

# 2015-2016 LONG SIGNATURE SHEET

Proposal Number: MKTG 2-12-2016

Proposal Title: Establishment of a Concentration in Innovation and Growth Strategies

Originating Department: Marketing



TYPE OF PROPOSAL: UNDERGRADUATE \_\_\_\_\_ GRADUATE X \_\_\_\_\_ UNDERGRADUATE & GRADUATE \_\_\_\_\_

DATE RECEIVED	DATE CONSIDERED	DATE FORWARDED	ACTION	SIGNATURES
2/12/2016	2/12/2016	2/23/2016	Approved	DEPARTMENT CHAIR  Sunil Erevelles
2/23/2016	2/29/2016	3/16/2016	Approved	MBA PROGRAM COMMITTEE CHAIR  Linda E. Swayne
3/16/16	3/31/16	3/31/16	Approved	Belk College Graduate Council Chair (if applicable)  Chandra Subramaniam
4/8/16	4/22/16	4/22/16	Approved	COLLEGE DEAN 
			Approved	GENERAL EDUCATION (if applicable; for General Education courses)
			Approved	HONORS COLLEGE (if applicable; for Honors courses & programs)
			Approved	UNDERGRADUATE COURSE & CURRICULUM COMMITTEE CHAIR (for undergraduate content)
4/26/16	5/3/16	7/20/16	Approved	GRADUATE COUNCIL CHAIR (for graduate content)  Rob Roy McGregor
7/21/16				FACULTY GOVERNANCE ASSISTANT (Faculty Council approval on Consent Calendar) 
				FACULTY EXECUTIVE COMMITTEE (if decision is appealed)

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UNC CHARLOTTE

Proposal Number: MKTG 2-12-2016

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2/23/2016	2/29/2016		<b>Approved</b>	<u>MBA PROGRAM COMMITTEE CHAIR</u>  Linda E. Swayne
			<b>Approved</b>	<u>Belk College Graduate Council Chair (if applicable)</u>
			<b>Approved</b>	<u>COLLEGE DEAN</u>
			<b>Approved</b>	<u>GENERAL EDUCATION</u> (if applicable; for General Education courses)
			<b>Approved</b>	<u>HONORS COLLEGE</u> (if applicable; for Honors courses & programs)
			<b>Approved</b>	<u>UNDERGRADUATE COURSE &amp; CURRICULUM COMMITTEE CHAIR (for undergraduate content)</u>
			<b>Approved</b>	<u>GRADUATE COUNCIL CHAIR</u> (for graduate content)
				<u>FACULTY GOVERNANCE ASSISTANT</u> <b>(Faculty Council approval on Consent Calendar)</b>
				<u>FACULTY EXECUTIVE COMMITTEE</u> (if decision is appealed)

Revised MBA

**Course and Curriculum Proposal Form: Department of Marketing**

**Establishment of an Innovation and Growth Strategies Concentration**

**A. PROPOSAL SUMMARY**

1. **SUMMARY:** The Department of Marketing at the Belk College of Business proposes the creation of a new concentration in **Innovation and Growth Strategies** in the MBA program. Students select 12 hours to satisfy the concentration requirements as outlined below:

At least 9 hours from the following courses:

- **MBAD 6271: Consumer Behavior and Strategy (3 credit hours)**
- **MBAD 6273: Branding and New Product Ideation (3 credit hours)**
- **MBAD 6279: Design Thinking and Innovation (3 credit hours)**
- **MBAD 6280: Innovation and Change Strategy (3 credit hours)**

At least 3 hours from the following courses:

- **MBAD 6272: Marketing Analysis and Decision Making (3 credit hours)**
- **MBAD 6277: Social Media Marketing and Analytics (3 credit hours)**
- **MBAD 6278: Innovation Analytics (3 credit hours)**
- **MBAD 6310: Business Models and Business Plans (3 credit hours)**

The proposal for the “Innovation and Growth Strategies” concentration requires name changes for the following courses currently in the curriculum:

- a. MBAD 6273 (currently named “Brand Building and New Product Strategy”) be renamed as “Branding and New Product Ideation.”
- b. MBAD 6280 (currently named “Market Change and Innovating the Future”) be renamed as “Innovation and Change Strategy.”

