a thorough evaluation of Atkins Library resources with regards to journals, databases and circulating books that are relevant to the proposed course, MBAD 6276, Consumer Analytics, it is found that the library's resources are sufficient to support this new course.

The following table shows the print source holdings that are relevant to Consumer Analytics. After performing multiple searches of the catalog, it is found that there are adequate resources related to Consumer Analytics. Individual books not owned by the library may be requested through the library's interlibrary loan service.

Catalog Searches Performed	Total Results	Results Less Than 5 Years Old
Analytics	174	60
Consumer AND Marketing	744	114
Product AND Pricing	131	19

Marketing AND Technology	428	64
Market Analysis	92	17
Target Marketing	44	14
Quantitative AND Marketing	53	10

The following is a list of selected databases that may be relevant to Consumer Analytics to which Atkins Library provides access:

Business Source Complete
EconLit
JSTOR
Lexis Nexis Academic
Intel Oxygen
PsycINFO
ScienceDirect
SimplyMap

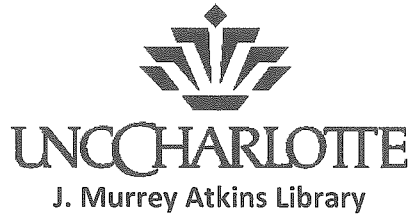
Atkins Library also has access to several journal titles that may be relevant to Consumer Analytics. Journal articles not owned by the library may be requested through the library's interlibrary loan service.

Consumer Behavior
Consumer Marketing
Marketing
Marketing Intelligence & Planning
Marketing Science
Journal of Marketing

Conclusion: The holdings of Atkins Library with regards to print resources, databases and journals are sufficient to support MBAD 6276: Consumer Analytics. It is suggested that the participating academic departments continue ordering new resources as they are published.

Evaluator's Signature: Nicole Spoor, Business Librarian, Atkins Library

Date: February 12, 2013



Consultation on Library Holdings

To: Dr. Charles Bodkin
From: Nicole Spoor

Date: February 11, 2013

Subject: Course Proposal: MBAD 6277, Social Media Marketing & Analytics

Summary of Librarian's Evaluation of Holdings:

Evaluator: Nicole Spoor, Business Librarian

Date: February 11, 2013

Please Check One:

- 1. Holdings are superior
- 2. Holdings are adequate
- 3. Holdings are adequate only if dept. purchases additional items
- 4. Holdings are inadequate

Comments:

After a thorough evaluation of Atkins Library resources with regards to journals, databases and circulating books that are relevant to the proposed course, MBAD 6277, Social Media Marketing & Analytics, it is found that the library's resources are sufficient to support this new course.

The following table shows the print source holdings that are relevant to Social Media Marketing & Analytics. After performing multiple searches of the catalog, it is found that there are adequate resources related to Social Media Marketing & Analytics. Individual books not owned by the library may be requested through the library's interlibrary loan service.

Catalog Searches Performed	Total Results	Results Less Than 5 Years Old
Social Media	162	147
Social Media AND Marketing	78	72
Social Media AND Business	66	59
Consumer AND Marketing	744	154
Facebook OR Twitter	89	84

Blog	82	57
Consumer AND Social Media	16	16

The following is a list of selected databases that may be relevant to Social Media Marketing & Analytics to which Atkins Library provides access:

Academic Search Complete
 Business Source Complete
 Communication and Mass Media Complete
 JSTOR
 Lexis Nexis Academic
 Mintel Oxygen
 PsycINFO
 ScienceDirect
 SimplyMap

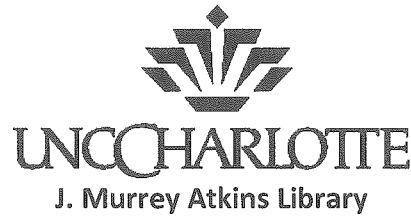
Atkins Library also has access to several journal titles that may be relevant to Social Media Marketing & Analytics. Journal articles not owned by the library may be requested through the library's interlibrary loan service.

Advertising Age
Communication Reports
Communication Methods and Measures
Communication Today
Consumer Marketing
Marketing
Marketing Science
Journal of Marketing

Conclusion: The holdings of Atkins Library with regards to print resources, databases and journals are sufficient to support MBAD 6277: Social Media Marketing & Analytics. It is suggested that the participating academic departments continue ordering new resources as they are published.

Evaluator's Signature: Nicole Spoor, Business Librarian, Atkins Library

Date: February 11, 2013



Consultation on Library Holdings

To: Dr. Charles Bodkin
From: Nicole Spoor
Date: March 27, 2013
Subject: Course Proposal: MBAD 6278, Innovation Analytics

Summary of Librarian's Evaluation of Holdings:

Evaluator: Nicole Spoor, Business Librarian **Date:** March 27, 2013

Please Check One:

- 1. Holdings are superior
- 2. Holdings are adequate
- 3. Holdings are adequate only if dept. purchases additional items
- 4. Holdings are inadequate

Comments:

After a thorough evaluation of Atkins Library resources with regards to journals, databases and circulating books that are relevant to the proposed course, MBAD 6278, Innovation Analytics, it is found that the library's resources are sufficient to support this new course.

The library currently holds two of the major readings suggested for the course: *How Customers Think: Essential Insights into the Mind of the Market* by Gerald Zaltman and *Serious Play: How the World's Best Companies Simulate to Innovate* by Michael Schrage. The third title, *The New Know: Innovation Powered by Analytics* by Thornton May, is being purchased.

The following table shows the print source holdings that are relevant to Innovation Analytics. After performing multiple searches of the catalog, it is found that there are adequate resources related to Innovation Analytics. Individual books not owned by the library may be requested through the library's interlibrary loan service.

Catalog Searches Performed	Total Results	Results Less Than 5 Years Old
Innovation AND Business	994	368
(Customer OR Consumer) AND Innovation	210	94
Markets AND Innovation	445	187
Markets AND (Customer OR Consumer)	1088	215
Consumer Behavior	677	90

The following is a list of selected databases that may be relevant to Innovation Analytics to which Atkins Library provides access:

Business Source Complete
 Books 24X7
 EconLit
 JSTOR
 Industry Market Research
 Lexis Nexis Academic
 Mintel Oxygen
 ScienceDirect
 SimplyMap

Atkins Library also has access to several journal titles that may be relevant to Innovation Analytics. Journal articles not owned by the library may be requested through the library's interlibrary loan service.

Consumer Marketing
Research in Consumer Behavior
Consumer Behavior
Business Innovation and Technology Management
Innovation: The Magazine of Research & Technology
Innovation: Management, Policy & Practice
Harvard Business Review

Conclusion: The holdings of Atkins Library with regards to print resources, databases and journals are sufficient to support MBAD 6278: Innovation Analytics. It is suggested that the participating academic departments continue ordering new resources as they are published.

Evaluator's Signature: Nicole Spoor, Business Librarian, Atkins Library

Date: March 27, 2013



Consultation on Library Holdings

To: Dr. Charles Bodkin
From: Nicole Spoor
Date: March 27, 2013
Subject: Course Proposal: MBAD 6279, Design Thinking and Innovation

Summary of Librarian’s Evaluation of Holdings:

Evaluator: Nicole Spoor, Business Librarian **Date:** March 27, 2013

Please Check One:

- 1. Holdings are superior
- 2. Holdings are adequate
- 3. Holdings are adequate only if dept. purchases additional items
- 4. Holdings are inadequate

Comments:

After a thorough evaluation of Atkins Library resources with regards to journals, databases and circulating books that are relevant to the proposed course, MBAD 6279, Design Thinking and Innovation, it is found that the library’s resources are sufficient to support this new course.

The following table shows the print source holdings that are relevant to Design Thinking and Innovation. After performing multiple searches of the catalog, it is found that there are adequate resources related to Design Thinking and Innovation. Individual books not owned by the library may be requested through the library’s interlibrary loan service.

Catalog Searches Performed	Total Results	Results Less Than 5 Years Old
Innovation AND Business	994	368
(Customer OR Consumer) AND Innovation	210	94

Value Chain Analysis	273	87
Brainstorming AND Business	27	8
Patents OR Intellectual Property	1736	355
Design Thinking	24	17
Ethnography AND business	20	8

The following is a list of selected databases that may be relevant to Design Thinking and Innovation to which Atkins Library provides access:

Business Source Complete
 Books 24X7
 EconLit
 JSTOR
 Industry Market Research
 Lexis Nexis Academic
 Mintel Oxygen
 ScienceDirect
 SimplyMap

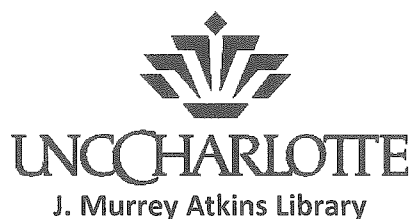
Atkins Library also has access to several journal titles that may be relevant to Design Thinking and Innovation. Journal articles not owned by the library may be requested through the library's interlibrary loan service.

Consumer Marketing
Business Innovation and Technology Management
Innovation: The Magazine of Research & Technology
Innovation: Management, Policy & Practice
Harvard Business Review

Conclusion: The holdings of Atkins Library with regards to print resources, databases and journals are sufficient to support MBAD 6279: Design Thinking and Innovation. It is suggested that the participating academic departments continue ordering new resources as they are published.

Evaluator's Signature: Nicole Spoor, Business Librarian, Atkins Library

Date: March 27, 2013



Consultation on Library Holdings

To: Dr. Charles Bodkin
From: Nicole Spoor
Date: March 28, 2013
Subject: Course Proposal: MBAD 6280, Market Change and Innovating the Future

Summary of Librarian’s Evaluation of Holdings:

Evaluator: Nicole Spoor, Business Librarian **Date:** March 28, 2013

Please Check One:

- 1. Holdings are superior
- 2. Holdings are adequate
- 3. Holdings are adequate only if dept. purchases additional items
- 4. Holdings are inadequate

Comments:

After a thorough evaluation of Atkins Library resources with regards to journals, databases and circulating books that are relevant to the proposed course, MBAD 6280, Market Change and Innovating the Future, it is found that the library’s resources are sufficient to support this new course.

The following table shows the print source holdings that are relevant to Market Change and Innovating the Future. After performing multiple searches of the catalog, it is found that there are adequate resources related to Market Change and Innovating the Future. Individual books not owned by the library may be requested through the library’s interlibrary loan service.

