

# 2012-2013 LONG SIGNATURE SHEET



UNC CHARLOTTE

Proposal Number: MKTG 3-11-2015

Proposal Title: Establishment of a New Marketing Analytics Concentration

Originating Department: Marketing

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

(Separate proposals sent to UCCC and Grad. Council)

DATE RECEIVED	DATE CONSIDERED	DATE FORWARDED	ACTION	SIGNATURES
10-20-15	10-20-15	10-20-15	Approved	DEPARTMENT CHAIR  Dr. Sunil Erevelles
10-20-15	11-16-15	11-19-15	Approved	MBA Program Committee  Dr. Linda Swayne
11/19/15	11/24/15	12/01/15	Approved	Belk College Graduate Council  Dr. Monica Johar
12-01-15	12-11-15	12-16-15	Approved	COLLEGE FACULTY CHAIR (if applicable)  Dr. Rob Roy McGregor
12/16/15	12/17/15	12/17/15	Approved	COLLEGE DEAN  Dr. Steven Ott
			Approved	GENERAL EDUCATION (if applicable; for General Education courses)
			Approved	UNDERGRADUATE COURSE & CURRICULUM COMMITTEE CHAIR (for undergraduate courses only)
1/6/16	2/2/16	2/3/16	Approved	GRADUATE COUNCIL CHAIR (for graduate courses only)  Davis L. Nesby
				FACULTY GOVERNANCE ASSISTANT (Faculty Council approval on Consent Calendar)
				FACULTY EXECUTIVE COMMITTEE (if decision is appealed)

Revised MBA

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

**Establishment of a Marketing Analytics Concentration**

**A. PROPOSAL SUMMARY AND CATALOG COPY**

1. **SUMMARY:** The Department of Marketing at the Belk College of Business proposes the creation of a new concentration in **Marketing Analytics** in the MBA program. Students can select at least 12 hours from the following courses to satisfy the concentration requirements:

- **MBAD 6272: Marketing Analysis and Decision Making (3 credit hours)**
- **MBAD 6276: Consumer Analytics (3 credit hours)**
- **MBAD 6277: Social Media Marketing and Analytics (3 credit hours)**
- **MBAD 6278: Innovation Analytics (3 credit hours)**
- **MBAD 6283: Mobile Marketing and Analytics (3 credit hours)**

MBAD 6283 is a new course being proposed as part of this new concentration. The remaining are existing courses.

2. **PROPOSED CATALOG COPY**

**Concentration and Elective Component (a minimum of 12 credit hours)**

Students complete at least twelve 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 or Department Chair.

Concentration and elective requirements:

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

Choose a minimum of 12 credit hours from the following courses:

MBAD 6272: Marketing Analysis and Decision Making

MBAD 6276: Consumer Analytics

MBAD 6277: Social Media Marketing and Analytics

MBAD 6278: Innovation Analytics

MBAD 6283: Mobile Marketing and Analytics

## B. JUSTIFICATION

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

The aim of the “Marketing Analytics” concentration is to satisfy the large and rapidly increasing demand in the marketplace for data-driven decision makers in marketing. This demand has predominantly been driven by exponential growth in the generation of unstructured (Big) data by consumers -- often referred to as the “Big Data Revolution.” Such a vast amount of consumer-generated unstructured data from sources such as social media data and mobile data did not exist in the past. The Department of Marketing has moved rapidly to satisfy the business community’s demand for talent with the ability to use Big Data analytics in marketing decision-making. Finally, quantitatively oriented marketing students interested in pursuing a concentration in “Marketing Analytics” wanted their MBA concentration to be labeled “Marketing Analytics” and not “Marketing.”

At the same time, the largest and most respected marketing associations in the world—i.e., American Marketing Association and the Marketing Science Institute—have indicated a need for university marketing departments to provide marketing analytics programs to meet the needs of employers. Employers are looking for new-hires who have attended marketing analytics concentration programs.

The proposed Marketing Analytics concentration 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.” 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 Marketing Analytics concentration was driven substantially by external needs, as expressed by a variety of executives in the business community—which are consistent with needs expressed by organizations nationwide and internationally according to the Marketing Science Institute. We thus believe that this proposed concentration would make our MBA students more relevant and help us better “respond to regional needs and contribute to the economic needs of the region.”

Close to 90 graduate students (comprised of MBA students, DSBA students, and other students) provided feedback in a survey in February 2015. The majority of the students indicated that they would like more courses that focus on marketing analytics topics related to competitive advantage with big data analytics and visualization. The proposed new courses will help fulfill the students’ requests to provide a more in-depth study of the current marketing module provided by the business school so they would be able to develop greater mastery of the skillsets for jobs in marketing analytics.

