

# Decision Neuroscience, Ph.D.

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## FOX SCHOOL OF BUSINESS AND MANAGEMENT

Learn more about the Doctor of Philosophy in Decision Neuroscience.

### About the Program

The field of decision neuroscience provides new insights into the mechanisms that underlie a wide range of economic and social phenomena, from risky choice and consumer behavior to altruism and cooperation. It is also a primary example of truly interdisciplinary research, with people from such diverse fields as business administration, economics, engineering, neuroscience, philosophy, physics, and psychology working together to advance knowledge of mechanisms underlying decision making and decision preferences.

The interdisciplinary Ph.D. program in Decision Neuroscience at the Fox School of Business and Management is a collaborative effort with the Department of Psychology in the College of Liberal Arts. Through the efforts of its Center for Applied Research in Decision Making, Fox School has been at the forefront of the field of decision neuroscience over the past six years. Similarly, Temple University's Psychology Department has long been a leader in brain and cognitive science research.

Students enrolled in the program gain a thorough understanding of the intellectual issues in the rapidly growing field of decision neuroscience and its subfields of neuroeconomics and neuromarketing. The program has the unique vision of integrating scientific findings with everyday real-world problems. It is designed for students who want to work at the intersection of neuroscience and business.

**Time Limit for Degree Completion:** 7 years

**Campus Location:** Main

**Full-Time/Part-Time Status:** Full-time study is required.

**Interdisciplinary Study:** The program is inherently interdisciplinary.

**Affiliation(s):** Research is supported by Fox School of Business and Management's Advanta Center for Research in Financial Institutions, Center for Healthcare Research and Management, Innovation and Entrepreneurship Institute, and Institute of Global Management Studies. Research interests of the Fox School faculty are also supported by numerous centers and institutes throughout Temple University.

**Accreditation:** All Fox School of Business and Management graduate programs are accredited by the Association to Advance Collegiate Schools of Business (AACSB International).

**Job Prospects:** Graduates of the program are prepared to seek tenure-track appointments either in business schools or psychology departments, depending on their approach to the program's curriculum.

**Non-Matriculated Student Policy:** Non-matriculated students are not permitted to take doctoral courses.

**Financing Opportunities:** Typically, all Ph.D. students receive financial assistantship in the form of full tuition remission and a stipend in return for offering services as a Research Assistant (RA) or Teaching Assistant (TA). Level of support is based on the concentration, the applicant's qualifications, and competitive considerations. Students can also receive remuneration for conference travel, publications, and academic achievement.

### Admission Requirements and Deadlines

#### Application Deadline:

*Fall:* January 15

Applications for the Ph.D. program are all processed together after the deadline.

APPLY ONLINE to this Fox graduate program at <https://fox.secure.force.com/SiteLogin/>.

#### Letters of Reference:

*Number Required:* 2

*From Whom:* Letters of recommendation should be obtained from evaluators, typically college/university faculty or an immediate work supervisor, who can provide insight into your abilities and talents, as well as comment on your aptitude for graduate study.

**Master's Degree in Discipline/Related Discipline:** A master's degree is not required.

**Bachelor's Degree in Discipline/Related Discipline:** All applicants must present credentials that are the equivalent of the appropriate baccalaureate degree at Temple University.

**Statement of Goals:** Approximately 500 to 1,000 words include your specific interest in Temple's program; your research goals; your future career goals; and your academic and research achievements.

**Standardized Test Scores:**

GMAT/GRE: Required. GMAT scores are preferred; in some cases, GRE scores may be substituted. In general, scores above the 90th percentile are expected on each portion of the exam.

Applicants who earned their baccalaureate degree from an institution where the language of instruction was other than English, with the exception of those who subsequently earned a master's degree in a country where the language of instruction is English, must report scores for a standardized test of English that meet these minimums:

- TOEFL iBT: 105
- IELTS Academic: 7.0
- Duolingo: 110
- PTE Academic: 72

**Resume:** Current resume required.

## Program Requirements

**General Program Requirements:**

*Number of Credits Required Beyond the Baccalaureate: 42*

*Required Courses:*

Code	Title	Credit Hours
<b>Core Courses</b>		
BA 9813	Problem Solving using Quantitative Research Methods	3
MKTG 9090	Sem-SEL Topics in Mktg <sup>1</sup>	3
PSY 8310	Topical Seminar in Cognitive Psychology (2 courses) <sup>2</sup>	6
	Course in decision neuroscience	3
	Proseminar in decision neuroscience	3
	<b>Methods Electives</b>	<b>6</b>
Select two from the following:		
BA 9806	Integrative Perspectives on Business Knowledge	
BA 9814	Advanced Quantitative Research Methods	
BA 9815	Problem Solving using Qualitative Research Methods	
PSY 8033	Hierarchical Linear Modeling	
	<b>Other Electives</b>	<b>12</b>
Select four from the following:		
MKTG 9001	Sem-Marketing Theory Dev	
MKTG 9002	Sem-Behavior Res-Mktg	
MKTG 9003	Sem-Quant Research-Mktg	
PSY 8310	Topical Seminar in Cognitive Psychology	
PSY 8312	Core Course in Cognitive Psychology	
PSY 8712	Core Course in Behavioral Neuroscience	
<b>Research Courses</b>		
BA 9994	Preliminary Examination Preparation	1
BA 9998	Pre-Dissertation Research	2
BA 9999	Dissertation Research	3
Total Credit Hours		42

<sup>1</sup> The select topic for this course is an introduction to research in judgment and decision making and their applications.

<sup>2</sup> PSY 8310 Topical Seminar in Cognitive Psychology is taken twice for credit. One course topic provides an introduction to the biological bases of higher brain function, including attention, consciousness, emotion, executive functions, language, memory, and perception. The other provides an overview of the use of functional magnetic resonance imaging (fMRI) in the investigation of human sensory, motor, and cognitive function.

**Additional Requirements:**

**Research Rotations:**

In addition to undertaking specially designed interdisciplinary coursework, students complete research rotations during the first year of study that prepare them for independent research in the field of decision neuroscience. Students are required to complete two laboratory rotations in their first year (Fall and Spring) that would ideally be in different subfields with different mentors. Students also have the option to complete a third rotation during the Summer if they require additional exposure.

Research rotations are designed to give students a wide range of knowledge in the area of decision neuroscience by being engaged in the research of an assigned lab. When rotating through a lab (or with a research mentor), students are often paired with a senior lab member (e.g., a postdoctoral fellow or senior graduate student) to work on an ongoing research project. In some cases, they may be given a new project based on their knowledge and skill levels. Students are not, however, expected to complete a full project within an academic term.

**Research Meetings:**

Students are expected to attend research meetings and to be fully engaged in the research culture.

**Publications:**

It is expected that students will write, submit, and publish articles.

**Grant Proposals:**

Students are expected to prepare a grant proposal for submission to a government funding agency. Eligible students are also required to write and submit a National Research Service Award (NRSA) proposal at the end of their third year. International students who are not eligible for federal grants are encouraged to work on submissions with faculty members.

**Culminating Events:****Comprehensive Examination:**

The comprehensive examination is taken at the end of the second year of study. Each student must propose and defend a major area paper in her/his proposed field of research. Upon passing the exam, students choose a faculty member from either Fox School or the College of Liberal Arts as their primary mentor.

**Dissertation:**

The doctoral dissertation is an original empirical study that makes a significant contribution to the field. It should expand the existing knowledge and demonstrate the student's knowledge of both research methods and a mastery of her/his primary area of interest. Dissertations should be rigorously investigated; uphold the ethics and standard of the field; demonstrate an understanding of the relationship between the primary area of interest and the broader field of business; and be prepared for publication in an academic journal.

The Doctoral Advisory Committee is formed to oversee the student's doctoral research and is comprised of at least three Graduate Faculty members. Two members, including the Chair, must be from the student's department. The Chair is responsible for overseeing and guiding the student's progress, coordinating the responses of the committee members, and informing the student of her/his academic progress.

The Dissertation Examining Committee evaluates the student's dissertation and oral defense, including the student's ability to express verbally her/his research question, methodological approach, primary findings, and implications. The Dissertation Examining Committee votes to pass or fail the dissertation and the defense at the conclusion of the public presentation. This committee is comprised of the Doctoral Advisory Committee and at least one additional faculty member from outside the department.

If any member decides to withdraw from the committee, the student shall notify the Chair of the Dissertation Examining Committee and the Ph.D. Program Director. The student is responsible for finding a replacement, in consultation with the Chair. Inability to find a replacement shall constitute evidence that the student is unable to complete the dissertation. In such a case, the student may petition the Ph.D. Program Director for a review. Once review of the facts and circumstances is completed, the Director will rule on the student's progress. If the Director rules that the student is not capable of completing the dissertation, s/he will be dismissed from the program. This decision may be appealed to the Senior Associate Dean. If dismissed, the student may appeal to the Graduate School.

Students who are preparing to defend their dissertation should confirm a time and date with their Dissertation Examining Committee and register with the Graduate Secretary at least 15 days before the defense is to be scheduled. The Graduate Secretary arranges the time, date, and room within two working days, and forwards to the student the appropriate forms. After the Graduate Secretary has arranged the time, date, and room for the defense, the student must send to the Graduate School a completed "Announcement of Dissertation Defense" form, found in TUportal under the Tools tab within "University Forms," at least 10 days before the defense. The department posts flyers announcing the defense, and the Graduate School announces the defense on its website.