Catalog Searches Performed	Total Results	Results Less Than 5 Years Old
Innovation AND Business	994	368
(Customer OR Consumer) AND Innovation	210	94

Markets AND Innovation	445	187
Markets AND (Customer OR Consumer)	1088	215
Markets AND Forecasting	123	30
Branding AND (Customer OR Consumer)	116	57

The following is a list of selected databases that may be relevant to Market Change and Innovating the Future to which Atkins Library provides access:

Business Source Complete
 Books 24X7
 EconLit
 JSTOR
 Industry Market Research
 Lexis Nexis Academic
 Mintel Oxygen
 ScienceDirect
 SimplyMap

Atkins Library also has access to several journal titles that may be relevant to Market Change and Innovating the Future. Journal articles not owned by the library may be requested through the library's interlibrary loan service.

Consumer Marketing
Journal of Forecasting
Business Innovation and Technology Management
Innovation: The Magazine of Research & Technology
Innovation: Management, Policy & Practice
Harvard Business Review

Conclusion: The holdings of Atkins Library with regards to print resources, databases and journals are sufficient to support MBAD 6280: Market Change and Innovating the Future. It is suggested that the participating academic departments continue ordering new resources as they are published.

Evaluator's Signature: Nicole Spoor, Business Librarian, Atkins Library

Date: March 28, 2013

**ATTACHMENT 2: DOCUMENTATION OF CONSULTATION WITH OTHER
DEPARTMENTS OR UNITS**

From: Saydam, Gem
Sent: Friday, February 22, 2013 2:11 PM
To: Erevelles, Sunil
Cc: Khouja, Moutaz; Subramaniam, Chandra
Subject: Course proposals

Sunil,

Subsequent to Kexin's meeting with Jared regarding the course objectives and contents of MBAD 6276 Consumer Analytics, we met on Feb 22 and reviewed the revised course proposal.

BISOM Department endorses the MBAD 6276 Consumer Analytics course proposal.

Cem

Cem Saydam, Ph.D. | Chair | Professor of Operations Management
UNC Charlotte | Dept. of BIS and Operations Management
9201 Univ City Blvd. | Charlotte | NC 28223
Phone: 704-687-7616 | Fax: 704-687-6330
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From: Saydam, Gem
Sent: Wednesday, March 20, 2013 11:30 AM
To: Erevelles, Sunil; Khouja, Moutaz
Cc: Saydam, Gem
Subject: Social Media Marketing and Analytics Course endorsement

Sunil,

We appreciate the revisions made to the proposed MBAD 6277 Social Media Marketing and Analytics course which essentially removed all significant topical duplications with BISOM analytics courses.

BISOM Department endorses the MBAD 6277 Social Media Marketing and Analytics course proposal.

Cem

Cem Saydam, Ph.D. | Chair | Professor of Operations Management
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BELK COLLEGE *of* BUSINESS

Department of Management

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Memorandum

To: Sunil Erevelles 
Chair, Department of Marketing

From: Dave Woehr
Chair, Department of Management

Date: March 29, 2013

I have reviewed the course outline for MBAD 6279: Design Thinking and Innovation and I fully support offering the course in the MBA Marketing curriculum.

ATTACHMENT 3: COURSE SYLLABI FOR PROPOSED NEW COURSES

MBAD 6273: Brand Building and New Product Strategy

Course Description

Launching a new market offering, extending an existing market offering, or just maintaining an existing market offering are all challenging in today's marketplace of changing consumer demand and competition. Organizations recognize a need to focus on building better brands and on developing product strategies that create long-term branding relationships with their customers. Advances in technology have resulted in consumers influencing the meaning of brands. Gone are the days when the company completely controlled the brand positioning. Now, the brand meaning is co-created by the manager and the customer. Thus, managers need to be able to constantly build the brand, lest it be completely hijacked by customers or others. The purpose of this course is to help students know how to (1) understand brands, (2) build/craft new brands, (3) measure brands, and (4) manage the continued building of existing brands and brand extensions. Students will learn what a brand is, how it functions, and when extensions, repositioning, or new creation is most appropriate. Students will also learn how to measure and leverage brand strength and equity. The course will teach students how to specify the unique and relevant meaning that the brand strategy is meant to capture, how to convey it to management through the most recent/advanced visualization techniques and tools, and how to build it into the market offering and market communications. The course will also help students understand the marketing components of the new product development and launch process, along with the associated risks and pitfalls. Students will learn how to design, test, and launch new products. The instruction will occur through lectures, guest presentations, case discussions and projects.

Pre-requisite

- MBAD 6270 (Marketing Management)

Credit Hours

- This is a 3 credit hour course.

Required Textbooks and Readings

- *Strategic Brand Management*, by Kevin Keller, Prentice Hall 4th Edition (2012)
- *New Products Management*, Merle Crawford and Anthony Di Benedetto (2006), 8th edition, McGraw-Hill Irwin.
- Selected articles (*Journal of Marketing* and *Harvard Business Review*)

Other Suggested Readings

- *Best Practice Cases in Branding: Lessons from the World's Strongest Brands*, by Kevin Keller, Prentice Hall (2007)
- *Building Strong Brands*, David Aaker, Free Press (1995)

- Brand Portfolio Strategy: Creating Relevance, Differentiation, Energy, Leverage, and Clarity, David Aaker, Free Press, (2004)
- Designing Brand Identity: A Complete Guide to Creating, Building, and Maintaining Strong Brands, Alina Wheeler, Wiley (2006)

Course Outline

Week	Topic
1	Brand and Brand Management
2	Customer-Based Brand Equity
3	Brand Positioning
4	Choosing Brand Elements to Build Brand Equity
5	Integrating Marketing Communications to Build Brand Equity
6	Leveraging Secondary Brand Associations to Build Brand Equity
7	Developing a Brand Equity Measurement & Management System
8	Measuring Sources of Brand Equity
9	Measuring Outcomes of Brand Equity
10	Designing and Implementing Branding Strategies
11	Introducing and Naming New Products and Brand Extensions
12	The New Product Development Process/Concept Generation Ideation
13	Evaluation: Concept Testing/Development: Design/Launch: Planning and Market Testing

Grading

The final grade will be determined on the following weights (out of a total of 1000 points):

Class assignments	100 points
Midterm Examination	300 points
Final Examination	300 points
Term Project	300 points
Total	1000 points

By attending class beyond the first week, students agree to follow the framework and rules related to this course that is described above. Final grades will be based on the following totals: (totals include bonus points)

900 and above	A (Superior Performance)
800-899	B (Good Performance)
650-799	C (Average Performance)
Below 650	U

Academic Integrity

Students have the responsibility to know and observe the requirements of The UNC Charlotte Code of Student Academic Integrity. This code forbids cheating, fabrication or falsification of information, multiple submissions of academic work, plagiarism, abuse of academic materials, and complicity in academic dishonesty. Any special requirements or permission regarding academic

integrity in this course will be stated by the instructor, and are binding on the students. Academic evaluations in this course include a judgment that the student's work is free from academic dishonesty of any type, and grades in this course therefore should be and will be adversely affected by academic dishonesty. Students who violate the code can be expelled from UNC Charlotte. The normal penalty for a first offense is zero credit on the work involving dishonesty and further substantial reduction of the course grade. In almost all cases the course grade is reduced to F. Copies of the code can be obtained from the Dean of Students Office. Standards of academic integrity will be enforced in this course. Students are expected to report cases of academic dishonesty to the course instructor.

Statement on Diversity

The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.

MBAD 6276: Consumer Analytics

Course Description

Marketing Analytics is the science and art of developing and utilizing quantitative marketing decision models to plan, implement, and analyze marketing strategies and tactics.

Ever-changing marketplaces and the related computing environment are making an impact on the structure and content of the marketing manager's job. Concurrently, marketing is so rapidly evolving that it is no longer based on its conceptual content alone. Even though many still see traditional marketing as an art, the new and emerging marketing increasingly looks like engineering by effectively combining art and science to solve marketing problems. Marketers need more than concepts to fully make use of various and rich data available to them.

Therefore, this course is designed to help students move from qualitative marketing to quantitative marketing. The course is primarily designed for graduate students who have already acquired basic data analysis skills. Using quantitative marketing cases and related exercises tied to SAS, students will develop marketing plans in various decision contexts. Specifically, this course will introduce a variety of quantitative models to improve marketing decision-making in such areas as market response, customer segmentation/targeting, and price/promotion. It will help students learn how to use SAS as a data analysis tool when they make strategic and tactical marketing decisions, skills that are in increasing demand in profit and non-profit organizations alike today. Therefore, it is hoped that the course can be of value to students planning careers in marketing strategy or consulting.

This is a *heavily numbers-oriented course* that covers data analyses and result interpretations. It should be understood that *data analyses* and *result interpretations* are two primary ways to understand marketing phenomena and solve marketing problems.

Course Objectives

The pedagogical philosophy in this course embraces the principle of *learning by doing*. Most concepts that we cover have software (SAS) implementation and a case whose solution can be enhanced through empirical analysis. Students are expected to struggle at times, attempting to apply SAS, which is the *learning by doing* process. Unlike most marketing courses that focus on conceptual materials, this course provides *quantitative skills* to translate conceptual understanding into specific operational plans. Specifically, the course objectives are to:

- help you understand how quantitative models can enhance decision-making by converting data and information to insights and decisions,
- help you learn to view marketing phenomena and processes in ways that are agreeable to quantitative modeling, and
- expose you to a number of examples of the successful use of marketing analytics.

A major requirement is that students apply marketing analytics techniques to their group project to solve typical marketing problems of their own choice. The semester-long project is intended to train students for various aspects of data analysis.

Pre-requisite

- MBAD 6270 (Marketing Management)

Credit Hours

- This is a 3 credit hour course.

Course Requirements

- You should have a basic knowledge of statistics (e.g., frequency table, linear regression).
- The course is a combination of lecture and hands-on SAS operation. Therefore, you are required to bring a laptop to each class for effective learning.

Textbook/Course References

Lilien, Gary L. and Arvind Rangaswamy (2004), *Marketing Engineering: Computer- Assisted Marketing Analysis and Planning*, Revised Second Edition, Trafford Publishing. (ISBN 141202252-5)

- The software CD that accompanies the book is NOT necessary for the course.
- Textbook Resources Website: www.mktgeng.com

Hair, Joseph, F. Jr., William C. Black, Barry J. Babin, and Rolph E. Anderson (2010), *Multivariate Data Analysis*, 7th Edition, Prentice Hall. (optional)

- You are responsible for obtaining the part of Ch.4 (Multiple Regression Analysis) from the book.
- Ch.5 (Discriminant Analysis), Ch.6 (Logistic Regression), and Ch.9 (Cluster Analysis) are relevant and useful, too.
- Its previous editions are useful and acceptable.