## **B. JUSTIFICATION**

### **1. Identify the need addressed by the proposal and explain how the proposed action meets the need.**

The addition of the “Innovation and Growth Strategies” concentration increases the scope and the competitiveness of the UNC Charlotte MBA program by meeting the large and increasing demand in the marketplace for decision makers with innovation and new product management skillsets, who can effectively develop, market, and adapt new products, services, and business models in competitive environments.

Employers are looking for graduates who have attended programs with an emphasis on innovation and growth strategies to manage or interface with new product development, marketing, purchasing, and engineering business teams to improve the success rate of new product, service, and business launches (with previous success rates commonly reported as below 20 percent).

The proposed concentration in “Innovation and Growth Strategies” closely aligns with the UNC Charlotte mission as North Carolina’s urban research university. It supports the university’s focus on community engagement, professional programs, and economic development for the Charlotte region. 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.” Charlotte has become a hub for innovation and business incubators, and the need for an “Innovation and Growth Strategies” concentration is beneficial for the many innovation-focused firms in the region.

### **2. Discuss prerequisites/co-requisites for course(s) including class standing.**

Students may enroll in electives as soon as they complete MBAD 6270 or other prerequisites (if any) for each elective 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 Department Chair. Except when permission from the MBA director and Department Chair is granted, the prerequisite for the courses in the proposed “Innovation and Growth Strategies” 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: Branding and New Product Ideation, 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: Innovation and Change Strategy, Prerequisite: MBAD 6270

MBAD 6310: Business Models and Business Plans, No prerequisite required

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

All courses required for the “Innovation and Growth Strategies” concentration are from 6000 -7999, the level designated for “Master’s Level Courses.” Thus, the course numbering is consistent with the level of academic advancement of the MBA students for whom it is intended.

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

The “Innovation and Growth Strategies” concentration has been driven by the changing needs of the business community and is in response to calls from the local business community, the American Marketing Association (AMA), the Product Development and Management Association (PDMA), and the Marketing Science Institute (MSI) for business programs to offer innovation and growth strategies concentrations to meet business community needs.

In addition to consulting with business practitioners, numerous students and a student advisor (the Director of MBA Student Services), we analyzed the new product strategy and innovation program curricula offered by business programs listed in *Forbes* top 100 MBA programs. We believe that the content and the pioneering nature of our proposed concentration is comparable with, and in certain areas superior to, the curriculum in these quality programs.

We have designed the “Innovation and Growth Strategies” concentration to focus on the needs of our business stakeholders. It corresponds with our current strengths and courses. Students will be able to take a series of innovation and growth strategies related business courses that correspond with their current business needs and their future aspirations. The MBA student advisors at the Belk College of Business will be fully apprised of the changes in our curriculum, so they in turn will better be able to advise students interested in the concentration. In summary, the proposed concentration 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.

**C. IMPACT.** Changes to courses and curricula often have impact both within the proposing department as well as campus-wide. What effect will this proposal have on existing

courses and curricula, students, and other departments/units? Submit an Impact Statement that fully addresses how you have assessed potential impacts and what the impacts of this proposal might be. Consider the following:

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

The concentration in “Innovation and Growth Strategies” is open to all students who are enrolled in and in good standing in the MBA program at UNC Charlotte.

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 concentration will enhance the education of MBA students interested in an Innovation and Growth Strategies concentration.

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

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

The concentration comprises courses that previously have been approved and taught in the MBA program plus one new course offered by the Management Department. The electives in our MBA “Innovation and Growth Strategies” concentration will be taught at least once a year.

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

The scheduling of courses is not likely to be affected by this concentration as the courses are already in the curriculum and being taught at least one time per year.

**c. What is the anticipated enrollment in courses added?**

We anticipate that the courses will be well enrolled, and that enrollment and demand will increase in the future. Almost all of the courses have been taught multiple times in the past with enrollment numbers as shown below:

MBAD 6271: Consumer Behavior and Strategy  
Fall 2015: **15**; Fall 2014: **18**; Spring 2014: **16**.

MBAD 6272: Marketing Analytics and Decision Making  
Fall 2015: **11**; Fall 2014: **14**.

MBAD 6273: Branding and New Product Ideation  
Spring 2016: **24**; Spring 2015: **15**.

MBAD 6279: Design Thinking and Innovation  
Spring 2016: **22**; Fall 2013: **5**; Fall 2012: **16**.

MBAD 6280: Innovation and Change Strategy  
Summer 2015: **7**.