## Contacts

**Program Web Address:**

<https://www.temple.edu/academics/degree-programs/decision-neuroscience-phd-bu-dns-phd>

**Department Information:**

Fox School of Business and Management

1801 Liacouras Walk  
334-337 Alter Hall (006-22)  
Philadelphia, PA 19122  
foxphdoffice@temple.edu  
215-204-7677  
Fax: 215-204-5698

## Submission Address for Application Materials:

<https://fox.secure.force.com/SiteLogin/>

## Department Contacts:

*Senior Associate Director, Ph.D. Programs:*

Lisa Fitch  
A336 Alter Hall  
foxphdoffice@temple.edu  
215-204-7677

*Program Advisor:*

Vinod Venkatraman, Ph.D.  
Director, Center for Applied Research in Decision Making  
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## Business Administration Courses

### **BA 5001. Industrial Organization for Business Strategy. 1 to 3 Credit Hour.**

The course is an applied managerial economics course; industrial organization serves as a foundation for business management and strategy. The course provides the framework within which to study market equilibrium, firm and consumer behavior, and strategic interactions through the lens of firm and firm management. The tools of managerial economics are applied to study problems involving business strategy, industry evolution and dynamics, pricing methodologies, dealing with competitors, managing under uncertainty, asymmetric information, price discrimination, antitrust, auctions, and externalities.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

### **BA 5002. Socioeconomic Context of Business. 3 Credit Hours.**

Today's business environment is full of challenges in the form of global competition, regulatory change, rapid technological change and domestic and international market instability. In this context, knowledge of both micro- and macro-economics is becoming an increasingly important tool for solving real world problems. This course is divided into two modules. In the first module, we delve into the microeconomics foundations of business. In the second module, we focus on domestic and global macroeconomics. Economics is a basic underpinning of firm strategy. Economics focuses on the role of markets, the economic behavior of consumers and enterprises, market efficiency, the role of the public sector, firm behavior and the organization of industry. We will discuss important ways in which markets fail, and the challenges and opportunities these market failures create for entrepreneurs and existing businesses. Macroeconomics involves the study of the performance of national economies and the policies that governments use to try to improve economic performance. In this section of the course, we will discuss key economic concepts and data such as GDP, employment, interest rates, inflation, business cycles, and exchange rates to better understand the meaning and significance of these data and their impact on the business environment.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

### **BA 5003. Legal and Ethical Foundations of Business. 3 Credit Hours.**

Business leader's face values conflicts. This course analyzes economic and moral theories people use to assess whether proposed actions are right or wrong, good or bad, just or unjust. While moral theories can guide our thinking, we explore why they do not always guide our behavior. That brings us to the law. Laws constitute socially imposed incentives and disincentives to encourage people to do what society deems "right". In that way, law represents substantive decisions by the state that are values-based and do not necessarily yield just results. In this course, we come to understand that our laws are not without moral import and that ethics must inform the law because the law in and of itself does little work in informing what should be. It mostly speaks to what is.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5051. Enterprise Management Consulting Experience (EMC) I. 3 Credit Hours.**

The EMC Practicum is an innovative hands-on learning experience involving faculty and students. During their practicum, cross-cultural student teams will assist firms or divisions on a live consulting project. MBA student teams will integrate course work, business experience, and primary and secondary research into highly professional market entry strategies or business plans.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5052. Enterprise Management Consulting Experience (EMC) II. 3 Credit Hours.**

The EMC Practicum is an innovative hands-on learning experience involving faculty and students. During their practicum, cross-cultural student teams will assist firms or divisions on a live consulting project. MBA student teams will integrate course work, business experience, and primary and secondary research into highly professional market entry strategies or business plans.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5087. Leadership and Professional Development Practicum. .5 to 1.5 Credit Hours.**

This academic content provides students with an understanding of human behavior in organizations and the means through which managers can influence that behavior. Specifically, the class considers key situations where the effective exercise of leadership can materially contribute to the achievement of strategic organizational objectives. Emphasis is placed on identifying and developing the personal skills and perspectives necessary to establish and maintain a leadership position, e.g., self-awareness and abilities in such areas as communication, decision-making, problem solving, and behavioral management. These skills are then applied through a carefully crafted practicum to facilitate acquisition of competencies through professional and career development opportunities and planned opportunities to exercise leadership with the context of the program.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**BA 5088. Ethical Decision Making in Business and Professional Development Practicum. .5 to 1.5 Credit Hours.**

This academic content looks at business in the context of its various stakeholders, including shareholders, management, employees, customers, suppliers, government regulators, and local/national/global communities. It explores a range of issues from the role of business in society at large to the ethical dimensions of ordinary business decision-making. Emphasis is placed on identifying and developing the personal skills and perspectives necessary to engage in ethical decision making and leadership e.g., personal ethical behavior, facing ethical dilemmas, whistle blowing and ethical responses to unethical corporate practices. These skills are then applied through a professional development practicum to facilitate acquisition of competencies through professional and career development opportunities and planned opportunities to exercise ethical decision making within the context of the program.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**BA 5111. Globalization. 1.5 Credit Hour.**

Gives students an understanding of the nature and complexity of the dynamic global environment that serves as the external context for the operations of international companies and that is an integral part of understanding international business. Explores the phenomena of globalization and the interdependence of nation states as they impact companies and industries throughout the world.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5112. Managing Risk. 1.5 Credit Hour.**

Examines in detail the holistic risk management process from the perspective of an international corporation and defines what risk management is and why organizations have risk managers. Class discussion topics include ethical risk and insurance management practices, as well as administrative and strategic aspects of global corporate risk management such as drafting risk management policy statements, setting risk management goals, and examining how a risk manager operates within a complex international organization.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5113. The Valuation of Firms. 1.5 Credit Hour.**

Introduces the use of accounting numbers for valuation for both external purposes, including investor models of firm value and credit risk assessment, as well as internal purposes, including project assessment and performance evaluation. Focuses specifically on an accounting review of fundamentals, firm valuation, cash flows, earnings, modeling financial distress, and using residual income to evaluate performance.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5114. Entrepreneurial Thinking and Innovation. 1.5 Credit Hour.**

Examines issues relevant for entrepreneurs engaged in start-up or early stage ventures as well as those important to managers and stakeholders of new ventures within established organizations, including concepts, skills, know-how, information, attitudes and alternatives. Focuses on two key success factors in new enterprise formation: the entrepreneur and his/her ability to create and recognize opportunities.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5115. Law and Ethics in Business. 1.5 Credit Hour.**

Imparts a sense of when and how the legal system may affect business, particularly in the areas of contract, tort, and government regulation. Develops an appreciation of the fact that law and ethics seem many times in business to converge, while in other instances what is legal may not be ethically correct. Explores through discussion of business ethics case studies how such situations arise and how they might be resolved or prevented. Includes training for online research, especially in legal areas using Lexis-Nexis database, and practice in the art of making well-reasoned written and oral arguments.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5116. Information Technology Perspectives. 1.5 Credit Hour.**

Provides through discussions of technological and organizational issues an overview of the basic concepts underlying the development and implementation of emerging information technologies that are reshaping businesses and business practices. Culminates in a case study development project.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5117. Managing People and Organizations. 3 Credit Hours.**

Focuses on basic issues concerning the management of organizations and human resources, with major emphasis on critical analysis, problem solving and performance evaluation. Provides opportunities to improve managerial and leadership skills through verbal presentations, group work, and specific case analysis.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5118. Strategic Performance Management. 3 Credit Hours.**

This course has been designed to emphasize two fundamental issues in contemporary management practice: strategic cost analysis and management control. Strategic cost analysis deals with how managers' actions affect costs and revenues in a competitive context, and how financial and nonfinancial information can support decisions that enhance the value of the firm. Management control pertains to a study of systems designed for performance measurement and evaluation, rewarding and motivating employees, and coordinating business operations. The emphasis will be on transformational systems such as activity based costing and balanced scorecard.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5119. Real World Problems and Cases for Managers: An Interdisciplinary Approach. 3 Credit Hours.**

The ability to analyze and respond quickly to pressing and often complicated problems is a critical skill set for successful managers and corporate leaders. This interdisciplinary course is designed to increase student confidence and competence in "casing" to prepare for business problems likely to be faced in job interviews and future employment. The focus will be on honing analytical techniques and skills necessary to identify, develop, and implement solutions to significant business problems. Students will analyze several cases and a live business project. The course expands upon knowledge and skills offered in MBA core courses to further enhance student ability to address complex, real world situations.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5170. Special Topics. 1 to 6 Credit Hour.**

Special topics courses are developed to cover emerging issues or specialized content and they do not repeat material presented by regular semester courses.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**BA 5180. Special Topics. 1 to 6 Credit Hour.**

Special topics courses are developed to cover emerging issues or specialized content and they do not repeat material presented by regular semester courses.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 5182. Independent Study. 1 to 6 Credit Hour.**

Study in particular aspects of business administration under the direct supervision of a graduate faculty member. No more than six semester hours of independent study may be counted toward degree requirements.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 5187. IMBA Practicum: Corporate Visits and Mentoring. 1 to 6 Credit Hour.**

This practicum consists of selected visits to a variety of multinational corporations in Europe, Asia and Philadelphia. Students are exposed to senior officials who outline the factors that go into their international strategic decision making. These interactive sessions, which include question and answer periods, are designed to provide real world insights to corporate behavior and to highlight factors that are important in the international arena. In addition, students may engage in team projects during their summer practicum in Asia.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 5190. Special Topics. 1 to 6 Credit Hour.**

Special topics courses are developed to cover emerging issues or specialized content and they do not repeat material presented by regular semester courses.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 5282. Independent Study. 1 to 3 Credit Hour.**

Study in particular aspects of business administration under the direct supervision of a graduate faculty member. No more than six semester hours of independent study may be counted toward degree requirements.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 5287. Fox Management Consulting Practicum. 3 Credit Hours.**