Course Requirements

Task	Points
I. SAS Exercises	500
II. Team Project	500 (= Proposal Presentation 100 + Final Presentation & Report 400)

I. SAS Exercises: There will be multiple exercises throughout the semester. The exercises will be a combination of take-home and in-class exercises. These exercises will be given roughly once every two or three weeks in the first half, but less often in the second half to allow students to spend more time for their team project. In each exercise, students are expected to solve specific marketing analytics problems relevant to corresponding lectures using SAS and JMP.

Here are our tentative SAS Exercise Plans:

- Ex 1: JMP Basics (50 points)
- Ex 2: Linear Regression: Restaurant Patronization (100 points)
- Ex 3: Linear Regression: Airfare (50 points)
- Ex 4: Binary and Multinomial Logit Regression (100 points)
- Ex 5: Cluster & Discriminant Analysis (100 points)
- Ex 6: Text Mining (100 points)

Using the SAS program (www.sas.com) is a great way to acquire analytical skills. These exercises will be designed to familiarize you with this powerful statistical software. The instructor will provide hands-on sessions to help students learn how to use SAS primarily through the SAS Enterprise Guide (EG). The EG provides a convenient user-friendly interface to make using SAS easier. Depending on your computer type (e.g., Macintosh) and operating system (e.g., Windows XP, Vista, 7), you may need to choose other options. Notably, there is no Macintosh option for SAS 9.3.

II. Team Project The team project is a major requirement of this course. You need to make up a team, which will jointly work on it. *Each team will be composed of 3 or 4 members.* The objective of this task is to have students apply some marketing concepts and analytics techniques to the project. Your team wants to select a project of interest. While a variety of projects are acceptable, the following procedure is encouraged. Develop a project plan to address a specific marketing problem (e.g., market segmentation & targeting, promotion campaign, prospective new customer identification) for a specific brand or organization. It is your responsibility to identify a suitable brand or organization and suitable marketing problems. Importantly, you need to consider data availability for the project in selecting your research topic and determining research problems. One place to start with may be your employer. Other possibilities include contacting local companies. Some project examples include:

- a customer segmentation model for a local retailer
- designing and targeting customer service options for a phone service provider
- a promotion planning model for a small business
- a pricing model for a university resident theater company
- developing new products for an on-campus sports services unit

There are three distinct stages in this team project.

- First, you will have an opportunity to find your team members and explore potential topics for your team project. You want to determine your topic well ahead of your proposal presentation.
- Second, your team needs to present a proposal to the entire class. Each team will have approximately 30 minutes for the presentation. Be prepared to deal with questions and criticisms from your classmates and me. My formal feedback will be provided afterwards. What should be included in the proposal presentation will vary from project to project. Generally, you want to determine what object (i.e., brand or organization) and topic (e.g., target market identification, promotional campaign) you want to work on. You also need to describe your data and analysis models as much as possible. You should submit your PowerPoint slides to the instructor before your presentation. Your work will be graded based on content quality and presentation performance. All the members on the team should participate in the presentation in order to receive your team presentation points.
- Finally, your team will present the whole project work to the entire class. Your presentation is expected to last approximately 30 minutes. Be prepared to deal with questions and criticisms from your classmates as in your earlier proposal presentation. You should submit your PowerPoint slides to the instructor before your presentation, too. All the members on the team should participate in the presentation in order to receive your team presentation points.

- Furthermore, your team should complete and submit a final report not exceeding 30 double-spaced pages including tables, figures, and appendices to the instructor. The final report should include analysis results and an actionable marketing strategy arising from the empirical results.

More details on each step will be provided as each step nears. At the end of the semester, you will be asked to evaluate each of your team member's contribution to the team project. You should be honest and impartial in your evaluations.

Tentative Course Schedule

This is a tentative schedule and the instructor reserves the right to change it according to course development and student progress.

- LR indicates the textbook by Lilien and Rangaswamy.

Week	Topic
Week 1	Course Overview LR Ch.1: Introduction {SAS & EG} and {JMP} Installations & Operations
Week 2	{SAS & EG} and {JMP} Installations & Operations Linear Regression (LR Ch.2: Market Response Models)
Week 3	Linear Regression (LR Ch.2: Market Response Models)
Week 4	Linear Regression (LR Ch.2: Market Response Models), <i>Project Team Makeup</i>
Week 5	Linear Regression (LR Ch.2: Market Response Models)
Week 6	Binary Logit Regression (LR Ch.2: Market Response Models)
Week 7	Multinomial Logit Regression (LR Ch.2: Market Response Models)
Week 8	<i>Project Proposal Presentations</i>
Week 9	<i>Project Proposal Presentations</i>

Week 10	Cluster & Discriminant (LR Ch.3: Segmentation & Targeting)
Week 11	Cluster & Discriminant (LR Ch.3: Segmentation & Targeting)
Week 12	Cluster & Discriminant (LR Ch.3: Segmentation & Targeting)
Week 13	Text Mining
Week 14	<i>Project Data Analysis Meetings</i>
Week 15	<i>Final Project Presentations & Report Due</i>

Grading

The final grade will be determined on the following weights (out of a total of 1000 points):

SAS Assignments	500 points
Class assignments	100 points
Midterm Examination	100 points
Final Examination	100 points
Term Project	200 points
Total	1000 points

Grade Breakdown

Your total score based on all the class activities above will determine the final course grade.

Your course grade will be assigned according to the following table. *Once the course grades are released, unfounded requests for better grades will be denied.*

A	901-1000
B	801-900
C	701-800
F	700 and below

Academic Integrity

Students have the responsibility to know and observe the requirements of The UNC Charlotte Code of Student Academic Integrity. This code forbids cheating, fabrication or falsification of information, multiple submissions of academic work, plagiarism, abuse of academic materials, and complicity in academic dishonesty. Any special requirements or permission regarding academic

integrity in this course will be stated by the instructor, and are binding on the students. Academic evaluations in this course include a judgment that the student's work is free from academic dishonesty of any type, and grades in this course therefore should be and will be adversely affected by academic dishonesty. Students who violate the code can be expelled from UNC Charlotte. The normal penalty for a first offense is zero credit on the work involving dishonesty and further substantial reduction of the course grade. In almost all cases the course grade is reduced to F. Copies of the code can be obtained from the Dean of Students Office. Standards of academic integrity will be enforced in this course. Students are expected to report cases of academic dishonesty to the course instructor.

Statement on Diversity

The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.

MBAD 6277: Social Media Marketing And Analytics

Course Overview

Marketing is migrating to online outlets with the rise of social media platforms and importance of search engines in the consumer decision-making processes. This class will explore the basics of how businesses can leverage social media, and focus on how to best utilize social media to connect with a customer base and to build brand equity. Social Media Marketing & Analytics will also explore cases where social media has been utilized appropriately and ethically as well as unsuccessfully, have presentations from professionals who utilize social media in their businesses, and draw parallels between marketing best practices in traditional and new media. Additionally, the class will delve into how social media platforms can be used as customer acquisition tools and customer relationship management tools

The analytics component of this course will allow students to gain an understanding of how business intelligence algorithms can be applied to help maximize impact and social influence. Students will also learn how dimension tables can be used for executive-level marketing dashboard generation. Additionally, students will learn the application of DAIX formulas and how software development firms cater to social media marketing-specific analytics.

This course will also focus on how analytics tools are used in social media marketing decision-making. Students will study a suite of applications to collect, process, analyze, and visualize their data for decision making purposes, and will study how various social media platform APIs interact with statistical suites. Students will use historical and current data to build models that enable them to optimize campaigns, build models to predict future consumer trends, and identify new market segments. The course will be very hands-on and will have data-driven projects based on real-world campaigns so students understand how to develop a scorecard, monitor and optimize their social media marketing programs. The course will culminate in the delivery of a complete social media plan for a real business – including platform selection, goals, and how the success of the campaign will be measured on an ongoing basis.

Course Objectives

At the end of this course, successful students should be able to:

- Understand how to effectively build a social media marketing campaign for small and large businesses
- Accurately measure the success of social media campaigns and make marketing decisions based on historical data and anticipated future trends
- Have a good understanding of the critical role analytics plays in the effectiveness of social media marketing. This will include the building of reports and marketing dashboards, and the measurement of program effectiveness.

- Navigate and create campaigns using contemporary social media platforms
- Use social media as a customer relationship management and customer acquisition tool
- Identify strategy that is conducive to the appropriate market
- Develop a comprehensive social marketing program that complies with overall business objectives and strategy.

Required Text and Readings:

- **Social Media Analytics – Effective Tools for Building, Interpreting and Using Metrics.** Author: Marshal Sponder. Publisher: McGraw-Hill. ISBN: 978-0-07-176829-9
- **The Social Media Marketing Book.** Author: Dan Zarella, Publisher: O'Reilly Media, Inc. First Edition.
- Additional articles will be assigned on a weekly basis via the class Twitter account.

Course Topics:

- I. Introduction to Social Media
 - a. Introduction to class
 - b. Types of social media outlets
 - c. Engaging with your customers
 - d. Defining your brand through social media
 - e. Best Practices for Businesses

- II. Rules & Legislation Relating to Social Media
 - a. Maintaining a responsible presence online
 - b. Reputation management
 - c. International rules and implications

- III. Analytics
 - a. Trending analysis and data intelligence
 - b. Impact measurement
 - c. Applications of data mining, modeling and convergence in marketing
 - d. Marketing dashboards and scorecards
 - e. Applications of analytics tools and platforms in marketing

- IV. Mixing Social and New Media with Traditional Advertising

- V. Trends and the Future of Internet and Social Advertising

Exams

Two examinations will be given during the semester, which will include all lecture material and assigned readings and cases. The tests will be cumulative. The examinations will be scheduled well in advance, and will be given during scheduled class time. Make-up exams will be given only under extreme circumstances with prior approval from the instructor. Students who miss the examination will receive a grade of "0."

Cases/Assigned Readings

Reading assignments will be sent to students via the class Twitter account at the beginning of every week. Students are required to follow the Twitter feed regularly for class updates. Additionally, readings from the course textbooks will be assigned. Students will receive a schedule of the required reading at the beginning of the course, which is subject to change throughout the semester. Students are expected to complete the reading prior to the class period, as course discussions will be based upon the readings, and the contribution will be crucial in the class participation grade.

Assignments

There will be two individual assignments, as follows:

1. Individual Paper on Social Media Marketing:

Each student will be required submit one paper (5-6 pages) regarding a contemporary topic in social media marketing. The paper can go beyond just social media, but must be a current issue in the world of technology and the Internet. Students must use several sources to detail the topic, and will present the paper for discussion to the class. Schedule for these presentations will be composed on the third day of class.