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

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 or Department Chair. Except when permission from the MBA director and the related department (Marketing) is granted, the prerequisite for the courses in the proposed Marketing Analytics Concentration are as follows:

MBAD 6272 Marketing Analysis and Decision Making, Prerequisite: MBAD 6270 or permission of MBA Director

MBAD 6276 Consumer Analytics, Prerequisite: MBAD 6270 or permission of MBA Director

MBAD 6277 Social Media Marketing and Analytics, Prerequisite: MBAD 6270 or permission of MBA Director

MBAD 6278 Innovation Analytics, Prerequisite: MBAD 6270 or permission of MBA Director

MBAD 6283 Mobile Marketing and Analytics, Prerequisite: MBAD 6270 or permission of MBA Director

**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 Marketing Analytics Concentration are at the 6000 -7999 level, the level designated for "Master's Level Courses." Thus, the course numbering is consistent with the level of academic advancement of the 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 proposed concentration will improve the scope and quality of instruction in the Belk College of Business and UNC Charlotte. This proposal has been driven by the changing needs of the business community and in response to the AMA and MSI calls for marketing programs to offer marketing analytics concentrations to meet the business community need. The following key marketplace challenges affected our decisions as we designed our MBA curriculum for the future:

- The explosion in the availability of rich new consumer and marketing 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 highly regarded 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 thus have an outline for a potentially world-class Marketing Analytics Concentration.

1. Columbia University – Columbia Business School
2. Massachusetts Institute of Technology – Sloan School of Management
3. New York University - Stern School of Business
4. North Carolina State University - Poole College of Management
5. Stanford University - Stanford School of Business
6. The Ohio State University – Fisher College of Business
7. University of Chicago – Booth School of Business
8. University of Maryland – Robert H. Smith School of Business
9. University of Pennsylvania - Wharton School of Business
10. University of Texas at Austin – McCombs School of Business

We have designed the Marketing Analytics 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.

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 changes in our curriculum, so they in turn will better be able to advise students interested in the Marketing Analytics 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 impacts 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 Marketing Analytics is open to all students who hold a B.S. or M.S. degree in any business discipline and are enrolled and in good standing in a graduate degree 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 a Marketing Concentration, as well as students in other concentrations.

**2. 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 Analytics 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 other courses are not likely to be affected by this concentration.

**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 near future. Expected enrollment for the new courses is 15-45 students.

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

No other courses will be directly affected as all the courses in the proposed curriculum have already been taught (with closely similar names) as regular courses or as special topics courses. Four of the courses have been through the proposal process and have been approved some time ago. The only new course included is Mobile Marketing and Analytics.

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

MBAD 6283 – Mobile Marketing and Analytics was taught as a special topics course in Spring 2014 with an enrollment of 12.

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

We have included the course descriptions for the catalog copy.

**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:** The proposed Marketing Analytics concentration does not require any new faculty resources, and it does not increase the load on present faculty. Over the past several years, three faculty members have been hired to teach marketing analytics courses.

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

MBAD 6272	Marketing Analysis and Decision Making	Stuart, Hansen, Erevelles
MBAD 6276	Consumer Analytics	Moon, Hansen
MBAD 6277	Social Media Marketing and Analytics	Jalali, Blouin, Erevelles
MBAD 6278	Innovation Analytics	Moon, Jalali
MBAD 6783	Mobile Marketing and Analytics	Jalali, Brookins, Hansen

- 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**

A copy of this proposal was sent to Nicole Spoor, the business librarian for consultation. Her reports are attached below (Attachment 1). 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.** List departments/units consulted in writing regarding all elements outlined in IIC: Impact Statement, including dates consulted. Summarize results of consultation and attach correspondence. Provide information on voting and dissenting opinions (if applicable).

DSBA support letter attached.

Department of Business Information's Systems and Operations Management support letter attached.

**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 2014 and Spring 2015 semesters, a departmental analytics committee worked to create this MBA curriculum. In doing so, the committee took into account the needs of our business stakeholders, student opinions and student advisor comments when revising the curriculum. The proposal was passed unanimously by the Department of Marketing on January 23, 2015.