The Fox Management Consulting Practicum is the capstone experience for the Fox MBAs. It is designed to integrate and apply concepts and skills learned across the entire MBA. In the capstone, students combine theory, evidence and experience to analyze and solve a strategic challenge in a rigorous, thoughtful way. This course is designed to help students structure unstructured strategic challenges; develop the ability to recognize and assess strategic opportunities; conduct top-notch market, industry and competitive analysis; foresee strategic implementation issues; support strategic recommendations with financial decision models; manage clients and teams; and lead change by generating support for the recommendations. This course is also designed to produce useful, commercial-grade results for clients - who help in providing a rich and consequential learning opportunity for students.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Master of Business Admin.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5387. Advanced Professional Development Strategies. .5 to 3 Credit Hours.**

CSPD Advanced Professional Development Strategies is designed to help graduate students connect past education, current education and professional experience to rewarding career opportunities. Doing so will require the same professionalism and competencies that are important to employers: an open mind, strong organization skills, persistence, and attention to detail.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**BA 5388. Enterprise Management Consulting Practicum. 3 to 6 Credit Hours.**

The Enterprise Management Consulting Practicum (EMC) is a capstone experience that integrates MBA class work and applies that integrated knowledge to evidence-based and theoretically informed strategic consulting for real firms. This experience is designed to help students apply competencies and skills acquired in the MBA program to recognize and assess strategic opportunities; conduct top-notch industry and competitive analysis; foresee and manage strategic implementation and control issues; and lead change by generating support for recommendations. This experience is also designed to produce useful results for real firms with very real problems, noteworthy uncertainties and challenging timelines. These objectives are accomplished by combining readings, discussion, business analysis, coaching from project managers and an advisory board, and commercial-grade work on real projects. The case studies and readings provide the conceptual foundations required to manage strategically and consult effectively. The projects offer opportunities to apply and refine your emerging conceptual skills. The faculty, project manager and advisor coaching lends the support and insight necessary to perform at the highest level.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5389. Global Immersion Experience. 1 to 6 Credit Hour.**

This course provides field experience in an emerging market economy that allows students an immersive experience in which they observe firms and participate in short term projects to provide a much greater understanding of the application of MBA coursework in assessing the strategic landscape of the destination country.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Master of Business Admin.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**BA 5411. Business Fundamentals I. 3 Credit Hours.**

A two-week, intensive course prepares new students for the Fall semester by giving an overview of critical business practices - namely ethical behavior and influential communication - as well as addressing current business issues with industry professionals. In addition to laying a foundation for the coursework in the program, this course will explore fundamental issues that permeate all course content, such as ethics and legal compliance, persuasive organizational communication, and current events impacting the domestic and global economy.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.



**BA 5412. Business Fundamentals II. 3 Credit Hours.**

This course is an overview of industry, allowing students to develop a business vocabulary conducive to discussion of critical issues facing businesses in today's global economy. Business is explored by examining its place within a national and global system, and the typical structures that influence commerce. Students will be exposed to current issues associated with the central management functions of marketing, strategy, finance, accounting, human resources, information systems, and operations. In addition, students will discuss ethical and social issues with regards to their impact on businesses. Underpinning these discussions will be an understanding of basic macro and micro economic concepts.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5486. Capstone Experience: Internship. 3 Credit Hours.**

The MiM internship is a practical work experience that will typically lead to full-time employment. The experience comes at the end of the program, such that the student has the opportunity to apply classroom learning in a workplace setting related to their desired career field. Students use models of critical and reflective thinking to merge classroom theory with their practical experience. This course will provide you with opportunities important to your future. Over the course of the semester, you will gain firsthand, real-world experience that will help you enhance your skills and knowledge, build your professional network, and explore potential career paths.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5487. Capstone Project. 3 Credit Hours.**

The MiM project course may be chosen as a substitute for Internship (BA 5486). The course integrates all previous MiM classwork and applies that integrated knowledge to solving a strategic problem in an evidence-based and theoretically informed way. The primary focus of the course is to enable practical application of all previously learned MiM concepts through student teams engaging with actual clients or industry experts to solve real world challenges. This course is designed to help you develop your ability to recognize and assess strategic opportunities; conduct top-notch market, industry and competitive analysis; foresee strategic implementation issues; and lead change by generating support for your recommendations. This course is also designed to produce useful results for coping with both very real strategic problems and noteworthy uncertainties.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5601. Corporate Instructional Design Theory. 3 Credit Hours.**

Most training programs are built with highly interactive and complex technology. Use of industry standard tools to deliver training requires a foundation in the principles of instructional design. This course introduces theories and methods in the field of instructional design and how these are applied to building and delivering training with industry standard technology. In this course, students will learn to utilize the industry's most prominent method/theories for project scoping and development of organizational training. Defining the business need, identifying the project scope, accommodating various adult learning styles, audience analysis, delivering effective virtual training will be reviewed.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5602. Managing Multimedia and Web Development for Instructional Design. 3 Credit Hours.**

This course will build students' technical skills in multi-media development and web design. Proper visual design and implementation of technology facilitates the user experience. Students will learn how to merge technical skills with a design theory to present information in usable ways for users. Students will review the fundamentals of how to manipulate images, documents and videos using industry standard software in order to create effective and engaging training deliverables. Taking what they have created, students will design a comprehensive website to display and manage a training solution. Additionally, students will look at how to use technology to leverage an organization and meet its training and development needs to drive engagement and growth. Students will review the fundamentals of how networks and the internet work, specifically noting the need and use of a Learning Management System in the workplace. This course offers a hands-on experience in building a webpage using HTML/CSS and administering information to a company through an LMS/CMS.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5603. Authoring. 3 Credit Hours.**

Students will demonstrate the basic elements of current authoring software(s) used to develop simulations and training for today's corporate industries. Students will use the basic framework of these programming systems to customize training modules according to the needs and desired outcomes of an organization. The deliverables in this course will be original training programs developed by the student and evaluated in terms of good design, and an emphasis on functional user interface and effectiveness for training.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5604. Instructional Design Learning Analytics. 3 Credit Hours.**

Data is constantly created. Understanding what that data means and how to leverage the results is a critical skill that the Instructional Designer must possess. Students will demonstrate how learning analytics must be incorporated within the design and development processes to adjust deliverables as needed and fit the learning needs of the audience. Data extraction and measurement of outcomes provide the instructional designer with insight on how effective the product was and how to build and implement improvements. Students will learn how to measure outcomes, clean and interpret data and report results to the client in a meaningful way. Also addressed, the role of adaptive learning and how analytics can help to design adaptive learning spaces for eLearning modules. The LMS and how data is pulled and used from these systems will be discussed.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5651. Business Analytics Capstone. 3 Credit Hours.**

The course is designed as the capstone experience for the MS in Business Analytics program and, as such, synthesizes all of the learning from previous coursework in this program. Student groups are paired with firms and work as consultants to provide data analytic solutions. This will allow students a first-hand perspective on decision making by management and understanding the organizational implications.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**BA 5685. Internship or Externship in Business. 1 to 3 Credit Hour.**

This course is an independent study in which students will apply their business knowledge in a "real-world" context such as an internship or externship as part of a project for an employer. Therefore, this course presents the opportunity to reinforce and augment what students have learned in the classroom. This course is a hands-on experience aimed at preparing the student for work in a business-oriented career. As an individualized experience, the particular skills and concepts upon which students will draw will differ depending on the particular project and company.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for a total of 6 credit.

**BA 5687. MS Advanced Professional Development Strategies. 0 Credit Hours.**

Your academic education and your ongoing professional development will influence your career with unerring certainty. Because the personal stakes associated with managing one's career are high, the topics in this course involve more than "intellectual" comprehension. Accordingly, this course will focus on selected aspects of 1) career exploration; 2) the internship and job search and; 3) the "unwritten rules of engagement" in the professional work environment.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5751. Multinational Management and Policy. 3 Credit Hours.**

Enhance the diagnostic and problem solving capabilities of decision-makers when confronted with a variety of strategic and/or operational problems in a diverse set of domestic and international environments and situations. Integrate material from functional and general management courses and apply it in the diagnosis and solution of problems that require an integrated company-wide approach. Relies heavily on the case study approach and builds on the Fall course of Management Processes in Global Corporations. Note: Enrollment limited to students in the IMBA program.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5800. Special Topics. 3 Credit Hours.**

Special topics courses are developed to cover emerging issues or specialized content and they do not repeat material presented by regular semester courses.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 5801. Industrial Organization and Corporate Strategy. 3 Credit Hours.**

Today's executives face an array of commercial problems, a need to develop winning corporate strategies, and the capability to seek practical solutions to critical business issues. The primary focus of this course is on the application of principles of industrial organization to the development and evaluation of corporate strategy. The course will be taught from the perspective of a current executive. In this course, you will examine market function, consumer and firm behavior, and implications for market efficiencies. You will examine how knowledge of markets can be used to establish competitive position. You will use national accounting data to analyze the influences of governmental fiscal, monetary, and trade policies, employment, interest rates and economic growth (or decline) on the executive's options in making key strategic decisions. Realistic short business case study examples are provided demonstrating the power of combining the knowledge of economics with analytical tools that yield valuable insights to solve an array of specific internal commercial problems.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5804. Global Enterprise Mgt. 3 Credit Hours.**

Learn about multinational business firms and the strategies used to gain competitive advantage in international markets. Develop analytical techniques for studying problems facing multinational firms and designing systems for managing multinational enterprise.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5851. Strategy Formulation and Administration. 3 to 4 Credit Hours.**