2. Social Media Analytics Project:

Students will be required to compile data from a real-world campaign to build a model that will allow them to monitor and optimize the campaign. Further, they will have to provide a forecast of what the expected performance of their social media marketing platform will be in the upcoming months. Students are responsible for identifying key performance indicators and demonstrating how they are used to effectively make decisions for the betterment of their marketing campaign. This project will be ongoing throughout the semester.

3. Class Project:

Each individual will come up with an integrated social media marketing plan for a real corporation. The plans will include the outlets, release strategy, and any media buying strategy that will be necessary to make the campaign successful. Deliverables will include both a written marketing plan, as well as a presentation that will be pitched to the class.

Guest Speakers:

We will have several guests throughout the semester that use social media and the Internet in their current businesses.

Grading:

The final grade will be determined on the following weights:

Class Participation:	10%
Midterm:	25%
Individual paper:	10%
Project:	30%
Final:	25%

Final Grades will be determined as follows:

A: 90-100

B: 80 – 90

C: 70 – 80

F: 70 and below

Attendance:

Students are expected to attend and participate in all class meetings. Should an extreme situation arise, the instructor must be notified prior to the class period. Excessive absence (more than 2 classes missed) will result in failure of the course.

Academic Integrity:

Students have the responsibility to know and observe the requirements of The UNC Charlotte Code of Student Academic Integrity. This code forbids cheating, fabrication or falsification of information, multiple submissions of academic work, plagiarism, abuse of academic materials, and complicity in academic dishonesty. Any special requirements or permission regarding academic integrity in this course will be stated by the instructor, and are binding on the students. Academic evaluations in this course include a judgment that the student's work is free from academic dishonesty of any type, and grades in this course therefore should be and will be adversely affected by academic dishonesty. Students who violate the code can be expelled from UNC Charlotte. The normal penalty for a first offense is zero credit on the work involving dishonesty and further substantial reduction of the course grade. In almost all cases the course grade is reduced to F. Copies of the code can be obtained from the Dean of Students Office. Standards of academic integrity will be enforced in this course. Students are expected to report cases of academic dishonesty to the course instructor.

Statement on Diversity:

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MBAD 6278: Innovation Analytics

Course Description

Within marketing practice, two key drivers of success are the ability to understand innovation opportunities and the ability to generate consumer insights. This course is focused on applying business analytics to marketing and innovation-related problems. We primarily focus on the comprehension and applications of text analytics as an innovative analytical tool to examine unstructured qualitative information (e.g., consumers' text product reviews on social media). In other words, we want to use real-world marketing examples to learn text analytics and associated statistical techniques. The basic philosophy of this course is that analytics should be regarded as an essential tool in everyday decision-making. Toward the end, **SAS Text Miner**, **SAS Sentiment Analysis**, and **SAS Enterprise Guide** are used as primary analytics tools. This course also focuses on helping students to identify the various sources of consumer insights, which ones to focus on, and how to use them to identify key business drivers.

Pre-requisite

- MBAD 6270 (Marketing Management)

Credit Hours

- This is a 3 credit hour course.

Course Objectives

The pedagogical philosophy in this course embraces the principle of *learning by doing*. Most concepts that we cover have software (SAS) implementation and an exercise whose solution can be enhanced through empirical analysis. Students are expected to struggle at times, attempting to apply SAS, which is the *learning by doing* process. Unlike most marketing courses that focus on conceptual materials, this course provides *quantitative skills* to translate conceptual understanding into specific operational plans. Specifically, the course objectives are to:

- help you understand how quantitative models can enhance decision-making by converting data and information to insights and decisions,
- help you learn to view marketing phenomena and processes in ways that are agreeable to quantitative modeling, and
- expose you to examples of the successful use of text analytics to a marketing/innovation-related problem.

Suggested Required Readings

- *The New Know: Innovation Powered by Analytics*, Thornton May, Wiley, (2009)
- Required Readings and exercises provided by instructor

Supplementary Optional Textbook

- *How Customers Think: Essential Insights into the Mind of the Market*, Gerald Zaltman

Course Requirements

You should have some basic statistics knowledge. The course is primarily composed of hands-on

SAS operation. Therefore, students should bring a laptop to each class for effective learning.

Course Outline

Week	Topic
1	Introduction to Innovation Analytics
2	Understanding the Innovation Discovery Process in Organizations
3	How do you 'structure' unstructured qualitative consumer data
4	Consumer text chatter categorization
5	Introduction to Regression modeling of consumer categorized text
6	Identification of innovation opportunities through data mining
7	Visualization of discovered innovation opportunities
8	Introduction to Consumer Insights
9	Improving customer relationship management through database marketing
10	Insights through Customer Services
11	What customers want vs. what customers say
12	Consumers Insights and Competition
13	Group Project Presentations

SAS Exercises

Students are expected to conduct a series of hands-on SAS exercises composed of three parts as shown below. For these exercises, students can form a team of 2 or 3 students. Technically competent students can work individually as well. That is, an exercise team can have 1, 2 or 3 students. We use real data for the exercises. For example, in the movie industry, new movies are constantly being made and launched into the market. Although consumers can view old movies in various forms such as DVD rentals and streaming, new movies released in theaters lead the industry. In this sense, the industry is a representative innovation industry full of innovation problems. This is the reason we want to use this industry as our marketing/innovation example.

SAS Exercise: Part A

Apply **text categorization (TC)** techniques as a popular type of text analytics. Based on what consumers say about movies on imdb.com, we want to determine whether individual movies are culturally American or culturally un-American. This exercise will use **SAS Text Miner** as its primary software program. More details of this exercise will be provided on our course website.

SAS Exercise: Part B

We want to combine the text analytics results obtained in Part A into a **linear regression** model to find cultural and economic factors that explain international box-office performance of American movies. This exercise will use **SAS Enterprise Guide** as its primary software program. More details of this exercise will be provided on our course website.

SAS Exercise: Part C

Using **Sentiment Analysis**(Opinion Mining), we want to determine the sentiment of each movie review (positive vs. negative). This text analytics method requires more refined techniques than the TC techniques in Part A. This exercise will use **SAS Sentiment Analysis** as its primary software program. More details of this exercise will be provided on our course website.

Generally speaking, using the SAS program (www.sas.com) is a great way to acquire analytical skills. The exercises are designed to familiarize you with this powerful statistical software. Among many components of the SAS program, we will primarily use **Text Miner** (for most text analytics), **Sentiment Analysis** (for sentiment analysis), and **Enterprise Guide** (for linear regression and other common statistical analysis).

GRADING:

The final grade will be determined on the following weights (out of a total of 1000 points):

SAS Assignments	500 points
Class assignments	100 points
Midterm Examination	100 points
Final Examination	100 points
Term Project	200 points
Total	1000 points

By attending class beyond the first week, students agree to follow the framework and rules related to this course that is described above. Final grades will be based on the following totals: (totals include bonus points)

900 and above	A (Superior Performance)
800-899	B (Good Performance)
650-799	C (Average Performance)
Below 650	U

ACADEMIC INTEGRITY:

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MBAD 6279: Design Thinking and Innovation

Course Description

This course provides both the theoretical and practical components needed to be successful in the ever-important space of innovation. The course introduces students to design thinking and takes them through the full innovation process from idea generation, to early design, to declaration of importance, to delivery to the end user. Real world examples (game plans) that have worked over and over again provide a backdrop for understanding successful innovation. The focus of the class is hands-on learning structured around a team project.

Prerequisites

MBA student or other graduate student with MBA Director's permission.

Course Objectives

Understand design thinking and the innovation process, demonstrating the ability to perform the steps necessary to move an innovation from ideation to implementation.

Learning Objectives

1. Use the design thinking process to generate, prototype and screen ideas that lead to innovations. This will be accomplished through exercises, readings, business examples and class discussion.
2. To develop and test concepts in order to build a business case for innovations. This will be accomplished through exercises, readings, business examples and class discussion.
3. To plan for the implementation of innovations. This will be accomplished through exercises, readings, business examples and class discussion.
4. To learn how to build, participate in and motivate innovative teams. Learning will occur through exercises, readings and discussion.
5. To gain an appreciation of the importance of the organizational culture and governance in fostering creativity and innovation and to develop strategies for creating and delivering innovations. This will be accomplished through readings, conversations with business executives and experiential exercises.

Textbooks

Liedtka, Jeanne and Tim Ogilvie (2011). *Designing for Growth: A Design Thinking Tool Kit for Managers*. New York: Columbia University Press.

You will be asked to *complete readings posted on Moodle*. This is a dynamic course, so the assigned readings and other material listed in the schedule below is a work in progress. Check Moodle frequently for updates and additions.

Course Format

Expect this course to be hands-on and highly interactive. Students will be expected to work both independently and in teams.

Grading/Evaluation Criteria

The final grade will be based on the following:

Class participation & Exercises	20
Mini-ethnography	15
Individual Topic Report	15
Team project	<u>50</u>
Total	100

Attendance

Many MBA students work full-time, and have busy schedules. This is not an excuse for poor attendance. Signing up for this class implies a time commitment on your part.

You are expected to be an active participant in each class meeting. Coming to class is necessary but not sufficient for success. Attendance gets you in the game; you must participate actively. Completing the assigned readings before class, doing the assignments, and being mindful and thoughtful are essential.

University Policies

It is your responsibility to be fully and accurately informed of University policies, including, but not limited to, rules regarding dropping and adding courses, graduation requirements, and student conduct. The Dean of Students Office is the authoritative source for these policies.