MBAD 6277: Social Media Marketing and Analytics  
Fall 2015: **16**; Spring 2015: **27**; Spring 2013: **21**.

MBAD 6278: Innovation Analytics  
Spring 2016: **34**; Spring 2015: **19**; Spring 2014: **18**.

MBAD 6310 Business Models and Business Plans (pending approval; proposed new course by the Management Department, not previously taught)

Moreover, we anticipate that these enrollments will continue to grow as companies in the region increasingly focus on innovation to drive linear and non-linear growth.

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

All of the courses taught by the Marketing Department in this concentration have been taught in the past (as documented above), we do not anticipate that enrollment in other courses will be directly affected with the introduction of this concentration.

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

All courses required currently exist in the university course catalog. The course offered by the Management Department will be added on approval of this proposal.

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

The proposal for the “Innovation and Growth Strategies” requires name changes be made in the graduate catalog for the following courses:

- a. MBAD 6273 (currently named “Brand Building and New Product Strategy”) be renamed as Branding and New Product Ideation.
- b. MBAD 6280 (currently named “Market Change and Innovating the Future”) be renamed as “Innovation and Change Strategy.”

The proposed catalog copy is presented in Attachment 4.

#### D. RESOURCES REQUIRED TO SUPPORT PROPOSAL

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

##### 1. Personnel

- a. **Hiring:** Because the courses included in the proposal have previously been through the new course approval process and taught, the “Innovation and Growth Strategies” concentration does not require any new faculty resources, nor does it increase the load on present faculty.
- b. **Qualified faculty members interested in teaching the new courses:** All courses, with the exception of one (MBAD 6310: Business Models and Business Plans) offered in the new concentration currently exist. Faculty members currently teaching the courses in this concentration will continue to teach them. The new course (MBAD 6310: Business Models and Business Plans) will be taught by Professor Justin Webb, (lead instructor) or other faculty in the Department of Management.

2. Physical Facility. No additional resources required
3. Equipment and Supplies. No additional resources required.
4. Computer. No additional resources required.
5. Audio-Visual. No additional resources required.
6. Other Resources. No additional resources are required to support this concentration.
7. Indicate source(s) of funding for new/additional resources required to support this proposal. No additional funding for other resources is required.

#### E. CONSULTATION WITH THE LIBRARY AND OTHER DEPARTMENTS OR UNITS

##### 1. Library Consultation

With the exception of MBAD 6310 (Business Models and Business Plans), all courses for this concentration currently exist and have been taught in the past. Library consultation was conducted when these courses were introduced. This proposal thus only includes library consultation for MBAD 6310. In summary, all required courses for this concentration were considered to have associated library holdings that were at least “adequate.”



**2. Consultation with Other departments or units.**

Department of Management support letter attached (Attachment 2A). DSBA Program Director support letter attached (Attachment 2B).

**F. INITIATION AND CONSIDERATION OF THE PROPOSAL**

**1. Originating Unit**

The originating unit for this concentration proposal is the Department of Marketing in coordination with the MBA program. During the Fall 2015 semester a departmental curriculum committee worked to create this MBA concentration. In doing so, the committee took into account the needs of our business stakeholders, student opinions and student advisor comments. The proposal was passed unanimously by the Department of Marketing on February 23, 2016.

**G. ATTACHMENTS**

**Attachment 1:** Documentation of Library Consultation

**Attachment 2A:** Documentation of Consultation: Management Department

**Attachment 2B:** Documentation of Consultation: DSBA Program

**Attachment 3:** Course Syllabus for new course

**Attachment 4:** Proposed Catalog Copy

**ATTACHMENT 1: DOCUMENTATION OF LIBRARY CONSULTATION**



**J. Murrey Atkins Library**

**Consultation on Library Holdings**

**To:** Justin Webb  
**From:** Pamela Mason  
**Date:** 10/27/15  
**Subject:** MBAD 6310 Business Models and Business Plans

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**Summary of Librarian's Evaluation of Holdings:**

**Evaluator:** Pamela Mason      **Date:** 10/27/15

**Check One:**

- 1. Holdings are superior \_\_\_\_\_
- 2. Holdings are adequate   x
- 3. Holdings are adequate only if Dept. purchases additional items. \_\_\_\_\_
- 4. Holdings are inadequate \_\_\_\_\_

**Comments:**

After an evaluation of Atkins Library resources with regards to journals, databases, and circulating books that are relevant to the establishment of the new course, Business Models and Business Plans, it is found that the library's resources are sufficient to support this course.