Participate in an interactive learning experience while examining the functions, role and skills of top-level executives. Knowledge gained and analytical methods used, in prior courses will be used in analyzing cases from the perspective of the chief executive. Implementation of strategies will be a primary focus. Enrollment limited to students in the Executive M.B.A. program.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5882. Independent Study. 1 to 6 Credit Hour.**

Study in particular aspects of business administration under the direct supervision of a graduate faculty member. No more than six semester hours of independent study may be counted toward degree requirements.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 5890. Special Topics. 1 to 6 Credit Hour.**

Special topics courses are developed to cover emerging issues or specialized content and they do not repeat material presented by regular semester courses.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 5955. Policy Formulation and Administration. 3 Credit Hours.**

Policy and strategy decision-making roles of top-level managers. Total enterprise problems involving integration of organization objectives, relationships between organization objectives and societal values, policy formulation, corporate strategy, and implementation of top management decisions. Limited to students admitted to MBA program prior to Fall 2005. Note: Intended to be taken in the final semester.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 8985. Teaching in Higher Education: Business. 3 Credit Hours.**

This course is required for any student seeking Temple University's Teaching in Higher Education Certificate. The course focuses on the research on how people learn best teaching practices, with the aim of preparing students for effective higher education teaching. All educational topics are considered through the lens of teaching in particularly scholarly areas or disciplines. Course instructors will model innovative teaching methods and uses of technology throughout the semester, providing an experiential component to the learning. The course specifically focuses on the application of the course content to the teaching of courses in business and management.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9001. Organizations and Management Theory. 3 Credit Hours.**

This course acquaints students with classic works, current representative theories, and empirical research in the fields of organization behavior and management. Material is grouped into twelve perspectives/topic areas: bureaucracy, scientific management, human relations, contingency theory, lean & quality management, transaction cost theory, network approach, national culture, human resource development, power & politics, labor process, and complexity/chaos theory. Emphasis is on understanding the range of approaches in these fields and developing critical analysis skills.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9002. Scientific Inquiry-Management Research. 3 Credit Hours.**

This course examines the nature and logic of empirical science, with particular attention to theoretical and applied business research. Topics include: the scientific method, positivism, paradigms, interpretive approaches, postmodernism, and critical research. The course also introduces a range of methods and techniques current in business research, including "grounded theory," measurement, interviewing, survey design, case studies, causal modeling, longitudinal and historical analysis, experiments, and research ethics. Students are asked to apply each of the course topics to the design of research on a topic of their own choosing. There is also a laboratory session in the use of the SPSS statistical package to analyze quantitative data.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9003. Seminar in Organizational Behavior. 3 Credit Hours.**

The purpose of the course is to provide foundation knowledge in Organizational Behavior, including classic and contemporary theories, ongoing controversies, and ground-breaking empirical studies.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9090. Special Topics in Business Administration. 1 to 6 Credit Hour.**

Content varies.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9101. Getting Your Hands Dirty: The Craft of Data Management and Analysis. 3 Credit Hours.**

This methods course launches doctoral students into the craft of empirical research, enhancing proficiency in research work and nurturing ambitious research projects. The course introduces students to computational approaches to data management and analysis. Students will gain foundational skills in using Python for data collection and manipulation, as well as for constructing novel variables with text analysis, network analysis, and machine learning. The end result will be an original dataset ready for statistical analysis, corresponding to the student's research interests.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9102. Professional Communication Skills for Graduate Students. 0 Credit Hours.**

The PhD Professional Communication course consists of two skill level-based tracks focused on learning professional communication skills and writing intensive skills. The first 7 weeks are for intermediate level students (recommended for first and second year students), and the second 7 weeks are for advanced level students (recommended third year or higher). Students will be instructed in verbal skills, clarity in speaking, the formal elements of live and virtual presentations, professional presence, and academic and industry appropriate writing instruction to supplement their existing knowledge. The goal is to develop students' professional communication skills, both academically and professionally. Students will attend synchronous (live) sessions once a week with other students and the instructor. The course will also deliver high-quality video content that students can use independently and with which they can supplement their coursework. Each week students will submit a deliverable and receive individual feedback and additional guidance. The course aligns closely with the Ph.D. Communication Initiative to evaluate students' current competencies and ensure they have the resources needed to stay competitive at the global level. The asynchronous components are customized for PhD and DBA students, and are made available to doctoral students at both the Fox School and to doctoral students across Temple University's various colleges. Additionally, a repository of resources (e.g., videos, practice materials, and references) will be available for students to draw from throughout their Temple education.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9103. Econ Theory of Choice. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9104. Game Theory. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

(BA 9103|Minimum Grade of B-|May not be taken concurrently)

AND (STAT 8001|Minimum Grade of B-|May not be taken concurrently)

**BA 9105. Bus Rsrch Econometrics I. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9106. Bus Rsch Econometrics II. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9108. Capital Markets Research. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

BA 9103|Minimum Grade of B-|May not be taken concurrently.

**BA 9183. Directed Study in Business. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Philosophy.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**BA 9201. Quant Methods in Bus Res. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

STAT 8002|Minimum Grade of B-|May not be taken concurrently.

**BA 9202. Qualitative Research Methods. 3 Credit Hours.**

Methods constitute the "lenses" through which scholars view their empirical phenomena. And different methods afford clearer views of different phenomena. Qualitative methods in particular have produced some of the most influential scholarly works within several domains of business research. As consumers, producers, and reviewers of such research, it is therefore important that doctoral students develop greater facility with these methods. The intents of this seminar are thus to help participants add a qualitative lens to their scholarly toolkits -- and to identify the empirical phenomena within their domain of study that are most clearly seen through qualitative methods. At the end of this seminar, participants should expect to have a sophisticated understanding of qualitative research and the resources needed to conduct and publish high-quality scholarship. This seminar is relevant to any doctoral student seeking to better understand human behavior in complex systems, but focuses primarily on organizational contexts. Thus, although the methods being taught are widely applicable, the exemplar articles and best practices for data analysis and publication will be most relevant to business administration students. Participants should expect wide exposure to business administration phenomena, with readings drawn from domains such as organizational behavior, strategy, management information systems, marketing, international business, hospitality, tourism, accounting, and finance.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9203. Financial Economics. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9205. Information Economics. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

(BA 9103|Minimum Grade of B-|May not be taken concurrently)  
AND (BA 9104|Minimum Grade of B-|May not be taken concurrently)  
AND (STAT 8001|Minimum Grade of B-|May not be taken concurrently)

**BA 9207. Quantitative Research Methods II. 3 Credit Hours.**

This course provides an overview of intermediate quantitative research methods used in the social sciences. Topics include theory of measurement, types of measures, measurement validation, power analysis, experimental designs and analysis of experimental data, survey design and analysis of survey data, and collection and analysis of archival data. The course includes a project that focuses on the design, development, and testing of theoretical models using experimental, survey, or archival data. The project includes an important research topic, a set of testable hypotheses, the empirical method to be used, data collection, data analysis, and interpretation of the results.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Philosophy.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

BA 9201|Minimum Grade of B-|May not be taken concurrently  
OR BA 9105|Minimum Grade of B-|May not be taken concurrently.

**BA 9208. Quantitative Research Methods III. 3 Credit Hours.**

This course aims to provide an overview of advanced quantitative research methods that are used in the social sciences. Topics include structural equation modeling (SEM), longitudinal modeling, multi-level modeling, causal modeling, polynomial regression models with response surface methodology, and emerging methods and tools for configuration theories.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Philosophy.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

BA 9201|Minimum Grade of B-|May not be taken concurrently  
OR BA 9105|Minimum Grade of B-|May not be taken concurrently.

**BA 9209. Business Econometrics III. 3 Credit Hours.**

BA 9209 is the third course in the econometrics series for doctoral students. It focuses on non-linear models and covers multiple practical situations in which classic linear methods are inappropriate. In particular, topics include sample selection and attrition models, treatment evaluation, duration analysis, and count data models. Also, several advanced estimation techniques such as GMM, bootstrap, and kernel regression will be discussed. Although the majority of lectures will be devoted to cross-sectional methods, the basics of time series analysis will also be covered. The assigned problem sets will include the analysis of practical situations requiring advanced econometric techniques as well as empirical exercises.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

BA 9106|Minimum Grade of B-|May not be taken concurrently.

**BA 9212. Seminar in Global Finance and Governance. 3 Credit Hours.**

The course introduces students to the basic academic literature in global finance and governance at a doctoral level and to selected advanced topics in this area. The aim is to prepare students to read the literature critically, to strengthen their independent skills, and to help them be ready to select topic in global finance and governance and related areas. Topics will be flexible to class needs but include corporate exchange risk management, international investments, global corporate governance, firm boundaries, financial and strategic issues of multinational firms, and others.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Philosophy.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9801. Understanding the Firm through Management and Organizational Theory. 3 Credit Hours.**

Understanding the shifts in business and their implications for organizations is essential to identifying new areas of study for the modern organization. Firms must adapt to their changing environments by adopting new strategies through analysis and understanding of internal and external contexts. This enhances organizational capability, which is required in order to maintain effectiveness and competitiveness in national, regional and global markets. This course examines the dynamics of complex, global organizations through the lens of foundational theory in management and organizational behavior, including: strategic management; theory of organizations and industries; and behavior of individuals, groups, and organizations in global settings. Students will learn to build on this foundational research by formulating new research questions that address emerging issues and challenges for the modern organization.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Business Admin.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