Academic Integrity

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MBAD 6279
Design Thinking & Innovation

Date	Topic	Assignment
Week1	Course Overview Innovation Process Design Thinking	How P&G Tripled Its Innovation Success Rate (HBR June 2011) Liedtka & Ogilvie Section I
Week 2	Developing Deep Insights Ethnography	Liedtka & Ogilvie Section II Ethnography Primer White Paper: Suggestions for Conducting Commercial Ethnography Video (http://www.youtube.com/watch?v=sFRUIQLRdCs)
Week 3	Developing Deep Insights Journey Mapping Value Chain Analysis Mind Mapping	Liedtka & Ogilvie Section II The Customer-Centered Innovation Map (HBR May 2008) The Innovation Value Chain (HBR June 2007)
Week 4	Brainstorming Concept Development	Liedtka & Ogilvie Chapter 7 Liedtka & Ogilvie Chapter 8
Week 5	Concept Screening Exercise Proof of Concept Examples Innovation Management Present Ethnography Report	Is Your Company Choosing the Best Innovation Ideas? (MIT/Sloan Management Review Summer 2011) Is it Real? Can We Win? Is It Worth Doing? (HBR December 2007) Beating the Odds When You Launch a New Venture (HBR May 2010)
Week 6	Early Prototyping Prototyping Exercise Customer Demo	Liedtka & Ogilvie Section IV Experience Prototyping (Buchenau & Suri – IDEO) Paper Prototyping (Carolyn Snyder)
Week 7	Innovating through Start-ups Patents and Intellectual Property	Discovering New Value In Intellectual Property (HBR Jan-Feb 2000) People Don't Need a Profit Motive to Innovate (HBR Nov. 2011)
Week 8	Field Trials/Market Trials	Liedtka & Ogilvie, Chapter 12
Week 9	Innovation Tournaments	Innovation Tournaments Excerpt http://www.innovationtournaments.com
Week 10	Innovation Topic Reports	

Week 11	Build Trial/Pilot Communications Plan Marketing Plan	How to Design an Smart Business Experiment (HBR February 2009) Handouts
Week 12	Innovative Financial Models Tornado Charts	Innovation Killers: How Financial Tools Destroy Your Capacity to Do New Things (HBR January 2008)
Week 13	Building Innovation Teams	Teaming Up to Crack Innovation & Enterprise Integration (HBR November 2008) Tapping Into Employee Creativity (Human Resource Executive Online 12/7/11)
Week 14	Innovating in a Large Corporation	
Week 15	Deliver Performance Metrics Control Plans Re-Design	How Hot is Your Next Innovation (HBR May 2011) Innovation Metrics: The Innovation Process and How to Measure It
Week 16	Course Wrap-up	
Final Exam	Project Presentations	

MBAD 6280: Market Change and Innovating the Future

This overview is designed to present information about the "Market Change and Innovating the Future" class. It explains how the course will be conducted, methods of evaluation and assigned readings. Please review it carefully to prepare yourself for successful completion of the course.

PURPOSE

This course is designed to help a manager predict future marketplace change and to develop strategies to dominate future markets through innovative transformation. It focuses on *demographic and consumer trends* to understand the future of markets and to develop strategies to help market-driven organizations change before circumstances force them to do so. Predicting and managing marketplace change is essential for leading an organization into the future. The course will provide you with a framework of concepts, which will facilitate your understanding of the process of marketplace change from the perspective of a decision maker in a market-driven organization.

OBJECTIVES

1. To understand the future of markets
2. To understand the fundamental causes for marketplace change
3. To understand how to utilize demographic and consumer trends to develop marketing strategies for the future
4. To stimulate thinking on the future of innovation-driven consumer strategy
5. To understand the future of branding and communication with consumers
6. To understand key concepts of consumer behavior modification

REQUIRED READING

Consumer Demographics and Behavior,
Springer, ISBN: 978-9400718548

Crossing the Chasm: Marketing and Selling
Disruptive Products to Mainstream Customers
HarperBusiness, ISBN:978-0060517120

Harvard Business Review on Innovation
Harvard Business School Press, ISBN: 1-57851-874-1

OTHER REQUIRED READING:

At least one current business periodical
(e.g., BusinessWeek, Fortune, The Wall Street Journal, Fast Company),
"Conjoint Analysis: A Manager's Guide." HBS Note
"Spark Innovation Through Empathic Design." *HBR*.
"Winning at New Products" by Robert Cooper
Amabile, Teresa, D. Leonard & J. Rayport, *Harvard Business Review on Breakthrough Thinking*

TENTATIVE SCHEDULE FOR COURSE

CLASS	TOPIC
Class 1	The pace of change The nature of wealth and value in the future Sustainable competitive advantage in the future
Class 2	The future of consumer markets in the US Managing rapid change Designing the future for your market
Class 3	The future of global markets The biggest marketplace opportunities in the immediate future Taking advantage of highly predictable changes in future
Class 4	Market-based economic forecasting Events and trends that will shape markets
Class 5	Competing in a non-linear world Managing the onset of irrelevancy Marketing in the age of imaginative transformation
Class 6	The Challenge of Being Innovative Disruptive innovation: return on imagination Changing the rules: game-changing strategies The concept of moving competencies •
Class 7	The Future of Marketing Strategy Reinventing your business model constantly The biggest risk: orthodoxy Identification of Opportunities
Class 8	Product and Business Model Innovation Renewal and constant reinvention Innovation Ovens and Internal Markets Strategic Forgetting
Class 9	Branding and Communication Innovation Behavior Modification Strategies for Consumers
Class 10	Managing speed- fast management Key consumer parameters Managing marketplace innovation and change

Class 11	The reality of strategy Managing personal change The management of the future Conclusion
Class 12	Term project presentation

READING ASSIGNMENTS:

A list of reading assignments will be presented beside for each class session. Beside each date are the chapters to be read for that class meeting. It is expected that students will be prepared to answer questions on the text or cases when called upon in that session or be tested on the chapters involved. Students are also expected to be well read on current marketing and business issues from current periodicals (e.g. Business Week, Fortune, Wall Street Journal, etc.).

CLASS FORMAT:

The class will be conducted in a lecture – discussion - case format. Very little lecture time will be devoted to topics that the average student can readily comprehend on the basis of self study and independent reading. Instead class discussion will focus on those areas where comprehension is substantially enhanced by additional elaboration or illustration.

EXAMINATION PROCEDURES:

Two examinations will be conducted for this course, a mid-term examination conducted during the duration of the course session and a final after the class ends. Class lectures, text readings, current issues and other reading assignments will be covered on these examinations. The final examination will mostly focus on the concepts and the application of the concepts discussed in class. Two or more mini-tests, specified in advance will be conducted. More details will be provided in class

MINI ASSIGNMENTS:

Mini-assignments that will help gain insight into topics discussed in class will be assigned.

TERM PROJECT:

This project is included in the curriculum to enable you to apply the information presented in a practical scenario. It demands innovative thinking and significant use of the concepts covered in class. This paper requires you to cover at the mthe following points:

1. Identify, through the study of demographics and spending patterns, a future opportunity in the marketplace
2. Identify a business orthodoxy
3. Deconstruct that orthodoxy
4. Describe a service or a product for a potential business in the future. Create a business model that deconstructs a business orthodoxy and exploits future demographics.

Provide citations or credits in compliance with academic integrity standards. In addition, a list of references should be provided at the end of the text. Ensure that in-text credits and the list

of references are in proper APA style. You can review the following websites for information on citation format:

<http://www.legal.uncc.edu/policies/ps-105.html>

<http://www.apastyle.org/faqs.html#13>

ATTENDANCE:

I realize that many students work full-time, and have busy schedules. However, this is not an excuse for poor attendance, as you have made a time commitment when you signed up for this class. Any student who misses more than two scheduled "sessions" of class time will automatically fail the class, unless truly exceptional circumstances are involved. In such cases, the student is required to seek prior approval from the professor before missing a class. In extreme situations, where this is not possible, the student should contact the professor immediately after missing a scheduled session. The professor may refuse approval for absence for any reason, including past attendance record and performance in class.

GETTING THE MOST FROM THIS COURSE:

Students are the primary reason for the existence of a university. I consider students to be the most important people in a university. Consequently, I strive to achieve excellence in delivering value for the time, money and other resources expended by each student in taking this course. This includes a thorough dissemination of the subject matter, as well as insight to use the concepts discussed in class in your professional and personal lives. If you have any kind of problem that prevents you from getting the most out of this course, you are encouraged to immediately meet with me, and discuss the issue. If that is not possible, please e-mail me immediately. Do not be bashful about discussing any kind of problem related to this course with me. I will be delighted to listen to, and respond to any viewpoint or comment. You are also encouraged to build relationships with your classmates. Their backgrounds and experiences are a tremendous resource that can only enhance your own educational experience.

APPEALS:

If you feel some part of your examination or case was graded unfairly or harshly, or an examination question was unfair or ambiguous, you may appeal it according to the following guidelines:

1. You must indicate specifically and IN WRITING the reason for your appeal.
2. The entire examination or case concerned will be re-graded. Your grade can go UP or DOWN.
3. Appeals must be turned in NO LATER than one week after the examination or paper has been graded.

BONUS POINTS:

Bonus points, designed to assist students to secure higher grades, can be earned by INSIGHTFUL DISCUSSION in class, by doing special assignments or by participating in bonus exercises. Bonus points are given at the complete discretion of the professor and are based on his judgment. The professor has the right to cancel the bonus points of any student for any reason. Reasons could include poor attendance, academic misconduct, etc.

Some bonus assignments are also available during the semester. These usually will be short quizzes on materials from recent class sessions. There also may be opportunities to

participate in marketing research projects for bonus points. Such assignments will be totally voluntary, and bonus points are additional to normal examination and assignment points.

Primarily however, the professor will award bonus points for insightful class discussion. The goal here is to create a dynamic classroom environment, where students are encouraged to discuss their ideas, and challenge existing thinking. Usually these bonus points are assigned when the professor believes that a student has added significant insight to the learning process in class through class discussion. It is the student's responsibility to actively participate in class discussion, and attract the professor's attention if they want to earn these bonus points. (This is no different than a normal workplace situation.) As this class is not graded on a "curve," bonus points received by one student do not affect the grades of other students. Bonus points have to be reported to the professor by e-mail on the same day that they are awarded. The student should briefly state the reason for the bonus points and the number of points involved. The subject line on the email should read exactly "BONUS-MBAD 6280" Failure to follow these two guidelines will result in the forfeiture of the bonus points-no exceptions.

GRADING

The final grade will be determined on the following weights (out of a total of 1000 points):

Midterm Examination:	200 points
Final Examination	200 points
Mini-tests and class assignments	100 points
Term Project	400 points
Total	1000 points

By attending class beyond the first week, students agree to follow the framework and rules related to this course that is described above. Final grades will be based on the following totals: (totals include bonus points)

920 and above	A (Superior Performance)
800-919	B (Good Performance)
650-799	C (Average Performance)
Below 650	U

ACADEMIC INTEGRITY

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ATTACHMENT 4: PROPOSED CATALOG COPY

II. Concentration and Elective Component (12 credit hours)

Students complete twelve hours of elective courses specified for a concentration. Students may enroll in electives as soon as they complete the prerequisites for each course. MBAD 6890 (Directed Individual Study) and MBAD 7090 (Special Topics in Business) may be included in a concentration with permission of the MBA Director and the related department.