**G. ATTACHMENTS**

**Attachment 1:** Documentation of Library Consultation

**Attachment 2a:** Documentation of Stakeholder Consultation: DSBA Program

**Attachment 2b:** Documentation of Stakeholder Consultation: BISOM Department

**Attachment 3:** Course Syllabus for Proposed Required Course  
MBAD 6283: Mobile Marketing and Analytics

**Attachment 4:** Proposed Catalog Copy for  
MBAD 6283: Mobile Marketing and Analytics



**ATTACHMENT 1: DOCUMENTATION OF LIBRARY CONSULTATION**



**Consultation on Library Holdings**

**To:** Rachel Folds  
**From:** Nicole Spoor  
**Date:** February 20, 2015  
**Subject:** Proposed Course: **MBAD 6283: Mobile Marketing and Analytics**

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

**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 an evaluation of Atkins Library resources with regards to journals, databases, and circulating books that are relevant to the establishment of the new course, Mobile Marketing and Analytics, 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 Old
Mobile AND Marketing	530	174
Marketing Analytics	591	143

The library also provides access to many databases that are relevant to this course, including ABI/Inform, Business Source Premier, Reference USA, 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:** *D. Nicole Spoor*

**Date:** February 20, 2015

**ATTACHMENT 2A: DOCUMENTATION OF STAKEHOLDER CONSULTATION: DSBA PROGRAM**



**UNC CHARLOTTE**

Data Science Initiative

9201 University City Boulevard, Charlotte, NC 28223-0001

To: Sunil Erevelles, Chair, Department of Marketing  
From: Mirsad Hadzikadic, Executive Director, Data Science Initiative  
RE: MBA Market Analytics Concentration

I support and endorse your proposal to establish new MBA concentration in "Marketing Analytics." We are pleased to have the opportunity to collaborate with the Department of Marketing to offer and cross-list several courses in this concentration.

Sincerely,

A handwritten signature in cursive script that reads "Mirsad Hadzikadic".

Mirsad Hadzikadic, Ph.D.  
Professor, Department of Software and Information Systems  
Executive Director, Data Science Initiative  
Director, Complex Systems Institute  
Director, Data Science and Business Analytics Professional Science Master's  
College of Computing and Informatics/The Graduate School  
343-A Woodward Hall  
UNC Charlotte  
Charlotte, NC 28223  
704-687-8643

**ATTACHMENT 2A: DOCUMENTATION OF STAKEHOLDER CONSULTATION: BISOM PROGRAM**



The University of North Carolina at Charlotte  
9201 University City Boulevard  
Charlotte, N.C. 28223-0001

The Belk College of Business Administration  
Department of Business Information Systems & Operations Management

To: Sunil Erevelles, Chair, Department of Marketing  
RE: MBA Marketing Analytics Concentration

The BISOM Department endorses the proposal to establish a Marketing Analytics concentration in the MBA program.

Sincerely,

A handwritten signature in cursive script that reads "Antonis Stylianou".

Antonis Stylianou  
Professor & Chair, BISOM Department

**ATTACHMENT 3: COURSE SYLLABUS**

**MBAD 6283: Mobile Marketing and Analytics**

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**Course Objectives:**

The objectives of this course include an understanding of:

- marketing strategy as it relates to mobile platforms, architecture, and security
  - how to develop an integrated mobile marketing campaign
  - global mobile marketing strategy and emerging market opportunities
  - app strategy vs. ad strategy
  - mobile payments and mCommerce
  - business mobile gaming and social media opportunities
  - working with mobile 'big data' and market segments
  - analyzing mobile data
  - the future of mobile
- 

**Teaching Method:** The instruction will occur through lectures, guest presentations, case discussions and analytical projects.

**Pre-requisite:** MBAD 6270 Marketing Management or permission of the MBA

**Credit Hours:** This is a 3 credit hour course.

**Text/Reading:** Students will *not* need to purchase any reading materials. Short-length readings (in PDF, MS Word, or via hyperlinks) from business journals, texts, and industry trade reports, etc., will be posted electronically on the class moodle page (at least) seven days in advance of each class session.

**Grading:** The final grade will be determined on the following weights:

Class assignments	100 points
Examinations (2 @ 300 each)	600 points
Term Project	300 points
<b>Total</b>	<b>1000 points</b>

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)
700-799	C (Average Performance)
Below 700	U (Unsatisfactory)



**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. We celebrate diversity that is beneficial to both companies and society at large.

**Participation:**

Disrespectful or disturbing behavior of students during class time will have a negative impact on the class participation grade. Students are strongly encouraged to actively share their views in class discussions. The participation grade is determined by class and team involvement. For instance, students that simply attend classes, but do not participate in class discussions will not be awarded a maximum participation grade. Students who miss class will also not be awarded a maximum participation grade. Students are expected to attend all class meetings during the semester.