**Repeatability:** This course may be repeated for additional credit.

**BA 9802. Scientific Inquiry through Applied Research. 3 Credit Hours.**

What is research and how is it done? What is theory? What makes a study both practically relevant and of high-quality? This course addresses these questions through an exploration of the philosophy of science and applied scholarly research. It introduces the philosophy of scientific inquiry, common research approaches (e.g., quantitative and qualitative) and common perspectives (e.g., positivistic, interpretative, and critical). Students will learn the basic principles of theory development and testing as well as how to build a conceptual research model. This course takes an "engaged scholarship" perspective, with the aim to influence management practice through rigorous, applied study. Topics include identifying a research topic, forming theoretically-grounded research questions, conducting a literature review, and developing a plan for field work and data collection. This course enables students to identify and foster their personal research interests through a research proposal developed iteratively throughout the course.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Business Admin.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

**Repeatability:** This course may be repeated for additional credit.

**BA 9803. Navigating the Global Marketplace. 3 Credit Hours.**

Global structures and institutions drive the strategic behavior underlying their business decisions. The reality of business today requires understanding and working within an industry's multifirm global value chain. Firms operating in the global marketplace must be responsive to and understand differences in political, legal, and economic systems between countries. This course explores the state-of-the-art research surrounding the contemporary global organization and serves as the foundation for applied research into the dynamics of strategy and competition within a global context. Topics include critical elements of global strategic operations including international trade, location of the multinational enterprise, innovation in emerging economies, market entry, and knowledge flows within the firm.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9806. Integrative Perspectives on Business Knowledge. 3 Credit Hours.**

Conceptualizing the organization as a system of integrated, co-dependent elements facilitates new solutions that help an organization achieve its goals. To do this, business leaders must view issues from multiple disciplinary and functional perspectives. Through an integrated, systems-thinking approach, students will learn to address unstructured problems, decision-making under complexity, and organizational change management and strategy. This course integrates contemporary research across the major functional areas of business, including: accounting, finance, human resources, international business, marketing, management information systems, risk and actual science, strategic management, and operations and supply management. Students will learn how to approach organizational issues in new ways and discover novel research opportunities by making connections across multiple disciplines.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Business Admin.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

**Repeatability:** This course may be repeated for additional credit.

**BA 9812. Innovation and Entrepreneurship in the New Economy. 3 Credit Hours.**

In an increasingly competitive global market, leaders must develop new business models and approaches. However, building this competency within an organization can be challenging. This course examines how executives can apply best practices in innovation and entrepreneurship by designing novel products, services, processes, organizational structures, business models, and industry ecosystems. Special emphasis is placed on how executives can anticipate and shape global technological, economic, social, and political factors that facilitate innovation and entrepreneurship within an organizational context.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9813. Problem Solving using Quantitative Research Methods. 3 Credit Hours.**

Quantitative research applies statistical techniques to test new theory and hypotheses. This course teaches students how to investigate problems through the design and execution of quantitative research as it applies to experiments, surveys and the analysis of secondary data. Students will learn to apply and evaluate these methods through examples of theoretical and applied research papers that employ quantitative methods. Students will learn the fundamental statistical techniques to develop and test research hypotheses, such as the t-test, correlation analysis and regression. Students will prepare data for analysis and understand how to interpret the results.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Business Admin.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

**Repeatability:** This course may be repeated for additional credit.

**BA 9814. Advanced Quantitative Research Methods. 3 Credit Hours.**

This course explores advanced concepts and topics in quantitative research methods. Students will learn to select and apply statistical techniques to new problems and data. It will cover analysis of variance and the design of experiments, multivariate regression, and logistic regression. It will also enable students to identify and address problems in real-world data sets, including: normality violations, multi-collinearity, and missing data.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.



**BA 9815. Problem Solving using Qualitative Research Methods. 3 Credit Hours.**

Qualitative research is the exploration of phenomena in their natural setting that seeks to make sense of underlying mechanisms and processes. This course compares a variety of qualitative techniques, such as case studies, ethnography, action research, grounded theory building and content analysis. Students will review contemporary and classic studies that employ qualitative methods in both theoretical and applied contexts, providing examples of how to use each approach in practice. It will also cover interviewing and observation techniques, coding semi-structured and structured interview data, and building hypotheses based on qualitative data. The course weighs the advantages and disadvantages of different approaches to qualitative research, including positivist, interpretivist, and critical methods.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Business Admin.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

**Repeatability:** This course may be repeated for additional credit.

**BA 9816. Creation and Dissemination of Business Knowledge. 3 Credit Hours.**

A fundamental tenet of evidence-based management is that firms will function more effectively if they adopt a theoretically-driven, methodologically-sound approach to decision-making. Building on the basic tenets of theory and knowledge development, this course explores the tools and techniques needed for creating and disseminating knowledge. Drawing on business research literature, students learn advanced issues in theory building, model validation and empirical testing. The course provides practical guidelines for building new theories that are informed by managerial practice and also extend current theoretical models. Participants are challenged to develop cross-disciplinary, evidence-based management practices through applied research that will effectively influence future management practice. Also covered is the process of preparing one's work for publication and successfully navigating the peer review process. Students will study journal selection and how to craft a response to reviewers. These include hands-on application to each student's individual program of research.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9817. Applied Qualitative Methods. 3 Credit Hours.**

This course provides a hands-on approach to understanding qualitative research methodologies and how they can be applied to problem investigation, problem solving, and outcome evaluation in business administration and other related fields. Qualitative research utilizes methods such as observation, interview, focus group, case study, and the analysis of documents and archival data. Major topics include: qualitative research design; principles and practices of data collection; analyzing and interpreting qualitative data; and effective methods for writing and disseminating research findings. Other possible topics include the epistemological foundations of qualitative research, the role of theory in guiding and informing research design, and ethical considerations in human subjects research. Through lecture, small group work, and hands-on experience, the course focuses on training in data collection and analytic techniques commonly used in qualitative research. Students will learn to apply a variety of qualitative methods to research topics, and to choose the most appropriate methods.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9883. Directed Reading/Study. 3 Credit Hours.**

Students will have four required research projects that focus on applying the concepts, theories and methods learned in the foundation and methods courses. The purpose of these projects is to provide students with a mentored, structured approach to developing the critical skills required to prepare their dissertation proposal, the dissertation itself and proceedings resulting from their work. Students will engage in independent research projects under the supervision of Executive DBA faculty during their coursework. At the end of each term, the research projects will be reviewed and assessed for their quality, relevance and potential impact. Students will be expected to present their work and provide feedback on the work of others in the program. The first-year research project (R1) focuses on developing a conceptual paper with a plan for data collection and analysis (summer of the first year). The second-year research project (R2) focuses on a preliminary research paper that includes pilot data analysis and results (fall semester of the second year). The third research project (R3) has a completed research paper as a deliverable that could be submitted to a conference or a journal (spring semester of the second year). The fourth research project (R4) is preparation for the dissertation proposal defense to take place early in the fall semester of the third year.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9890. Special Topics in Business Research. 3 Credit Hours.**

This course will feature a rotating set of topics based on the cutting-edge research conducted by the Executive DBA faculty. Potential topics include executive leadership, emerging markets, social media, data analytics and design thinking.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9994. Preliminary Examination Preparation. 1 to 6 Credit Hour.**

Registration required each semester while preparing for the Preliminary examinations.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9998. Pre-Dissertation Research. 1 to 6 Credit Hour.**

Registration required each semester after Preliminary Examinations while researching the dissertation proposal.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9999. Dissertation Research. 1 to 6 Credit Hour.**

Registration each semester required for students elevated to candidacy and undertaking dissertation research.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Student Attribute Restrictions:** Must be enrolled in one of the following Student Attributes: Dissertation Writing Student.

**Repeatability:** This course may be repeated for additional credit.

## Marketing Courses

**MKTG 5001. Marketing Management/Strategy. 3 Credit Hours.**

This course is designed to provide students with an understanding of how firms develop marketing strategies to create and manage the creation of meaningful offers that are valued by consumers for the purpose of developing and maintaining customer relationships. Initially, we will address the evolution of market systems at the macroeconomic level and the role that marketing plays in bridging the gap between the production and consumption sectors of the economy. Subsequently, we will explore how firms develop strategies to create customer value through product management, pricing, marketing channels, supply chain management, customer relationship management and communications directed to buyers and also develop an understanding of how buyers acquire, consume and dispose of these goods and services.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**MKTG 5101. Consumer and Buyer Behavior. 3 Credit Hours.**

Use of concepts from the behavioral sciences for identifying market segments, predicting customer response to alternative marketing strategies.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May not be taken concurrently  
OR (MKTG 5401|Minimum Grade of B-|May not be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May not be taken concurrently)  
OR (MKTG 5301|Minimum Grade of B-|May not be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May not be taken concurrently)  
OR MKTG 5303|Minimum Grade of B-|May not be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May not be taken concurrently.

**MKTG 5102. Marketing Communications. 3 Credit Hours.**

Marketing communications as part of a firm's marketing mix. Dissemination of information is considered through advertising and other forms of communicating demand-influencing ideas.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May be taken concurrently  
 OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
 AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
 OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
 AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
 OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
 OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5103. Marketing Research: Techniques and Application. 3 Credit Hours.**

Basic approaches to planning, collecting, analyzing, and communicating information from the marketplace. Techniques and applications for specific marketing areas.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

(MKTG 5001|Minimum Grade of B-|May be taken concurrently  
 OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
 AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
 OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
 AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
 OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
 OR MKTG 5403|Minimum Grade of B-|May be taken concurrently)  
 AND (STAT 5001|Minimum Grade of B-|May be taken concurrently  
 OR (MIS 5401|Minimum Grade of B-|May be taken concurrently  
 AND STAT 5401|Minimum Grade of B-|May be taken concurrently)  
 OR (MIS 5301|Minimum Grade of B-|May be taken concurrently  
 AND STAT 5301|Minimum Grade of B-|May be taken concurrently))

**MKTG 5104. Marketing Strategy. 3 Credit Hours.**

Marketing Strategy provides an executive viewpoint of integrated marketing concepts, including: market analysis, segmentation, targeting, and positioning, and the 4Ps (product, price, promotion, and place). Students learn to apply both strategic and tactical elements of these marketing concepts, integrate these into financial models, and make decisions in realistic environments in order to maximize long term firm value. This course emphasizes skills and experiences in analyzing a business' situation and formulating, implementing, and monitoring marketing strategy in a competitive environment. In particular, students will be able to select segments in which to compete, develop meaningful points of differentiation and positioning statements, think critically about product design, set prices in a variety of situations, deal with distribution and channel issues, and understand promotion strategies. There is a heavy emphasis on the link between marketing decisions and financial outcomes, as well as on communicating results of analysis to upper management. Note: Prior to fall 2017, the course title was "Managerial Decision Strategies in Marketing".