The following table shows some of the print source holdings that are relevant to this course. Individual books not owned by the library may be requested through the library's interlibrary loan service.

Catalog Search Performed	Total Results	Results Less Than 3 Years
Entrepreneurship	2591	554
Small business	7325	1013
Small business planning	927	189
Small business models	632	230

The library also provides access to many databases that are relevant to this course, including ABI/Inform, Business Source Premier, Lexis Nexis, and Science Direct.

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

**Evaluator's Signature:** *P. Mason*

**Date:** October 27, 2015

**ATTACHMENT 2A: DOCUMENTATION OF CONSULTATION: MANAGEMENT DEPARTMENT**



Department of Marketing

9201 University City Blvd, Charlotte, NC 28223-0001  
t/ 704.687.7663 f/ 704.687.6463 www.belkcollege.uncc.edu

February 9, 2016

To: Sunil Erevelles, Chair, Department of Marketing  
From: David Woehr, Chair, Department of Management  
RE: MBA "Innovation and Growth Strategies" Concentration

I support and endorse your proposal to establish the new MBA concentration in "Innovation and Growth Strategies." We are pleased to have the opportunity to collaborate with the Department of Marketing to offer courses in this concentration.

Sincerely,

David Woehr, PhD  
Chair, Department of Marketing

## **ATTACHMENT 2B: DOCUMENTATION OF CONSULTATION: DSBA PROGRAM DIRECTOR**

DSBA Academic Program Committee Consultation on MKTG 2-12-2016



Inbox x



**Wilson, David**

7:40 PM (34 minutes ago) ↕

to Sunil.Erevelles, me, Joshua, Mirsad ▾

Dr. Sunil Erevelles  
Chair  
Department of Marketing  
UNC Charlotte

Dr. Erevelles, I am writing in my capacity as Faculty Director for the Data Science and Business Analytics (DSBA) masters level graduate programs. The DSBA Academic Program Committee was recently asked to provide a consultation on proposal MKTG 2-12-2016 to establish a new MBA concentration in "Innovation and Growth Strategies," given that two of the courses used to satisfy the proposed concentration requirements are commonly cross-listed as DSBA offerings for the DSBA programs.

The DSBA committed considered the matter through online discussion, and the committee finds no major issues with the proposal from the DSBA program perspective, and voted in support of proposal approval.

The summary of the consultation is that the DSBA program supports the approval of proposal MKTG 2-12-2016, in the form conveyed to the committee, to establish a new MBA concentration in "Innovation and Growth Strategies."

Sincerely,

David Wilson  
DSBA Faculty Director

### **ATTACHMENT 3: COURSE SYLLABUS FOR NEW COURSE**

University of North Carolina at Charlotte  
Belk College of Business  
MBAD 6310  
Business Models and Business Plans

**Professor:** Dr. Justin Webb  
**Office:** Friday 209A  
**Phone:** 704-687-6182  
**Email:** [Justin.w.webb@uncc.edu](mailto:Justin.w.webb@uncc.edu)  
**Class time/location:** 5:30-8:15p, UNC Charlotte Center City Building  
**Office hours:** By appointment

#### **Course Description:**

A course that examines the formulation of business models and plans to detail how to appropriate value from recognized opportunities and innovative solutions. The business model captures a static view of the decisions needed to be made to create value, whereas the business plan provides a dynamic view of the decisions and investments needed to support a business's specific growth objectives.

#### **Course Detail:**

This is an integrative capstone-type course in which materials and techniques are drawn from many disciplines. Within this course, you will draw upon your knowledge from these different disciplines in achieving two key tasks: the written and oral presentations of a business model and a business plan. The purpose of class time will be to present to you topics (e.g., opportunities, internal and external environment analyses, market analyses, etc.) for you to consider in formulating your business model and plan, provide knowledge for how to effectively signal value in your business plan, offer detailed feedback on your business plan components, and help you think comprehensively about your business and the context in which it operates.

My primary goal in this course for you will be that you learn and you help other students in the class learn. You will work in groups. I expect that you will help others within your group learn and that you will learn from them. I also expect that you will help students in other groups learn and that you will learn from them! For this class to be successful, you will need to lean on the other students in the class, whether they are in your group or not, as much as you will need to lean on me.