**Inclement Weather:**

University Policy Statement #13. The University is open unless the Chancellor announces that the University is closed. The inclement weather hotline number to call is 704-786-2877. *In the event of inclement weather, check your email the morning of class.* The instructor will use his best judgment as to whether class should be held understanding that some of you commute from far away and the instructor will notify you by email if class is cancelled.

**Other Notes:**

Students are responsible for being informed about all announcements made in class and on the class webpage. Students should check the webpage throughout the semester.

The instructor will discuss grades only in person (and not via telephone or e-mail) and only with the student (not with parents, etc); student e-mails other than related to class content may not be answered by the instructor.

The instructor may modify the class schedule during the course of the semester depending upon the progress of the class. Thus, students are encouraged to *not* plan on missing normally scheduled class sessions—as exam timing may shift class sessions during the semester depending on the rate of class progress (e.g., if there is a need to spend additional class sessions on a topic, etc.).

By the conclusion of the semester, you should have a working knowledge of the following topics:

- Mobile Marketing Ethics
- The Opportunities of Mobile Marketing
- Mobile Marketing Platforms, Architecture, and Security
- How to Develop an Integrated Mobile Marketing Campaign/Omnichannel Marketing
- Global Mobile Marketing Challenges
- App Strategy vs. Ad Strategy
- Proximity Marketing & Mobile Applications
- Mobile’s Impact on Consumer Psychology
- Mobile Consumer Engagement
- Mobile Event Management
- User Generated Content
- The Future of Mobile
- Mobile Payments & mCommerce
- Emerging markets = mobile opportunities
- Mobile Social Media
- Mobile Gaming
- How to Compete with Free in a Digital Space
- Mobile Marketing Research
- Mobile Analytics
- Working with Mobile ‘Big Data’
- Project Analysis
- Paid Search Analysis
- Mobile App Analysis
- ‘Retargeting’
- Group Project Analysis
- le Segmentation Analytics
- Mobile Text Analytics

**Mobile Marketing Course Schedule:**

Week	TOPIC	READING
1	Introduction to class	GUEST LECTURE: Dr. Jared Hansen Syllabus
2	The Opportunities of Mobile Marketing	Defining the Modern Marketer—From Real to Ideal The Future of Shopping How People Really Use Mobile The Mobile Consumer: A Global Snapshot
	Mobile Marketing Platforms, Architecture, and Security	The Mobility Disruption—The Next Enterprise IT shake up How to Sell Marketing Automation to Executives Gmail inbox revamps spells trouble for time sensitive mobile offers

		Citi Discloses Security Flaw in Its iPhone App
3	How to Develop an Integrated Mobile Marketing Campaign	To Keep Your Customers, Keep it Simple Mobile Whitebook 2013: Data, Trends, and Best Practice Six Strategies to Win the Mobile Consumer Showdown
	Global Mobile Marketing	Mobile Money: Getting to Scale in Emerging Markets Can India Lead the Mobile Internet Revolution?
4	App Strategy vs. Ad Strategy	Facebook Seeks to Boost Revenue from Mobile Ads  Twitter's Mobile Ads Begin to Click Advertising's New Medium—Human Experience
	Proximity Marketing through Mobile Applications	
5	Mobile's Impact on Consumer Psychology	Marketing Strategy for the Mobile Mind Shift From Angry Birds to Angry People
	Mobile Consumer Engagement Mobile Event Management User-controlled media User Generated Content	Pinterest's Rite of Web Passage: Huge Traffic, No Revenue  A Generation Unplugged
	GUEST LECTURE	Erin Gordon, Manager, Interactive Marketing, Belk Inc.
6	The Future of Mobile	Ten IT-enabled business trends for the decade ahead The Future of Mobile Messaging Capturing the Promise of Mobile in Emerging Markets
	Mobile payments mCommerce	The End Game of Payments Data: Mobile Marketing PayPal, Discover Team Up on Mobile Payments
	Emerging markets	Mobile Wallets Adoption Strategies at CITI What's the Future of Mobile Banking in Europe? Capturing the Promise of Mobile Banking in Emerging Markets Rethinking Marketing (HBR) For mobile devices, think Apps, not Ads
	GUEST LECTURE:	Richard Crone, Crone Consulting
7	Mobile Social Media	Bestbuys CEO on Learning to Love Social Media
	Mobile Gaming	How to Get Exceptional Consumer Insights and Market Research Using Facebook Data Gaming Expands Its Presence in the Digital University
	How to Compete with Free? The Media Industry in a Digital Age	How a New Communication Technology Disrupted America's Newspaper Industry—in 1845