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May be taken concurrently  
 OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
 AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
 OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
 AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
 OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
 OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5105. Electronic Commerce. 3 Credit Hours.**

The principal focus of this course will be on understanding the marketing implications of E-Commerce. In other words, this course is not so much about learning HTML or JavaScript but looking at E-Commerce from a manager's viewpoint. Students enrolled in this course will learn about how Internet marketing is different from traditional marketing, as well as what this means for traditional concepts like marketing mix, gaining customer loyalty, and making profits. Issues such as E-business models, Internet advertising and pricing, and current state of affairs with respect to B2B auctions and Internet law will also be touched upon in the sessions.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May not be taken concurrently  
OR (MKTG 5401|Minimum Grade of B-|May not be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May not be taken concurrently)  
OR (MKTG 5301|Minimum Grade of B-|May not be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May not be taken concurrently)  
OR MKTG 5303|Minimum Grade of B-|May not be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May not be taken concurrently.

**MKTG 5106. Electronic Channels, Supply Chain, Logistics & Procurement. 3 Credit Hours.**

Understanding new models of supply chain logistics and electronic channels as contrasted with traditional channels for creating value for ultimate consumers and end users. Topics include: back-end fulfillment strategies, productivity, customer service, Internet warehousing and transportation systems, order processing, transactions costs efficiency, the role of infomediaries and interorganizational relationships, the use of the internet in customer service, and the role of the internet in the development of procurement strategies, customer oriented shipping tracing and tracking, claims processing and settlements, the management of reverse logistics channels, and in materials handling.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

(MKTG 5001|Minimum Grade of B-|May not be taken concurrently  
OR (MKTG 5401|Minimum Grade of B-|May not be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May not be taken concurrently)  
OR (MKTG 5301|Minimum Grade of B-|May not be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May not be taken concurrently)  
OR MKTG 5303|Minimum Grade of B-|May not be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May not be taken concurrently)  
AND (MIS 5001|Minimum Grade of B-|May not be taken concurrently  
OR MIS 5402|Minimum Grade of B-|May not be taken concurrently  
OR MIS 5302|Minimum Grade of B-|May not be taken concurrently)

**MKTG 5107. Product Management. 3 Credit Hours.**

This course examines the analytical, decision making, and planning concepts and tools available to market, product, and brand managers. Specific decisions to be addressed include: product policy, policy formulation, the selection of product market strategies, new product development, product-line modification, and organizational implications. Emphasis is placed on discussion of cases and relevant readings. Because of the heavy emphasis on interaction, regular and frequent participation will be expected.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5108. Data and Financial Driven Marketing. 3 Credit Hours.**

Data and Financial Driven Marketing provides students with an opportunity to analyze data and to recommend business plan implementations of product and commercialization tactics. The class provides a framework for choosing and applying a variety of data and financial analysis driven marketing techniques. The course covers basic methods for determining market level demand, forecasting and pricing models, promotions optimization allocation models, and other elements of ROI/ROMI analysis. The course utilizes CRM and other sources of marketing data base analysis to drive ROI/ROMI forecasts and then uses analyses to discriminate between strategic and tactical alternatives. This course also leverages financial analysis frameworks for customer identification/development, acquisition, satisfaction and retention and for strategy recommendations. Course concepts will be applied to a variety of marketing strategic decisions in both B-2-C and B-2-B situations, including segmentation, targeting, positioning, value proposition determination, new product development, branding, CRM/Loyalty programs and pricing strategies. Note: Prior to fall 2017, the course title was "Data-Driven Marketing."

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5109. Mobile Marketing and Communications. 3 Credit Hours.**

Mobile devices are becoming the main means of communication and have expanded beyond talking, texting, emailing, video streaming/sharing and surfing the web. Mobile now serves as an intimate, transactional and social connector to consumers - making it a highly desirable communication vehicle for marketers. In this course, students develop a strong knowledge of mobile marketing and communications and apply this new knowledge in the development of a mobile marketing communications plan. Marketing and communication strategies/plans are developed with mobile devices in mind first followed by all other communication vehicles i.e. OOH, direct mail, TV, radio, social, search, print, etc.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5111. Customer Data Analytics. 3 Credit Hours.**

This course introduces students to methods for analyzing data residing in firms' customer databases. It covers methods for creating profiles of customer segments based on their profitability to the firm, estimate individual customers' lifetime values, and demonstrate how this technique has been used by different organizations. The course also reviews statistical concepts and introduces and uses specialized statistical software, which will be used to conduct a variety of marketing analyses using actual customer databases. Students will acquire skills to construct traditional RFM (recency/frequency/monetary) analyses to maximize response to marketing campaigns. Using these traditional techniques as a foundation, students develop/build more sophisticated models to predict customer response, such as predicting whether a customer will respond to a particular marketing offer (e.g. a direct marketing, mobile marketing, direct mail, etc.). In addition, students construct more advanced models (e.g. logit models, CHAID) to maximize response to marketing campaigns and to compare the effectiveness of alternative models.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May be taken concurrently  
 OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
 AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
 OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
 AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
 OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
 OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5114. Digital and Interactive Marketing Strategy. 3 Credit Hours.**

Digital and interactive technologies have become an integral component of daily life for many firms and consumers. Although digital and interactive marketing is an important part of business strategy, the dynamic nature of technology and consumer culture raises strategic and social challenges. This course examines the theories and concepts underlying the use of information and communication technology by firms and consumers, and challenges students to critique and utilize digital tools and social media, including Twitter, Facebook, online reviews, blogs, paid search, digital advertising, and online promotions in achieving marketing objectives. The course examines the theory of digital marketing in both business-to-consumer (B2C) and business-to-business (B2B) markets.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May not be taken concurrently  
 OR MKTG 5301|Minimum Grade of B-|May not be taken concurrently  
 OR MKTG 5401|Minimum Grade of B-|May not be taken concurrently  
 OR MKTG 5303|Minimum Grade of B-|May not be taken concurrently  
 OR MKTG 5403|Minimum Grade of B-|May not be taken concurrently.

**MKTG 5115. International Marketing. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**MKTG 5118. Marketing MS Capstone. 3 Credit Hours.**

STAM, R&I and EMM students collaborate on a real-world business challenge in the market place. Each student plays a critical role in developing a comprehensive strategic marketing plan. EMM students will own responsibility for accurate segmentation, targeting, positioning, value generation and financial feasibility for a product or product line. STAM students will assess the effectiveness of the same brand's current advertising and communication strategies while guiding EMM and R&I on research that is actionable. R&I students will guide STAM and EMM on sound research planning, survey development, execution, data analysis and identify strategic outcomes. All three disciplines will work together to finalize a commercial grade marketing strategy and plan of tactics worthy of business management approval. All students learn to apply team leadership practices while developing a strategic marketing plan and gaining hands-on experience that can help accelerate a career in their respective fields. Success in this course requires playing an active role through a field research project that facilitates knowledge, skill, and competency in developing a company's product line and robust communication strategy and plan for implementation.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**MKTG 5155. Elec Supply Chain Mgt. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**MKTG 5156. Mktg Mgt-Digital Mktplac. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**MKTG 5170. Special Topics in Marketing. 1 to 6 Credit Hour.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5180. Special Topics in Marketing. 1 to 6 Credit Hour.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5182. Independent Study. 1 to 6 Credit Hour.**

Supervised individual reading and research projects.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5190. Special Topics in Marketing. 1 to 6 Credit Hour.**

Special topics courses analyze emerging issues or specialized content that are not covered in regular semester courses.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5282. Independent Study. 1 to 3 Credit Hour.**

Special study is undertaken in a particular aspect of marketing, under the direct supervision of an appropriate graduate faculty member. No more than six semester hours of independent study may be counted toward degree requirements.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5303. Market Analysis and Strategy. 3 Credit Hours.**

MKTG 5303 is a 3-credit course that provides participants with an opportunity to utilize market research, analysis, and related insights to develop an integrated marketing strategy for an existing company. The course is designed to provide students with an introduction to marketing theory, strategy and practice. During the first part of the course, students learn to conduct market research, analyze research data, assess market opportunities, and generate effective conclusions. Building from their findings and company goals, students then set clear marketing objectives; integrate marketing strategy components to achieve those objectives; develop a branding, messaging, and promotional plan; set a marketing strategy budget; and establish metrics to monitor the performance of a marketing strategy - all within the context of a rapidly evolving interactive, digital landscape. These objectives are accomplished through a combination of readings, lectures, workshops, practice, coaching from industry advisors and professors, and commercial grade market research, strategy formation and planning for a firm.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**MKTG 5403. Market Analysis and Strategy. 3 Credit Hours.**

MKTG 5403 is a 3-credit course that provides participants with an opportunity to utilize market research, analysis, and related insights to develop an integrated marketing strategy for an existing company. The course is designed to provide students with an introduction to marketing theory, strategy and practice. During the first part of the course, students learn to conduct market research, analyze research data, assess market opportunities, and generate effective conclusions. Building from their findings and company goals, students then set clear marketing objectives; integrate marketing strategy components to achieve those objectives; develop a branding, messaging, and promotional plan; set a marketing strategy budget; and establish metrics to monitor the performance of a marketing strategy - all within the context of a rapidly evolving interactive, digital landscape. These objectives are accomplished through a combination of readings, lectures, workshops, practice, coaching from industry advisors and professors, and commercial grade market research, strategy formation and planning for a firm.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.