Concentration and elective requirements:

Applied Investments Management

Required courses:

- MBAD 5158 Student Managed Investment Fund I (3)
- MBAD 5159 Student Managed Investment Fund II (3)
- MBAD 6153 Investment Management (3)
- MBAD 6157 Advanced Corporate Finance (3)

Business Analytics

Required Courses:

- MBAD 6201 Data and Knowledge Management (3)
- MBAD 6122 Decision Modeling and Analysis via Spreadsheets (3)
- MBAD 6207 Business Project Management (3)

Plus one of the following courses:

- MBAD 6202 Business Information Systems: Analysis, Design, and Management (3)
- MBAD 6203 Information Systems Economics, Strategy, and Policy (3)
- MBAD 6204 Business Data Communications (3)
- MBAD 6208 Supply Chain Management (3)
- MBAD 6172 Marketing Research (3)
- MBAD 6177 Pricing and Positioning Strategy (3)
- MBAD 7090 Special Topics in Business: Advanced Analytics (3)
- ECON 6112 Graduate Econometrics (3)
- ECON 6218 Business and Economic Forecasting (3)

Business Finance

Required courses:

- MBAD 6153 Investment Management (3)
- MBAD 6157 Advanced Corporate Finance (3)

Plus two of the following courses:

- MBAD 6151 Financial Institutions and Markets (3)
- MBAD 6154 Applied Business Finance (3)
- MBAD 6155 Multinational Finance (3)

Financial Institutions/Commercial Banking

Required courses:

- MBAD 6153 Investment Management (3)
- MBAD 6156 Commercial Bank Management (3)
- MBAD 6157 Advanced Corporate Finance (3)

Plus one of the following courses:

- MBAD 6151 Financial Institutions and Markets (3)
- MBAD 6155 Multinational Finance (3)

Global Business

Required courses:

- MBAD 6193 Global Business Environment (3)
- MBAD 6197 Managing Multinational Enterprise (3)
- Plus one course involving MBA-approved international study or travel (3)

And one of the following courses:

- MBAD 6155 Multinational Finance (3)
- MBAD 6174 Global Marketing (3)

Information and Technology Management

Required courses:

- MBAD 6201 Data and Knowledge Management in Business (3)
- MBAD 6202 Business Info Systems Development (3)

Plus two of the following courses:

- MBAD 6203 Information Systems Economics, Strategy, and Policy (3)
- MBAD 6204 Business Data Communications (3)
- MBAD 6122 Decision Modeling and Analysis via Spreadsheets (3)
- MBAD 6207 Business Project Management (3)

Management

Choose four of the required courses:

- MBAD 6162 Leadership in Organizations (3)
- MBAD 6163 Human Resource Management (3)

- MBAD 6164 Executive Communication (3)
- MBAD 6165 Negotiation and Conflict Management (3)
- MBAD 6166 Ethics and Global Capitalism (3)
- MBAD 6191 Entrepreneurship (3)
- MBAD 6192 Business Ethics and Corporate Responsibility (3)
- MBAD 6193 Global Business Environment (3)
- MBAD 6197 Managing Multinational Enterprise (3)
- MBAD 6207 Business Project Management

Marketing

Choose four of the required courses:

- ~~• MBAD 6172 Marketing Research (3)~~
- ~~• MBAD 6173 Promotional Strategy (3)~~
- ~~• MBAD 6174 Global Marketing (3)~~
- ~~• MBAD 6176 Consumer Behavior (3)~~
- ~~• MBAD 6371 Marketing of Sports (3)~~
- ~~• MBAD 6361 Management of Motorsports (1.5) and MBAD 6362 Management of Professional Team Sports (1.5)~~

Marketing

- *Prerequisite: MBAD 6270*

Choose four of the following courses:

- MBAD 6271: Consumer Behavior and Strategy (3)
- MBAD 6272: Marketing Analysis and Decision Making (3)
- MBAD 6273: Brand Building and New Product Strategy (3)
- MBAD 6274: Advertising and Promotion Strategy (3)
- MBAD 6275: Global Marketing Strategy (3)
- MBAD 6276: Consumer Analytics (3)
- MBAD 6277: Social Media Marketing and Analytics (3)
- MBAD 6278: Innovation Analytics (3)
- MBAD 6279: Design Thinking and Innovation (3)
- MBAD 6280: Market Change and Innovating the Future (3)
- MBAD 6281: Pricing and Positioning Strategy (3) (on demand)
- MBAD 6282: Marketing of Sports (3) (on demand)

Real Estate Finance and Development

Required courses:

- MBAD 6158 Real Estate Finance & Investment (3)
- MBAD 6159 Real Estate Development (3)

Plus two of the following courses:

- MBAD 6160 Real Estate Capital Markets (3)
- MBAD 6258 Site Feasibility Analysis (3)
- MBAD 6259 Applied Real Estate Development (3)

Supply Chain Management

Required courses:

- MBAD 6122 Decision Modeling and Analysis via Spreadsheets (3)
- MBAD 6142 Quality & Manufacturing Management (3)
- MBAD 6208 Supply Chain Management (3)

Plus one of the following courses:

- MBAD 6207 Business Project Management (3)
- Elective approved by the MBA Director (3)

Student Structured Concentration

Students may propose a 12-semester hour concentration in a significant area of interest for approval by the Director of the MBA program. This concentration may include graduate courses from other programs within the University with approval of the related department.

COURSES IN BUSINESS ADMINISTRATION (MBAD)

MBA Program Preparatory Courses

MBAD 5110. Foundation of Economics. (3) Prerequisite: enrollment in MBA program. Focuses on topics related to the scope and methodology of economics as a social science, the analysis of markets, the development of market structure, the characteristics of market failure, problems of economic concentration, the measurement of national income, the theory of national income determination, money and banking, monetary and fiscal policy, international economics and the theory of income distribution. *(Fall, Spring)*

MBAD 5121. Business Information Systems. (3) Prerequisite: Basic computer knowledge and skills are assumed. Examination of how information systems are developed and used in organizations, how information resources are managed, and the potential strategic and competitive impact information systems have in domestic and global business environments. *(Fall, Spring)*

MBAD 5131. Fundamentals of Financial Accounting and Financial Management. (3) Prerequisite: enrollment in MBA program. Accelerated and in depth study of conceptual foundations and applications of financial accounting and financial management with emphasis on building accounting and finance information bases for external decision making. (Accounting and finance preparation to enter the MBA. May not be taken for credit toward any undergraduate degree within the Belk College of Business or used as equivalent credit for ACCT 2121-2122). *(Fall, Spring)*

MBAD 5141. Business Statistics and Quantitative Analysis. (3) Prerequisite: enrollment in MBA program. Designed to bring MBA students up to an acceptable level of analytical capability in the areas of probability theory, business statistics, basic linear mathematics (algebra and matrix algebra) and basic differential and integral calculus. Enrollment is limited to admitted MBA students. *(Fall, Spring)*

MBAD 5191. Legal Environment in Business. (1) Prerequisite: enrollment in MBA program. Legal environment in which business operates today; Legal, social, and ethical considerations of managers within the framework of federal and state regulatory laws; role and function of federal regulatory agencies and their impact on business activities. *(Fall, Spring) Graduate Only – General MBA*

MBAD 5158. Student Managed Investment Fund I. (3) Cross-listed as FINN 5158. Prerequisites: MBAD 5159, FINN 3120 or MBAD 6152, FINN 3222 or FINN/MBAD 6153, and permission of instructor. Management of an actual portfolio consisting of a portion of the University's Endowment Fund. *(Fall)*

MBAD 5159. Student Managed Investment Fund II. (3) Cross-listed as FINN 5159. Prerequisites: MBAD 5158, FINN 3120 or MBAD 6152, FINN 3222 or FINN/MBAD 6153, and permission of instructor. Management of an actual portfolio consisting of a portion of the University's Endowment Fund. *(Spring)*

MBAD 6028. Topics in Business Information Systems. (3) Prerequisite: MBAD 5121 or equivalent. Selected topics in information systems. Potential topics include information resource management, database management systems, management support systems, information systems in the financial and banking industry, information systems in manufacturing, information systems in health care, and EDP auditing. May be repeated for additional credit as the topics vary and with permission of MBA director. *(On demand)*

MBAD 6058. Special Topics in Financial Services. (3) Prerequisite: MBAD 6152. Each year, the subject matter of this course deals with a different specialized and contemporary topic of interest to students who are preparing for management careers in the financial services industry. Topics are chosen and covered in a way that builds on and supplements the topics covered in other courses in the Financial Institutions/Commercial Banking concentration. Emphasis is placed on the managerial implications of the subject matter as well as the impact on the financial system. Topics covered may vary from semester to semester, and the course may be repeated a maximum of one time for academic credit. *(On demand)*

MBAD 6100. Leadership, Ethics, and the Business Environment Seminar. (1) An introduction to leadership, ethics, and other essential skills and concepts for success in the current business environment. The particular topics and activities included vary each semester as the business environment changes. This course is to be taken by MBA students in their first semester. *(Fall, Spring)*

MBAD 6111. Macroeconomics and Business Forecasting. (3) Prerequisite: MBAD 5110 and MBAD 5141. Advanced studies of the interrelations of markets in national and international economies; mechanisms of monetary policy and interest rate effects, foreign exchange rates and inflation; relations between national saving, fiscal policy, foreign debt and investment; short-run and long-run effects of economic policy; tax policy, government spending and economic growth; types of economic forecasts; value and limits of forecasts. *(On demand)*

MBAD 6112. The Economics of Business Decisions.(3) Prerequisites: MBAD 5110 and 5141 or equivalents. Economic concepts in the decision making process. Topics include: scarcity; marginal analysis and tools of optimization; demand and supply analysis and market structure; economic efficiency; regression analysis; risk analysis and game theory; and international issues. *(Fall, Spring)*

MBAD 6122. Decision Modeling & Analysis via Spreadsheets. (3) Prerequisite: MBAD 5141 or equivalent. An analytical approach to the management process. Generalized models for decision making with major emphasis on application of the scientific method to management problems. *(Spring)*

MBAD 6123. Applied Management Science. (3) Prerequisite: MBAD 6122. Mathematical model building aimed at integrating methods and applications. Overview of mathematical programming in practice and a series of projects implementing models in business and the public sector. *(On demand)*

MBAD 6131. Management Accounting. (3) Prerequisite: MBAD 5131 or equivalent. This course deals with using accounting information for strategic, tactical, and operating decisions with a focus on strategic cost management. Emphasis is on using cost and other management accounting information in making sound decisions, its effect on managerial behavior, and its use

in formulating and implementing strategy, and issues of design and operation of management control systems including the intended and unintended consequences of performance measurement. *(Fall, Spring)*

MBAD 6141. Operations Management. (3) Prerequisite: MBAD 5141 or equivalent. Design, operation, and control of service and manufacturing systems. Emphasis on using analytical tools for problem solving in process analysis and reengineering, work-force management, material and inventory management, aggregate planning, total quality management, and others. *(Fall, Spring)*