Why is this? Founding a new venture is a very risky, time-consuming, stressful, uncertain process (as you likely know, founding a new venture can also reap great rewards, including significant financial benefits, personal autonomy, the ability to explore and try new things, the ability to leave your mark, societal benefits, etc.). Moreover, founding a new venture often means at least for some period of time that a single decision maker wears the hat of manager, accountant, salesperson, supplier, and researcher, among other hats. A key task of entrepreneurs is learning. Inevitably, you will be in a new context, ill-defined, and for which you lack existing knowledge.

Sometimes you just need to sit down and figure things out, and oftentimes, this means drawing upon the knowledge and experiences of others to help you do this.

### **Course objectives:**

Listed below are objectives that can be achieved this semester. I hope that these objectives are consistent with your interests and career intentions. After completing this course, students should be able to:

- Articulate what makes an opportunity a good opportunity.
- Outline what can be done to keep a good opportunity as a good opportunity.
- Discuss a business and business environment as a constantly changing entity.
- Carve a competitive niche with a unique business model.
- Write a business plan as a plan for going forward as well as a plan for adapting if conditions in the external environment should change.
- Delineate personal strengths and weaknesses as a decision maker and understand how you can complement your strengths and weaknesses to be a more effective decision maker.
- Incorporate the different pieces of a business plan to fit together
- Describe the business as a system of different functions that strongly influence one another
- Effectively communicate your business in different ways

### **Required text:**

You will be required to read *Business Plans that Work: A Guide for Small Business* (2011; ISBN: 0071748830) by Jeffrey A. Timmons, Andrew Zacharakis, and Stephen Spinelli. Other required readings will also be handed out or posted on the web regularly throughout the semester.

### **Attendance:**

Attendance is crucial to the learning process. Attendance will facilitate positive interactions and knowledge transfer among us. Attendance will be measured for each class and will be used to determine a portion of your participation grade. *For individuals missing (unexcused) 4 classes in the semester, this will automatically result in a 10-point deduction from your final grade (8 classes: 20-point deduction and so on).* You are required to bring the appropriate excuse forms for any absences within a week of your return to class. You will be responsible for checking with me concerning any missed assignments, class material, etc.

### **Student Assignments and Grade Allocation:**

**The Business Plan.** The business plan will be an iterative project. Throughout the semester, you will be asked to submit various portions of the business plan. Depending on the quality of your submission, you may be asked to re-submit a portion of your business plan. Whether you do or not will be optional. If you plan to re-submit a portion of the business plan, though, you will need to inform me immediately, and you will have one week to complete this revision. The first portion of the business plan will be due approximately in the third week of the semester. Each subsequent portion of the business plan will be due one to two weeks after the initial submission of the previous submission. There are nine sections to the business plan. Together, the various submissions of each portion of the business plan will account for equal

portion of 36% of your grade (4 % each). The final version of the written business plan will account for 9% of your grade. The final oral presentation accounts for 30% of your grade.

**Elevator Pitches.** Each student will be required by me to provide oral presentations of their elevator pitches twice during the semester. A formal elevator pitch will be conducted by each student in late October. A second elevator pitch will be conducted at random during the semester (after the first elevator pitch). If I see you outside of the classroom, on or off campus, you might also be asked to provide an elevator pitch. The elevator pitch presentations accounts for 10% of your overall grade.

**The Business Model.** Each group will be asked to draw up and present their business models. The written business model and the oral presentation will count equally for 15% of your grade. The business model will be presented during the 7<sup>th</sup> week of the semester.

**Group Participation Score.** Group participation will be measured by using a force-ranked schema in which you will be asked to rank the contributions of your teammates from 1-5. Given your entire grade is based on a group score, the highest-ranked individual in your group will be given a score that is 5 points higher than the final group score, the lowest-ranked individual will be given a score that is 5 points lower than the final group score. All other group members will be evenly distributed between high and low.

If a group member fails to participate, then every other member of the remaining team must inform me of this so that I can rectify the situation. An initial notification must be provided by November 1 at which point I will immediately inform the offending student of their lack of participation. A second notification by the team can come at any point during the semester. The offending student will automatically receive no better than a “D” for their final grade.

ALL ASSIGNMENTS ARE DUE AT 5:00PM ON THE DATE MARKED ON THE SYLLABUS. Failure on account of your teammates to submit group assignments on time implies failure on each individual teammate’s grade. Submitting an assignment, 5 minutes after class starts will face a deduction of 10 points; after class, 20 points; and later than this, at least a 30-point deduction. This deduction cannot be offset in re-doing the assignment. Further instructions will be provided for submitting assignments.