		Digital Newspaper—Same Advertising Impact and So Much More In other parts of the world, there is a newspaper closing every day Moblogging Seen as a Crystal Ball for a New Era in Online Journalism
8	EXAM 1	
9	Mobile Marketing Research	Are You Talking to Me? Better Customer Insight—In Real Time GUEST LECTURE: Alex Wittkowski, Bank of America
10	Introduction to Marketing Analytics	Creating Competitive Advantage from Big Data Making Data Analytics Work: Three Key Challenges Applying Advanced Analytics in Consumer Companies
11	Working with Mobile 'Big Data'	What to Understand Before Asking IT for "All" the Data The Biggest Obstacle to Increasing Profits with Analytics Metric Driven Mobile Marketing  GUEST LECTURE: Bobby J Carter, Senior Web Analyst, Belk
12	Paid Search Analysis Mobile App Analysis 'Retargeting'	The New Mobile Marketing Imperative—Measuring What Matters From Buzz to the Bottom Line: Tracking Mobile Apps Google Analytics
13	Segmentation Analytics	Using Cluster Analysis for Market Segmentation
14	Mobile Text Analytics Segmentation Analytics	Textual Analysis for Better Risk Management Analyzing Survey Text Using IBM SPSS Text Analytics
15	Project Presentations  Final Exam	

**ATTACHMENT 4: PROPOSED CATALOG COPY**

**MBAD 6283. Mobile Marketing and Analytics. (3)** Prerequisite: MBAD 6270 or permission of MBA director. The utilization of mobile platforms, architecture and security in marketing strategy and tactics. Topics include developing an integrated mobile marketing campaign and global mobile marketing strategy. Understand how to analyze mobile data and the emerging market opportunities. Cross-listed as DSBA 6283 (*Spring*)

# 2014-2015 LONG SIGNATURE SHEET

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Originating Department: Marketing



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

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			<i>Approved</i>	<u>MBA PROGRAM COMMITTEE CHAIR</u>  Linda Swayne
			<i>Approved</i>	<u>COLLEGE FACULTY CHAIR (if applicable)</u>
			<i>Approved</i>	<u>COLLEGE DEAN</u>
			<i>Approved</i>	<u>GENERAL EDUCATION</u> (if applicable; for General Education courses)
			<i>Approved</i>	<u>HONORS COLLEGE</u> (if applicable; for Honors courses & programs)
			<i>Approved</i>	<u>UNDERGRADUATE COURSE &amp; CURRICULUM COMMITTEE CHAIR (for undergraduate content)</u>
			<i>Approved</i>	<u>GRADUATE COUNCIL CHAIR</u> (for graduate content)
				<u>FACULTY GOVERNANCE ASSISTANT</u> (Faculty Council approval on Consent Calendar)
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Revised MBA

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Establishment of a Marketing Analytics Concentration

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Close to 90 graduate students (comprised of MBA students, DSBA students, and other students) provided feedback in a survey in February 2015. The majority of the students indicated that they would like more courses that focus on marketing analytics topics related to competitive advantage with big data analytics and visualization. The proposed new courses will help fulfill the students’ requests to provide a more in-depth study of the current marketing module provided by the business school so they would be able to develop greater mastery of the skillsets for jobs in marketing analytics.

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

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 or Department Chair. Except when permission from the MBA director and the related department (Marketing) is granted, the prerequisite for the courses in the proposed Marketing Analytics Concentration are as follows:

MBAD 6272 Marketing Analysis and Decision Making, Prerequisite: MBAD 6270 or permission of MBA Director

MBAD 6276 Consumer Analytics, Prerequisite: MBAD 6270 or permission of MBA Director

MBAD 6277 Social Media Marketing and Analytics, Prerequisite: MBAD 6270 or permission of MBA Director

MBAD 6278 Innovation Analytics, Prerequisite: MBAD 6270 or permission of MBA Director

MBAD 6283 Mobile Marketing and Analytics, Prerequisite: MBAD 6270 or permission of MBA Director

**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 Marketing Analytics Concentration are at the 6000 -7999 level, the level designated for "Master's Level Courses." Thus, the course numbering is consistent with the level of academic advancement of the 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 proposed concentration will improve the scope and quality of instruction in the Belk College of Business and UNC Charlotte. This proposal has been driven by the changing needs of the business community and in response to the AMA and MSI calls for marketing programs to offer marketing analytics concentrations to meet the business community need. The following key marketplace challenges affected our decisions as we designed our MBA curriculum for the future:

- The explosion in the availability of rich new consumer and marketing 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 highly regarded 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 thus have an outline for a potentially world-class Marketing Analytics Concentration.