MBAD 6142. Quality and Manufacturing Management. (3) Prerequisite: MBAD 6141. Current issues and advances in operations management including just-in-time inventory management, total quality management, continuous improvement, flexible manufacturing systems, computer integrated manufacturing systems, technology evaluation and selection, and operations strategy. *(Fall)*

MBAD 6151. Financial Institutions and Markets. (3) Cross-listed as FINN 6151. Prerequisite: MBAD 6152. Major financial institutions, particularly commercial banks, and their role in the intermediation process and as suppliers of funds to the money and capital markets. Comparative financial policies of these institutions are examined in the context of their legal and market environment. *(Yearly)*

MBAD 6152. Financial Management. (3) Cross-listed as FINN 6152. Prerequisites: MBAD 6112 and MBAD 6131. Theory and practice of corporate finance including asset management, cost of capital and capital budgeting, optimization problems and socio-economic aspects of financial management. Computer technology may be employed when applicable. *(Fall, Spring)*

MBAD 6153. Investment Management. (3) Cross-listed as FINN 6153. Prerequisite: MBAD 6152. Theory and practice of investment decisions of individuals and fund managers. Topics include: the status of capital market theory, the efficient market hypothesis literature, and a portfolio performance measurement. Standard institutional and investment analysis topics, futures and options markets, and international investment topics are covered. *(Fall)*

MBAD 6154. Applied Business Finance. (3) Cross-listed as FINN 6154. Prerequisite: MBAD 6152. Examination of business finance topics which typically confront the firm's primary finance functional areas (CFO, Treasurer, Controller). The purpose is to develop advanced analytical skills in those topic areas. The following topics form the basis of the course: lease vs buy (borrow); leveraged buyouts; merger analysis (emphasis on valuation); international operations of American firms (capital budgeting and cost of capital); capital structure; risk management. Such additional topics as working capital management; risk management; and relevant current topics will be included as time permits. *(On demand)*

MBAD 6155. Multinational Financial Management.(3) Cross-listed as FINN 6155. Prerequisite: MBAD 6152. Financial management of the multinational firm including management of foreign exchange risk and political risk, and the control and evaluation of financial policies of multinational firms. *(Spring)*

MBAD 6156. Commercial Bank Management. (3) Cross-listed as FINN 6156. Prerequisite: MBAD 6152. Techniques for the management of commercial banks. Topics of study include industry structure, administrative organization, management of assets, liabilities, and capital, and financial analysis of the banking firm. *(Yearly)*

MBAD 6157. Advanced Corporate Finance. (3) Cross-listed as FINN 6157. Prerequisite: MBAD 6152. Theories of modern corporate finance, including theory of efficient capital markets; uncertainty and the theory of choice; market equilibrium asset pricing models (capital asset pricing model, arbitrage pricing theory, Black-Scholes); theories of capital structure and the cost of capital; dividend policy; and leasing. *(Fall)*

MBAD 6158. Real Estate Finance and Investment. (3) Prerequisite: MBAD 6152. This course focuses on the techniques used to analyze, finance and structure real estate transactions. Topics include: an overview of the real estate space and capital markets; the techniques of financial analysis; project ownership, taxation and financial structure; determining the financial feasibility of real estate development; and corporate real estate strategies. *(Fall)*

MBAD 6159. Real Estate Development. (3) Cross-listed as ARCH 5068 and GEOG 6103. Examination of the real estate development process. Identification and evaluation of the critical assumptions and issues related to market and site feasibility, financial feasibility, planning, acquisition, construction, and operation of economically viable commercial real estate projects. *(Fall)*

MBAD 6160. Real Estate Capital Markets. (3) Prerequisite: MBAD 6152. This course focuses on the techniques used to analyze, finance and structure real estate transactions, and emphasizes the role of the capital markets in facilitating development and investment in commercial real estate. Topics include: real estate in an investment portfolio; valuation and investment analysis for direct (private) real estate equity investment including coverage of valuation using real option methodology; primary and secondary commercial mortgage markets (CMBS); and, analysis of publicly traded equity real estate investment trusts (REITs). *(Spring)*

MBAD 6161. Human Behavior in Organizations. (3) Behavioral knowledge and skills essential to becoming an effective manager/leader including behavior and motivation in an environment of complexity and rapid change and ethical implications of actions and their effects on demographically diverse and increasingly international work force. *(Fall, Spring)*

MBAD 6162. Leadership in Organizations. (3) Prerequisite: MBAD 6161. Continuation of MBAD 6161. Examines performance determinants and appraisal, design of complex organizations, team building, organizational change, career development and conflict management. *(On demand)*

MBAD 6163. Human Resource Management. (3) Prerequisite: MBAD 6161. An examination of the current critical issues and strategic questions associated with managing employees. Case material, readings and audiovisual material will be used to stimulate discussion of the most important and strategic questions to be tackled by general managers today and in the future in the relationship between management and workers. *(Yearly)*

MBAD 6164. Executive Communication. (3) Intensive study of communication in organizations from middle and upper management perspectives with special attention to corporate communication, media relations, technologically mediated communication, crisis communication and public affairs. Case studies, readings and project assignments will be used in a variety of business situations. *(Fall)*

MBAD 6165. Negotiation and Conflict Management. (3) Negotiation is the art and science of securing agreement between two or more independent parties. Conflict management involves resolving situations where the interests of two or more parties differ. This course will involve developing a repertoire of skills and techniques for negotiation and conflict management to develop a systematic and positive approach for negotiating with multiple stakeholders. Case studies, readings, and simulations will be used. *(Yearly)*

MBAD 6166. Ethics and Global Capitalism. (3) Prerequisite: Must be a Belk College of Business graduate student or permission of the MBA director. Study of ethical arguments supporting and critical of capitalist economic and social systems in relation to business strategy and public policy. Topics to be addressed may include property rights, justice, desert, equality, and sustainable capitalism. *(Every other year)*

~~MBAD 6171. Marketing Management. (3) Prerequisite: MBAD 6112. A managerial approach to strategic marketing decision-making. Topics include: promotional strategy, channels of distribution, demand analysis and pricing, e-marketing, and international marketing. Case studies, readings and simulations are used. *(Fall, Spring)*~~

~~MBAD 6172. Marketing Research. (3) Prerequisite: MBAD 6171. Planning, execution and evaluation of marketing research activities. Emphasis on the techniques and methodology used in the collection, analysis and interpretation of economic, demographic and sociological data for use in marketing decision making. *(Fall)*~~

~~MBAD 6173. Promotional Strategy. (3) Prerequisite: MBAD 6171. Opportunities and challenges for an organization through advertising, personal selling, sales promotion and publicity. It includes analysis of the legal and ethical problems involved in this area.~~

~~MBAD 6174. Global Marketing. (3) Prerequisite: MBAD 6171. Study of opportunities, problems and techniques involved in marketing internationally. Analysis of environmental forces which affect international marketing and the methods companies utilize to market effectively on an international scale. *(Spring)*~~

~~MBAD 6176. Consumer Behavior. (3) Prerequisite: MBAD 6171. Graduate standing or permission of department. The consumer is the central focus of all business activity. This course is designed (a) to understand people's consumption-related behaviors, and (b) to develop and evaluate marketing strategies to influence those behaviors. Concepts from the behavioral sciences will be analyzed from the perspective of the marketing manager, and will be used to develop dynamic and effective marketing strategies. *(Fall)*~~

MBAD 6191. Entrepreneurship. (3) Prerequisites: MBAD 6131, 6152, 6171, or permission of the MBA director. An examination of entrepreneurship and entrepreneurs. Focus on planning the start-up of a fast-growth enterprise with the aim of rewarding the gains. Extensive use of case studies will provide a background of classroom activities to assist students in the preparation of a detailed plan for the hypothetical start-up of a fast-growth firm. *(Yearly)*

MBAD 6192. Business Ethics and Corporate Responsibility. (3) Analysis of ethical issues that arise in contemporary business practice, both domestically and globally. Topics may include ethical issues concerning labor practices, marketing, financial services, environmental practices,

human rights, and emerging technologies. Students will be taught to recognize, analyze, and address ethical challenges as they arise in their careers. Consideration will also be given to public policies and global ethics codes that inform business decision making. Case studies are used. *(Yearly)*

MBAD 6193. Global Business Environment. (3) Prerequisites: MBAD 6152, 6171, or permission of the MBA director. An overview of international business management. Specifically, the functional areas of business are covered to provide an international perspective. *(Fall)*

MBAD 6194. Global Strategic Management. (3) Prerequisite: All courses in the primary and intermediate block of the Functional Component or permission of the Director of the MBA program. Examination of the need to integrate the functional activities of the firm in planning corporate objectives and achieving operating results. Emphasis on ability to identify issues and problems of the firm as a whole, to explore alternatives and to make decisions which recognize the interrelationships of the functional specialties within the total organization. Application and integration of knowledge and skills of analysis developed in the preceding courses of the MBA program. *(Fall, Spring)*

MBAD 6195. Strategic Management of Technology. (3) Prerequisites: MBAD 6141, 6152, and 6171. Impact of changing technology upon industries and companies and the consequent challenges for business managers. Major topics include: the historical context of change and innovation; organization and innovation; technology and business strategy; impact on functional areas; managing linkages; venturing and organization learning; government influence on innovation; executive leadership; the management of innovation and change. A comprehensive written report covering a significant aspect of emerging technology is required. *(On demand)*

MBAD 6196. Strategic Planning. (3) Prerequisite: Permission of instructor. Strategic planning within a rapidly changing environment including changing industry conditions as well as technological, social, political and economic changes. Examination of strategic planning techniques being developed by researchers and by corporate practitioners. *(On demand)*

MBAD 6197. Managing the Multinational Enterprise. (3) Prerequisites: MBAD 6152 and 6171. Management challenges associated with the development of international strategies and the management of organizations in business enterprises whose operations stretch across national boundaries; how multinational enterprises (MNEs) work. Case studies, projects, and presentations are used to help students apply concepts and theories. *(Spring)*

MBAD 6198. Professional Applications. (3) Prerequisites: Completion of the Functional Component. Team-taught, multidisciplinary course based on (1) structured, written cases and (2) contemporary management problems/issues presented in a non-structured, non-case format. Requires formal written position papers evaluating current business problems which are presented and defended before an audience of peers, faculty members, and business leaders. *(On demand)*

MBAD 6201. Data and Knowledge Management in Business. (3) Prerequisite: MBAD 5121 or equivalent. An overview of the business approach to identifying, modeling, retrieving, sharing, and evaluating an enterprise's data and knowledge assets. Covers the organizational, technological and management perspectives. *(On demand)*

MBAD 6202. Business Information Systems: Analysis, Design, and Management. (3)

Prerequisite: MBAD 5121 or equivalent. Examination of managerial issues associated with the study of business processes and the development of supporting information systems. Emphasis on the application of appropriate methodologies, techniques, and tools to analyze, design, and implement business information systems. Study of relevant IS project management and quality assurance techniques. *(On demand)*

MBAD 6203. Information Systems Economics, Strategy and Policy. (3) Prerequisite:

MBAD 5121 or equivalent. This course examines a collection of topics that deal with the strategic use of information systems. These topics include Business Value of IS, Network Economics, use of IS for competitive advantage, IS Planning and policy setting, IS evaluation selection and sourcing. *(On demand)*

MBAD 6204. Business Data Communications. (3) Prerequisite: MBAD 5121 or equivalent.