You are welcome to request your grade at any point during the semester. It may take me a class or so to calculate and inform you of your grade. It may even take a gentle reminder. However, I am happy to let you know your grade ... with one caveat. I will not let you know your grade during or after the week prior to the oral business plan presentations UNLESS you have previously requested your grade during the semester.

Finally, you are entering a time in your life when your success will depend solely on you. I will not attempt to track you down to let you know your grade, to let you know that you are one absence from the 10-point deduction, or to let you know what you missed during an absence. This is your responsibility. Once you come to me, though, I will be happy to help you.

#### Business Plan

Parts (4 percent each)	36 percent
Overall	9 percent
Elevator Pitches (2)	10 percent
Business Model	15 percent
Final Group Presentation	30 percent

The final grade distribution will be determined as follows:

<b>A:</b>	100-89.5%
<b>B:</b>	<89.5-79.5%
<b>C:</b>	<79.5-69.5%
<b>U:</b>	<69.5

## **SCHEDULE**

- Week 1: Introduction; Clarifying Opportunities**
- Week 2: Strategic Considerations of Entrepreneurs, Pt. 1**
- Week 3: Strategic Considerations of Entrepreneurs, Pt. 2**
- Week 4: The Business Model**
- Week 5: The Management Team; Initial opportunity conceptualizations due**
- Week 6: The Company Concept; Entrepreneurial Team Due**
- Week 7: The Industry Analysis; Company Concept/Business Model Due; Presentations**
- Week 8: The Opportunity; The Industry Analysis Due**
- Week 9: The Market Analysis; The Opportunity Due**
- Week 10: The Marketing Plan; The Market Analysis Due**
- Week 11: The Operations Plan; The Marketing Plan Due**
- Week 12: The Economics Plan; The Operations Plan Due**
- Week 13: The Financials; The Economics Plan**
- Week 14: The Financials Due**
- Week 15: Business Plan Presentations**
- Week 16: Business Plan Presentations**

### **Academic Integrity**

The University of North Carolina at Charlotte has adopted an academic integrity policy emphasizing that honesty, integrity, and respect for others are fundamental expectations in our University. All students in the Belk College of Business courses must adhere to this policy. Please familiarize yourself with the academic integrity policy located in the syllabus attachment.

All students are required to read and abide by the Code of Student Academic Integrity. Violations of the Code of Student Academic Integrity, including plagiarism, will result in disciplinary action as provided in the Code. Definitions and examples of plagiarism are set forth in the Code. The Code is available from the Dean of Students Office or at the following website:

<http://legal.uncc.edu/policies/up-407>.

### **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.



## **ATTACHMENT 4: PROPOSED CATALOG COPY**

**Innovation and Growth Strategies Concentration (a minimum of 12 credit hours).** Students complete at least twelve 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 the concentration with permission of the MBA Director and Department Chair.

Concentration requirements (12 hours):

*Prerequisite: MBAD 6270 or permission of MBA Director unless otherwise noted*

Choose at least 3 of the following:

MBAD 6271: Consumer Behavior and Strategy

MBAD 6273: Branding and New Product Ideation

MBAD 6279: Design Thinking and Innovation

MBAD 6280: Innovation and Growth Strategies

Choose at least 1 of the following:

MBAD 6272: Marketing Analysis and Decision Making

MBAD 6277: Social Media Marketing and Analytics

MBAD 6278: Innovation Analytics

MBAD 6310: Business Models and Business Plans

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

**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.

**MBAD 6273. Brand and New Product Ideation. (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.

**MBAD 6277. Social Media Marketing and Analytics. (3)** Prerequisite: MBAD 6270 or permission of department. 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 creating effective social media marketing.

**MBAD 6278. Innovation Analytics. (3)** Prerequisite: MBAD 6270 or permission of department. 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.

**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.

**MBAD 6280. Innovation and Change Strategy. (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.

**MBAD 6310. Business Models and Business Plans. (3)** A course that examines the formulation of business models and plans to detail how to appropriate value from recognized opportunities and innovative solutions. The business model captures a static view of the decisions needed to be made to create value, whereas the business plan provides a dynamic view of the decisions and investments needed to support a business's specific growth objectives.