1. Columbia University – Columbia Business School
2. Massachusetts Institute of Technology – Sloan School of Management
3. New York University - Stern School of Business
4. North Carolina State University - Poole College of Management
5. Stanford University - Stanford School of Business
6. The Ohio State University – Fisher College of Business
7. University of Chicago – Booth School of Business
8. University of Maryland – Robert H. Smith School of Business
9. University of Pennsylvania - Wharton School of Business
10. University of Texas at Austin – McCombs School of Business

We have designed the Marketing Analytics 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.

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 changes in our curriculum, so they in turn will better be able to advise students interested in the Marketing Analytics 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 impacts 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 Marketing Analytics is open to all students who hold a B.S. or M.S. degree in any business discipline and are enrolled and in good standing in a graduate degree 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 a Marketing Concentration, as well as students in other concentrations.

**2. 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 Analytics 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 other courses are not likely to be affected by this concentration.

**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 near future. Expected enrollment for the new courses is 15-45 students.

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

No other courses will be directly affected as all the courses in the proposed curriculum have already been taught (with closely similar names) as regular courses or as special topics courses. Four of the courses have been through the proposal process and have been approved some time ago. The only new course included is Mobile Marketing and Analytics.

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

MBAD 6283 – Mobile Marketing and Analytics was taught as a special topics course in Spring 2014 with an enrollment of 12.

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

We have included the course descriptions for the catalog copy.

**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:** The proposed Marketing Analytics concentration does not require any new faculty resources, and it does not increase the load on present faculty. Over the past several years, three faculty members have been hired to teach marketing analytics courses.

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

MBAD 6272	Marketing Analysis and Decision Making	Stuart, Hansen, Erevelles
MBAD 6276	Consumer Analytics	Moon, Hansen
MBAD 6277	Social Media Marketing and Analytics	Jalali, Blouin, Erevelles
MBAD 6278	Innovation Analytics	Moon, Jalali
MBAD 6783	Mobile Marketing and Analytics	Jalali, Brookins, Hansen

- 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**

A copy of this proposal was sent to Nicole Spoor, the business librarian for consultation. Her reports are attached below (Attachment 1). 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.** List departments/units consulted in writing regarding all elements outlined in IIC: Impact Statement, including dates consulted. Summarize results of consultation and attach correspondence. Provide information on voting and dissenting opinions (if applicable).

DSBA support letter attached.

Department of Business Information's Systems and Operations Management support letter attached.

**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 2014 and Spring 2015 semesters, a departmental analytics committee worked to create this MBA curriculum. In doing so, the committee took into account the needs of our business stakeholders, student opinions and student advisor comments when revising the curriculum. The proposal was passed unanimously by the Department of Marketing on January 23, 2015.

**G. ATTACHMENTS**

- Attachment 1:** Documentation of Library Consultation
- Attachment 2a:** Documentation of Stakeholder Consultation: DSBA Program
- Attachment 2b:** Documentation of Stakeholder Consultation: BISOM Department
- Attachment 3:** Course Syllabus for Proposed Required Course  
MBAD 6283: Mobile Marketing and Analytics
- Attachment 4:** Proposed Catalog Copy for  
MBAD 6283: Mobile Marketing and Analytics

**ATTACHMENT 1: DOCUMENTATION OF LIBRARY CONSULTATION**



**Consultation on Library Holdings**

**To:** Rachel Folds  
**From:** Nicole Spoor  
**Date:** February 20, 2015  
**Subject:** Proposed Course: **MBAD 6283: Mobile Marketing and Analytics**

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

**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 an evaluation of Atkins Library resources with regards to journals, databases, and circulating books that are relevant to the establishment of the new course, Mobile Marketing and Analytics, 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 Old
Mobile AND Marketing	530	174
Marketing Analytics	591	143

The library also provides access to many databases that are relevant to this course, including ABI/Inform, Business Source Premier, Reference USA, 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:** *D. Nicole Spoor*

**Date:** February 20, 2015

**ATTACHMENT 2A: DOCUMENTATION OF STAKEHOLDER CONSULTATION: DSBA PROGRAM**



**UNC CHARLOTTE**

Data Science Initiative

9201 University City Boulevard, Charlotte, NC 28223-0001

**To:** Sunil Erevelles, Chair, Department of Marketing  
**From:** Mirsad Hadzikadic, Executive Director, Data Science Initiative  
**RE:** MBA Market Analytics Concentration

I support and endorse your proposal to establish new MBA concentration in "Marketing Analytics." We are pleased to have the opportunity to collaborate with the Department of Marketing to offer and cross-list several courses in this concentration.

Sincerely,

A handwritten signature in cursive script, appearing to read "Mirsad Hadzikadic".