Examination of the information communication requirements of business environments, the fundamentals of communication technology, and the application of the technology for solving business problems. Emphasis on understanding communication technologies to assess needs, plan for the introduction of hardware and software, and manage these communication systems. *(On demand)*

MBAD 6207. Business Project Management. (3) Prerequisites: MBAD 5121 or equivalent and

MBAD 6141. Project management is widely used in a variety of business environments to manage complex, nonroutine endeavors. Examples of projects include consulting and process improvement projects, advertising projects, and technology projects. This course focuses on tools, techniques, and skills for business project management, with attention to both the quantitative and the qualitative aspects of project management. Major topics include project evaluation, estimation, monitoring, risk management, audit, managing global projects, outsourcing, and project portfolio management. Students will also gain experience using Project Management Software. *(Spring)*

MBAD 6208. Supply Chain Management. (3) Prerequisites: MBAD 6141 or permission of the

department. Supply chain management is concerned with all of the activities performed from the initial raw materials to the ultimate consumption of the finished product. From a broad perspective, the course is designed to examine the major aspects of the supply chain: the product flows; the information flows; and the relationships among supply chain participants. The course content is interdisciplinary in nature and will cover a variety of topics such as supply chain information technologies, supply chain design, strategic alliances between supply chain participants and supply chain initiatives. *(Spring, On demand)*

MBAD 6209. Management of Service Operations. (3) This course focuses on the challenges of

managing service operations. The major topics covered are those critical to achieving operational excellence, including the design and delivery of services, service productivity, revenue management, risk management, customer contact management, service quality and customer retention, capacity management, and demand management. The course uses cases, readings, lectures and problem-solving tools to provide students with an understanding of these topics. *(Fall)*

MBAD 6258. Site Feasibility Analysis. (3) Cross-listed as GEOG 6305. Prerequisites: permission of instructor. Examination of factors affecting the feasibility of land parcels for commercial and residential development with emphasis on the physical evaluation of a given site, the market support for its intended use and the financial support for the proposed development. *(Fall)*

MBAD 6259. Applied Real Estate Development. (3) Cross-listed as GEOG 6105 and ARCH 5069. Prerequisite: MBAD 6159, GEOG 6103, or ARCH 5068. This course focuses on the application of the processes involved in real estate development. Students will work in groups on a semester project to select a site and prepare an appropriate development plan that emphasizes the market and financial feasibility of the real estate development. *(On demand)*

MBAD 6270. Marketing Management. (3) Prerequisite: MBAD 6112. A managerial approach to strategic marketing decision-making. Topics include: market segmentation, product strategy, pricing strategy, promotion strategy, distribution strategy, demand analysis, future market projection and global marketing. Case studies, readings and simulations are used. *(Fall, Spring, Summer)*

MBAD 6271. Consumer Behavior and Strategy. (3) Prerequisite: MBAD 6270. The consumer is the central focus of all business activity. This course is designed to help understand consumption-related behaviors and develop marketing strategies to influence those behaviors. Behavioral concepts will be applied to develop dynamic and effective marketing strategies from the perspective of the marketing manager *(Annually)*

MBAD 6272. Marketing Analysis and Decision Making. (3) Prerequisite: MBAD 6270. Planning, execution, analysis and evaluation of marketing research activities. Emphasis on the techniques and methodology used in the collection, analysis and interpretation of economic, demographic and sociological data for use in marketing decision-making. *(Fall)*

MBAD 6273. Brand Building and New Product Strategy. (3) Prerequisite: MBAD 6270. A strategic approach to branding, building new brands, measuring brand strength and equity and the management of existing brands and brand extensions. Understanding of new product development and the launch process for a new market offering or extending an existing market offering *(Fall)*

MBAD 6274. Advertising and Promotion Strategy. (3) Prerequisite: MBAD 6270. Opportunities and challenges for an organization through advertising, personal selling, sales promotion and publicity. It includes analysis of the legal and ethical problems involved in this area. Case studies and a project assignment are used. *(Spring)*

MBAD 6275. Global Marketing Strategy. (3) Prerequisite: MBAD 6270. Study of opportunities, problems and techniques involved in marketing globally. Analysis of environmental forces affecting global marketing and the methods used to market effectively on a global scale. *(Spring)*

MBAD 6276. Consumer Analytics. (3) Prerequisite: MBAD 6270. The utilization of analytics techniques in marketing decision-making and consumer strategy. This involves the extraction of

hidden insight about consumers from structured and unstructured Big Data, and the translation of that insight into a market advantage. Applications in areas such as consumer targeting, product innovation and promotion strategy *(Fall)*

MBAD 6277. Social Media Marketing and Analytics. (3) Prerequisite: MBAD 6270. The utilization of social media in marketing strategy and tactics. Topics include the use of social media in building brand strength and equity, as a customer acquisition tool and as a customer relationship management tool. The utilization of analytics in effective social media marketing *(Annually)*

MBAD 6278. Innovation Analytics. (3) Prerequisite: MBAD 6270. The comprehension and application of text analytics as a tool to examine unstructured qualitative information to generate innovations. Identifying the various sources of consumer insight and using them in innovation strategy. Understand how to differentiate between what consumers want versus what they say *(Spring)*

MBAD 6279. Design Thinking and Innovation. (3) Prerequisite: MBAD 6270. The theoretical and practical components of innovation. Introduction to design thinking and the innovation process from idea generation to early design to declaration of importance to delivery to the end user. Implementation of innovations *(Fall)*

MBAD 6280. Market Change and Innovating the Future. (3) Prerequisite: MBAD 6270. The prediction and exploitation of marketplace change and the development of strategies to dominate future markets through innovative transformation. Frameworks to help market-driven organizations change before circumstances force them to do so and to create innovation-driven consumer strategy for the future. Understanding demographic and consumer trends *(Spring)*

MBAD 6281. Pricing and Positioning Strategy. (3) Prerequisite: MBAD 6270. Advances in pricing and positioning strategies. Topics include marketing, economic, organizational, psychological, legal, and ethical factors of pricing strategies. Emphasis on current pricing and positioning techniques, such as conjoint analysis and hierarchical value analysis, and practice creating and using spreadsheet simulators to model consumer response to pricing and positioning decisions in competitive markets. *(On demand)*

MBAD 6282. Marketing of Sports. (3) Prerequisite: MBAD 6270. Marketing concepts and practices applied to the marketing of sports products and services to the sports consumer. Emphasis on strategic marketing planning. Strategies to segment markets and identify customers; generate revenue, fan loyalty, and build the brand; collect and use marketing research data; promotional strategies including endorsements and sponsorships; pricing strategies (ticket prices) for sports teams/individuals in competition. *(On demand)*

MBAD 6310. Sports Economics. (3) Cross-listed as MBAS 6310. Prerequisites: MBAD 5110 or equivalent. Economic concepts in the decision-making process as applied to sport. Topics include: demand and supply analysis and market structure in sports; market efficiency issues in sports; salary and ticket pricing issues in sports; economic impact studies of sports; and labor

market studies in sports including collective bargaining agreements and discrimination. Regression analysis will be covered and used in this course. (*On demand*)

MBAD 6361. Management of Motorsports. (1.5) Cross-listed as MBAS 6361. Prerequisite: MBAD 6161. The application of management concepts and theories to motorsports including leadership, structure, and human resources, especially labor relations. History of motorsports management including the role and impact of the media. Ownership, governance and governing bodies in motorsports, their authority and functions, eligibility requirements, and sanctions and appeals processes. (*On demand*)

MBAD 6362. Management of Professional Team Sports. (1.5) Cross-listed as MBAS 6362. Prerequisite: MBAD 6161. The application of management concepts and theories to the professional team's franchise including leadership, organizational design, and human resources, especially labor relations. History of professional team sports management in the United States and the world. Ownership, governance and governing bodies in professional sports including league organizations (major and minor), their authority and functions; eligibility requirements, and sanctions and appeals processes. In addition, the role and impact of television on professional team sports management will be explored. (*On demand*)

~~**MBAD 6371. Marketing of Sports. (3)** Cross-listed as MBAS 6371. Prerequisite: MBAD 6171. Marketing concepts and practices applied to the marketing of sports products and services to the sports consumer. Emphasis on strategic marketing planning. Strategies to segment markets and identify customers; generate revenue, fan loyalty, and build the brand; collect and use marketing research data; promotional strategies including endorsements and sponsorships; pricing strategies (ticket prices) for sports teams/individuals in competition. (*On demand*)~~

MBAD 6500. Cooperative Education Experience. (0) Prerequisite: Completion of nine hours of graduate coursework. Participation in the Co-op program enables MBA students to pursue practical work experience that is complementary to their major course of studies. Each student's program must be approved by the director of the MBA program. Acceptance into the Experiential Learning Program by the University Career Center is required. Participating students pay a course registration fee for transcript notation (49ership and co-op) and receive full-time student status (co-op only). Assignments must be arranged and approved in advance. Course may be repeated; evaluation is Satisfactory/Unsatisfactory. Open only to Master's level students. Ph.D. level students are encouraged to contact their academic department to inquire about academic or industrial internship options for credit. For more information, contact the University Career Center. (*Fall, Spring, Summer*)

MBAD 6890. Directed Individual Study. (3) Directed individual study and in-depth analysis of a special area of management, economics, business or accounting. The course may be used to satisfy up to six semester hours of graduate credit requirements in the Master of Business Administration degree program and may be repeated for credit provided a different area of study is undertaken each time. Permission of a member of the graduate faculty who would direct the study and permission of the MBA director must be secured before registering for the course. (*Fall, Spring*)

MBAD 7090. Special Topics in Business. (1-4) Special topics in any of the functional areas of business. Topics will vary. May be repeated for credit for different topics. (*On demand*)