Mirsad Hadzikadic, Ph.D.  
Professor, Department of Software and Information Systems  
Executive Director, Data Science Initiative  
Director, Complex Systems Institute  
Director, Data Science and Business Analytics Professional Science Master's  
College of Computing and Informatics/The Graduate School  
343-A Woodward Hall  
UNC Charlotte  
Charlotte, NC 28223  
704-687-8643

**ATTACHMENT 2A: DOCUMENTATION OF STAKEHOLDER CONSULTATION: BISOM PROGRAM**



The University of North Carolina at Charlotte  
9201 University City Boulevard  
Charlotte, N.C. 28223-0001

The Belk College of Business Administration  
Department of Business Information Systems & Operations Management

To: Sunil Erevelles, Chair, Department of Marketing  
RE: MBA Marketing Analytics Concentration

The BISOM Department endorses the proposal to establish a Marketing Analytics concentration in the MBA program.

Sincerely,

A handwritten signature in black ink that reads "Antonis Stylianou".

Antonis Stylianou  
Professor & Chair, BISOM Department

## ATTACHMENT 3: COURSE SYLLABUS

# MBAD 6283: Mobile Marketing and Analytics

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### Course Objectives:

The objectives of this course include an understanding of:

- marketing strategy as it relates to mobile platforms, architecture, and security
  - how to develop an integrated mobile marketing campaign
  - global mobile marketing strategy and emerging market opportunities
  - app strategy vs. ad strategy
  - mobile payments and mCommerce
  - business mobile gaming and social media opportunities
  - working with mobile 'big data' and market segments
  - analyzing mobile data
  - the future of mobile
- 

**Teaching Method:** The instruction will occur through lectures, guest presentations, case discussions and analytical projects.

**Pre-requisite:** MBAD 6270 Marketing Management or permission of the MBA

**Credit Hours:** This is a 3 credit hour course.

**Text/Reading:** Students will *not* need to purchase any reading materials. Short-length readings (in PDF, MS Word, or via hyperlinks) from business journals, texts, and industry trade reports, etc., will be posted electronically on the class moodle page (at least) seven days in advance of each class session.

**Grading:** The final grade will be determined on the following weights:

Class assignments	100 points
Examinations (2 @ 300 each)	600 points
Term Project	300 points
<b>Total</b>	<b>1000 points</b>

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)
700-799	C (Average Performance)
Below 700	U (Unsatisfactory)



**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. We celebrate diversity that is beneficial to both companies and society at large.

**Participation:**

Disrespectful or disturbing behavior of students during class time will have a negative impact on the class participation grade. Students are strongly encouraged to actively share their views in class discussions. The participation grade is determined by class and team involvement. For instance, students that simply attend classes, but do not participate in class discussions will not be awarded a maximum participation grade. Students who miss class will also not be awarded a maximum participation grade. Students are expected to attend all class meetings during the semester.

**Inclement Weather:**

University Policy Statement #13. The University is open unless the Chancellor announces that the University is closed. The inclement weather hotline number to call is 704-786-2877. *In the event of inclement weather, check your email the morning of class.* The instructor will use his best judgment as to whether class should be held understanding that some of you commute from far away and the instructor will notify you by email if class is cancelled.

**Other Notes:**

Students are responsible for being informed about all announcements made in class and on the class webpage. Students should check the webpage throughout the semester.

The instructor will discuss grades only in person (and not via telephone or e-mail) and only with the student (not with parents, etc); student e-mails other than related to class content may not be answered by the instructor.



The instructor may modify the class schedule during the course of the semester depending upon the progress of the class. Thus, students are encouraged to *not* plan on missing normally scheduled class sessions—as exam timing may shift class sessions during the semester depending on the rate of class progress (e.g., if there is a need to spend additional class sessions on a topic, etc.).

By the conclusion of the semester, you should have a working knowledge of the following topics:

- Mobile Marketing Ethics
- The Opportunities of Mobile Marketing
- Mobile Marketing Platforms, Architecture, and Security
- How to Develop an Integrated Mobile Marketing Campaign/Omnichannel Marketing
- Global Mobile Marketing Challenges
- App Strategy vs. Ad Strategy
- Proximity Marketing & Mobile Applications
- Mobile’s Impact on Consumer Psychology
- Mobile Consumer Engagement
- Mobile Event Management
- User Generated Content
- The Future of Mobile
- Mobile Payments & mCommerce
- Emerging markets = mobile opportunities
- Mobile Social Media
- Mobile Gaming
- How to Compete with Free in a Digital Space
- Mobile Marketing Research
- Mobile Analytics
- Working with Mobile ‘Big Data’
- Project Analysis
- Paid Search Analysis
- Mobile App Analysis
- ‘Retargeting’
- Group Project Analysis
- Mobile Segmentation Analytics
- Mobile Text Analytics

**Mobile Marketing Course Schedule:**

Week	TOPIC	READING
1	Introduction to class	GUEST LECTURE: Dr. Jared Hansen Syllabus
2	The Opportunities of Mobile Marketing	Defining the Modern Marketer—From Real to Ideal The Future of Shopping How People Really Use Mobile The Mobile Consumer: A Global Snapshot
	Mobile Marketing Platforms, Architecture, and Security	The Mobility Disruption—The Next Enterprise IT shake up How to Sell Marketing Automation to Executives Gmail inbox revamps spells trouble for time sensitive mobile offers

		Citi Discloses Security Flaw in Its iPhone App
3	How to Develop an Integrated Mobile Marketing Campaign	To Keep Your Customers, Keep it Simple Mobile Whitebook 2013: Data, Trends, and Best Practice Six Strategies to Win the Mobile Consumer Showdown
	Global Mobile Marketing	Mobile Money: Getting to Scale in Emerging Markets Can India Lead the Mobile Internet Revolution?
4	App Strategy vs. Ad Strategy	Facebook Seeks to Boost Revenue from Mobile Ads Twitter's Mobile Ads Begin to Click Advertising's New Medium—Human Experience
	Proximity Marketing through Mobile Applications	
5	Mobile's Impact on Consumer Psychology	Marketing Strategy for the Mobile Mind Shift From Angry Birds to Angry People
	Mobile Consumer Engagement Mobile Event Management User-controlled media User Generated Content	Pinterest's Rite of Web Passage: Huge Traffic, No Revenue  A Generation Unplugged
	GUEST LECTURE	Erin Gordon, Manager, Interactive Marketing, Belk Inc.
6	The Future of Mobile	Ten IT-enabled business trends for the decade ahead The Future of Mobile Messaging Capturing the Promise of Mobile in Emerging Markets
	Mobile payments mCommerce  Emerging markets	The End Game of Payments Data: Mobile Marketing PayPal, Discover Team Up on Mobile Payments  Mobile Wallets Adoption Strategies at CITI What's the Future of Mobile Banking in Europe? Capturing the Promise of Mobile Banking in Emerging Markets Rethinking Marketing (HBR) For mobile devices, think Apps, not Ads
	GUEST LECTURE:	Richard Crone, Crone Consulting
7	Mobile Social Media Mobile Gaming	Bestbuys CEO on Learning to Love Social Media How to Get Exceptional Consumer Insights and Market Research Using Facebook Data Gaming Expands Its Presence in the Digital University
	How to Compete with Free? The Media Industry in a Digital Age	How a New Communication Technology Disrupted America's Newspaper Industry—in 1845

		Digital Newspaper—Same Advertising Impact and So Much More In other parts of the world, there is a newspaper closing every day Moblogging Seen as a Crystal Ball for a New Era in Online Journalism
8	EXAM 1	
9	Mobile Marketing Research	Are You Talking to Me? Better Customer Insight—In Real Time GUEST LECTURE: Alex Wittkowski, Bank of America
10	Introduction to Marketing Analytics	Creating Competitive Advantage from Big Data Making Data Analytics Work: Three Key Challenges Applying Advanced Analytics in Consumer Companies
11	Working with Mobile 'Big Data'	What to Understand Before Asking IT for "All" the Data The Biggest Obstacle to Increasing Profits with Analytics Metric Driven Mobile Marketing  GUEST LECTURE: Bobby J Carter, Senior Web Analyst, Belk
12	Paid Search Analysis Mobile App Analysis 'Retargeting'	The New Mobile Marketing Imperative—Measuring What Matters From Buzz to the Bottom Line: Tracking Mobile Apps Google Analytics
13	Segmentation Analytics	Using Cluster Analysis for Market Segmentation
14	Mobile Text Analytics Segmentation Analytics	Textual Analysis for Better Risk Management Analyzing Survey Text Using IBM SPSS Text Analytics
15	Project Presentations  Final Exam	

**ATTACHMENT 4: PROPOSED CATALOG COPY**

**MBAD 6283. Mobile Marketing and Analytics. (3)** Prerequisite: MBAD 6270 or permission of MBA director. The utilization of mobile platforms, architecture and security in marketing strategy and tactics. Topics include developing an integrated mobile marketing campaign and global mobile marketing strategy. Understand how to analyze mobile data and the emerging market opportunities. Cross-listed as DSBA 6283 (*Spring*)