**MKTG 5411. Marketing Management. 3 Credit Hours.**

This course is designed to provide the student with the principles of marketing from the perspective of both buyers and sellers at both the macro (societal) and micro (firm) levels of analysis. Initially, we will address the evolution of market systems (macro level) and the role that marketing plays in bridging the gap between the production and consumption sectors of the economy. Subsequently, we will explore how firms (micro level) develop, price, promote and deliver goods and services to buyers and develop an understanding of how buyers acquire, consume and dispose of these goods and services. Everything that relates to a customer is part of the marketing domain, and the growing demands of stakeholders, news media and data analytics are changing the entire marketing landscape. The key to success for any organization (profit or non-profit) is to optimize how they create and deliver value. Marketing management extends far beyond promotion alone. Promotion is only one aspect of what marketing entails. In short, marketing is about enhancing perceived value of the organization and its products and services to increased willingness to pay vs. competitive offerings. Successful marketing management influences a company's desire and ability to enhance value generation, and thus increase perceived value.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**MKTG 5502. International Marketing Management. 3 Credit Hours.**

Identifying and analyzing worldwide marketing opportunities, and generating strategies for capitalizing on them. Impact of environmental differences on marketing strategies and customer response.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May be taken concurrently

OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently

AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)

OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently

AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)

OR MKTG 5303|Minimum Grade of B-|May be taken concurrently

OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5601. Database Marketing. 1.5 to 3 Credit Hour.**

Information has become a valuable strategic asset and successful management of market information is essential for a firm's sustained profitability. This course provides the basics for data management that underlie organizations in the "Information Age." The course analyzes the strategic role played by information and develops the skills required to manage information by using databases. The course will emphasize marketing applications that illustrate how to organize and manage available information assets to address specific strategic objectives and needs.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**MKTG 5602. Quantitative Methods in Marketing. 1.5 to 3 Credit Hour.**

This course will emphasize the use and practice of Marketing Metrics: the collection, analysis, and utilization of data for the development of marketing strategies. The course includes the study of data collection, warehousing technologies, marketing information systems, data mining, and customer relationship management. Particular attention is paid to interpretation of quantitative data (marketing dashboards).

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**MKTG 5603. Direct Marketing. 1.5 Credit Hour.**

Students are introduced to the scope of direct marketing including mail order, lead generation, circulation, relationship/loyalty programs, store traffic/site traffic building, fund raising, pre-selling, selling (cross-selling as well as selling-up), post-selling and research. Initially, the course will address how direct marketing varies from other forms of marketing and where its practice is most appropriate. Subsequently, the course covers how firms develop direct marketing programs for purposes of direct sale, lead generation or traffic generation using various direct marketing media such as: direct mail, broadcast, print advertising, catalogs, co-ops, telemarketing, Internet, inserts, videos, e-mail and trade shows. Various approaches for stimulating action and the measurability and accountability of direct marketing and its relationship to the total marketing mix are stressed.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**MKTG 5604. Digital Marketing. 1.5 to 3 Credit Hour.**

This course covers foundational marketing strategy topics within the context of digital marketing innovation. Through the course, we'll look at market research, segmentation and targeting, value proposition development, branding strategies, product development, communications planning, pricing scenarios, and relationship management. Students will gain deeper knowledge of the what, why, and how of digital marketing including online listening and monitoring, search engine optimization, search ads, online promotions and email marketing. The identification of critical success factors and best practices are central to the course, as are methods for analyzing marketing effectiveness. The course focuses on both business-to-consumer (B2C) and business-to-business (B2B) markets.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**MKTG 5605. Digital Innovation in Product Management and Branding. 1.5 to 3 Credit Hour.**

Brands are challenged with meeting the demands of a digital consumer. Now more than ever it's crucial for brands to adapt their current model and embrace marketing through use of data and technology. In this course you will learn how to leverage through the use of data and technology. Topics include developing a brand strategy, the content to support that strategy and how to communicate that content. In this course, students will learn the importance of digital to the overall marketing mix, build a digital brand strategy, develop content that meets the demands of targeted consumers, understand the various distribution platforms for your message and learn how to activate channels into your plans to maximize results.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**MKTG 5606. Digital Innovation in Mobile Marketing and Communication. 1.5 to 3 Credit Hour.**

In this course, students will develop a mobile marketing strategy for different target audiences as well as how to effectively integrate mobile marketing into an overall brand and business strategy. Students will learn how to convert that strategy into an effective campaign using the appropriate mobile tools and finally apply course knowledge to track and measure the effectiveness of digital campaigns. Through a combination of readings, discussion, presentations and projects, students will examine how mobile technologies are changing how we experience media, why a standalone mobile strategy is insufficient, how mobile tools can enhance, expand and transform existing marketing initiatives, how mobile data can help brands more effectively scale their message to new audiences and the ethical and social considerations inherent when personalizing and measuring the consumer experience.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**MKTG 5611. Consumer Behavior 1: Thoughtful Decisions. 1.5 Credit Hour.**

This course is part one of a two course mini-sequence examining consumer behavior and strategy. This part of the course focuses upon consumer behavior when decisions are more thoughtful and consequential - the kind of decisions that tend to make people think. Effective management results not from simply memorizing facts and vocabulary, but rather from systematic critical thinking, reasoned application of underlying principles, and strong analyses; this course is designed to encourage all of these skills.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Master of Business Admin, Master of Science.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

(MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5612. Consumer Behavior 2: Consumers as non-rational decision makers. 1.5 Credit Hour.**

This course is part two of a two course sequence examining consumer behavior and strategy; this part of the course focuses upon consumer behavior when decisions are less thoughtful and consequential - the kind of decisions that people make every day without thinking very long or hard about them (e.g., what orange juice to buy, what to eat for lunch, what to buy in the grocery store). Effective management results not from simply memorizing facts and vocabulary, but rather from systematic critical thinking, reasoned application of underlying principles, and strong analyses. The course is designed to encourage all of these skills as applied to managerial marketing strategy decisions.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Master of Business Admin, Master of Science.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

((MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently)  
AND (MKTG 5611|Minimum Grade of B-|May be taken concurrently)

**MKTG 5613. Customer Data Analytics 1. 1.5 Credit Hour.**

This course introduces students to methods for analyzing data residing in firms' customer databases. It will cover ways to profile customer segments based on their profitability to the firm, estimate individual customer's lifetime value, and demonstrate how this technique has been used in different organizations. The course will also review statistical concepts and introduce the software package SPSS, which is used to conduct a variety of marketing analyses using actual customer databases. Students will acquire skills to construct traditional RFM (recency/frequency/monetary) analyses to maximize response to marketing campaigns.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Master of Business Admin, Master of Science.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

(MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5614. Customer Data Analytics 2. 1.5 Credit Hour.**

Building on concepts learned during Customer Analytics 1, students will build more sophisticated models to predict customer response, such as predicting whether a customer will respond to a particular marketing offer (e.g. a direct mailing). Students will acquire skills to construct more advanced models (e.g., logit models, CHAID) to maximize response to marketing campaigns and to compare the effectiveness of alternative models. SPSS software will be utilized.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Master of Business Admin, Master of Science.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

((MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently)  
AND (MKTG 5613|Minimum Grade of B-|May be taken concurrently)

**MKTG 5615. Database Management in Marketing 1. 1.5 Credit Hour.**

This course focuses on principles used in managing and maintaining marketing data. It will cover the strategic role played by data, the skills required to manage data by using database management systems, and marketing applications to illustrate the multiple uses of data in databases. It will cover basic modeling, normalization, queries, and database administration.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Master of Business Admin, Master of Science.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

(MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5616. Database Management in Marketing 2. 1.5 Credit Hour.**

This course focuses on principles used in managing and maintaining marketing data. It will build on the foundation covered in Database Management in Marketing 1 to cover in-depth conceptual modeling, normalization, queries, and database administration.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Master of Business Admin, Master of Science.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

((MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently)  
AND (MKTG 5615|Minimum Grade of B-|May be taken concurrently)

**MKTG 5617. Market Research 1: Foundations of Marketing Research. 1.5 Credit Hour.**

This course presents a managerial perspective of marketing research. It focuses on developing skills for systematic problem analysis and to translate management problems into appropriate market research questions. The course also introduces and discusses primary and secondary sources of marketing research data (including the more recent advances in social media techniques), the questionnaire design, sampling schemes, and basic data analysis.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Master of Business Admin, Master of Science.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

(MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5618. Market Research 2: Marketing Intelligence. 1.5 Credit Hour.**

Marketing Intelligence is an advanced level marketing course designed for users of market intelligence in consulting, marketing management, entrepreneurship, and finance to help you avoid drowning in data, become a more sophisticated user by assuming the role of research provider and by providing practice as evaluator of research, and improve your ability to use imperfect information to make decisions. This course is designed as a sequel to MKTG 5617 (Market Research 1: Foundations of Marketing Research). However, it can be taken independently. It will be necessary for students to read and understand the background material though. Students are expected to have a well-rounded background in marketing research including survey design, sampling and measurement tools.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Master of Business Admin, Master of Science.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

((MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently)  
AND (MKTG 5617|Minimum Grade of B-|May be taken concurrently)  
AND (STAT 5001|Minimum Grade of B-|May be taken concurrently  
OR STAT 5301|Minimum Grade of B-|May be taken concurrently  
OR STAT 5401|Minimum Grade of B-|May be taken concurrently)

**MKTG 5621. Integrated Marketing Communications. 1.5 Credit Hour.**

MKTG 5621 provides the graduate student with a strategic framework for understanding integrated marketing communication issues. The course conveys a set of working, functional skills useful in addressing common problems and opportunities in advertising, communications, and promotion management.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5622. Advertising and Account Management. 1.5 Credit Hour.**

This course is designed to introduce students to the activities involved in management and administration of advertising campaign work to ensure communications projects are completed on time and on budget. Advertising Account Managers serve as the link between clients and the agency; they are responsible for the coordination of advertising campaigns and communicating clearly to all those involved. As such, Advertising Account Managers understand the communication goals, needs and objectives and liaise closely with vendors, media, and suppliers throughout campaigns, often on a daily basis.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5623. Direct Marketing 1. 1.5 Credit Hour.**

Marketing is becoming more complex and interconnected with the advent of new technology and media and devices. Although not a "new" phenomena, direct marketing (and by association, Interactive and Multi-Channel marketing) is ideally suited to leverage the dynamic evolution in computer and media technology. When used as a strategic tool, direct marketing represents the most advanced, and most important, components of modern integrated marketing. MKTG 5623 conveys a set of working, functional skills useful in addressing common problems and opportunities in contemporary direct marketing.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5624. Direct Marketing 2: Program Design, Deployment and Evaluation. 1.5 Credit Hour.**

When used as a strategic tool, direct marketing represents the most advanced, and most important, components of modern integrated marketing. MKTG 5624 conveys a set of working, functional skills useful in addressing common problems and opportunities in contemporary direct marketing. Students will learn the principles of strategic perspectives in direct marketing and gain an overview of the basic data analysis and tactics for targeting, testing, and measuring direct marketing programs.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5625. Digital Marketing 1: Foundations and Theories. 1.5 Credit Hour.**

Digital technologies have become an integral component of daily life for many firms and consumers. Although digital marketing is an important part of business strategy, the dynamic nature of technology and consumer culture raises many strategic and social challenges. This course examines the theories and concepts underlying the use of information and communication technology by firms and consumers, and challenges students to critique and utilize digital tools and social media, including Twitter, Facebook, online reviews, blogs, paid search, digital advertising, and online promotions. The course examines the theory of digital marketing in both business-to-consumer (B2C) and business-to-business (B2B) markets.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

(MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5626. Digital Marketing 2: Program Design and Evaluation. 1.5 Credit Hour.**

Although digital marketing is an important part of business strategy, the dynamic nature of technology and consumer culture raises many strategic and social challenges. This course examines and utilizes digital tools and social media, including Twitter, Facebook, online reviews, blogs, paid search, digital advertising, and online promotions. Evaluation of the critical success factors and best practices are central to the course, as are quantitative methods for analyzing marketing effectiveness. The course examines the realities of digital marketing in both business-to-consumer (B2C) and business-to-business (B2B) markets.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

((MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently)  
AND (MKTG 5625|Minimum Grade of B-|May be taken concurrently)

**MKTG 5635. New Product Development: Strategy and Process. 1.5 Credit Hour.**

This course examines the analytical, decision making, and planning concepts and tools available for innovations in marketing management. Specific decisions to be addressed include: fostering innovation in marketing, the selection of innovation strategies and platforms, introduction to the new product development process, and organizational implications. Emphasis is placed on discussion of cases and relevant readings. Students will be given a great deal of flexibility in choosing their particular product development interest(s) and focusing on it during the course. Because of the heavy emphasis on interaction, regular and frequent participation will be expected.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5636. Product and Brand Management. 1.5 Credit Hour.**

This course examines the analytical, decision making, and planning concepts and tools available to brand managers and new product developers. Specific decisions to be addressed include: brand and product policy formulation, the selection of branding strategies, brand and product development, brand measurement, and organizational implications. Emphasis is placed on discussion of cases and relevant readings. Students will be given a great deal of flexibility in choosing their own particular product development interest(s) and focusing on it during the course. Because of the heavy emphasis on interaction, regular and frequent participation will be expected.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May be taken concurrently  
 OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
 AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
 OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
 AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
 OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
 OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5637. Marketing and Cross Cultural Problem Solving 1. 1.5 Credit Hour.**

This course provides students with additional skills in understanding the dynamics of problem solving within the contexts of global marketing. It will assist them in handling the rigors of problem-solving in complex, cross-cultural business environments. The course employs a hybrid (in-class and online) approach and will engage students in experiential learning around three distinct areas of theory: Hofstede's Cultural Dimensions, Kirton's Problem Solving, and the Myer-Briggs Temperament Indicator (MBTI). Emphasis will be on enhancing problem solving skills in global marketing situations. We will also explore concepts in classroom and online discussions and case presentations.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May be taken concurrently  
 OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
 AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
 OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
 AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
 OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
 OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5638. Marketing and Cross Cultural Problem Solving 2. 1.5 Credit Hour.**

This course enables graduate students to apply skills learned in Marketing and Cross Cultural Problem Solving 1 by having them analyze and develop case studies based on international marketing situations that include a clear cultural component contributing to business and marketing problems. Students will apply the rigors of problem-solving in complex, cross-cultural business environments. The course employs a hybrid (in-class and online) approach and will engage students in experiential learning around three distinct areas of theory: Hofstede's Cultural Dimensions, Kirton's Problem Solving, and the Myer-Briggs Temperament Indicator (MBTI). Emphasis will be on enhancing problem solving skills in global marketing situations. The course explores concepts in classroom and online discussions and case presentations.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

(MKTG 5001|Minimum Grade of B-|May be taken concurrently  
 OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
 AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
 OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
 AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
 OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
 OR MKTG 5403|Minimum Grade of B-|May be taken concurrently)  
 AND (MKTG 5637|Minimum Grade of B-|May be taken concurrently)



**MKTG 5641. Methods and Tools in Marketing Strategy Decisions. 1.5 Credit Hour.**

This course is the capstone course in marketing emphasizing strategic aspects of decision making in a marketing environment. The course utilizes decision theory and quantitative methods in considering alternatives when formulating strategic plans; case studies are used.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently.

**MKTG 5642. Critical Analysis of Strategic Decisions in Marketing Management. 1.5 Credit Hour.**

Second half of the capstone course in marketing emphasizing strategic aspects of decision making in a marketing environment. Utilizes decision theory and quantitative methods in considering alternatives when formulating strategic plans. Case studies used.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:**

(MKTG 5001|Minimum Grade of B-|May be taken concurrently  
OR (MKTG 5301|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5302|Minimum Grade of B-|May be taken concurrently)  
OR (MKTG 5401|Minimum Grade of B-|May be taken concurrently  
AND MKTG 5402|Minimum Grade of B-|May be taken concurrently)  
OR MKTG 5303|Minimum Grade of B-|May be taken concurrently  
OR MKTG 5403|Minimum Grade of B-|May be taken concurrently)  
AND (MKTG 5641|Minimum Grade of B-|May be taken concurrently)

**MKTG 5680. Special Topics. 1 to 6 Credit Hour.**

Supervised individual or small group reading, research projects, or experiences based on cutting edge topics in Marketing.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**MKTG 5682. Independent Study. 1 to 6 Credit Hour.**

Supervised individual reading and research projects.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**MKTG 5690. Special Topics. 1 to 6 Credit Hour.**

Supervised individual or small group reading, research projects, or experiences based on cutting edge topics in Marketing.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**MKTG 5801. Marketing Management in the Enterprise. 3 Credit Hours.**

Limited to students matriculated in the Executive M.B.A. program. In this course, you'll develop a firmer grasp on the strategic aspects of marketing decisions within the context of the total enterprise. You'll also analyze marketing management practices, organization and decision processes through traditional and internet-based business case studies involving product development, segmentation, pricing, promotion, distribution and implementation.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**MKTG 5882. Independent Study. 1 to 6 Credit Hour.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**MKTG 5890. Special Topics in Marketing. 1 to 6 Credit Hour.**

Special topics courses analyze emerging issues or specialized content that are not covered in regular semester courses.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**MKTG 9001. Sem-Marketing Theory Dev. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**MKTG 9002. Sem-Behavior Res-Mktg. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**MKTG 9003. Sem-Quant Research-Mktg. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**MKTG 9005. Seminar in Judgment and Decision Making. 3 Credit Hours.**

This course introduces students to research in the field of Judgment and Decision Making (JDM). In addition to gaining an exposure to this interdisciplinary research area that employs concepts and tools from economics, statistics, as well as the core discipline of psychology, students will also learn to apply these concepts to business problems in management, marketing, operations, accounting, and finance.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Philosophy.

**Repeatability:** This course may not be repeated for additional credits.

**MKTG 9011. Proseminar in Marketing. 1 to 3 Credit Hour.**

The Marketing PhD Pro-seminar provides doctoral students with an opportunity to learn about the range of academic research in marketing, and about marketing academic careers. Through critiques of academic research articles and discussions with other students and multiple faculty members, students will gain insights into research process, and the expectations of the marketing academic community. The course assignments and discussions help to build student research capability, and support student development of a research paper proposal on a topic of the student's choice.

**Field of Study Restrictions:** Must be enrolled in one of the following Majors: Business Administration.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Philosophy.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

**Repeatability:** This course may be repeated for additional credit.

**MKTG 9090. Sem-Sel Topics in Mktg. 1 to 6 Credit Hour.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**MKTG 9183. Directed Study in Marketing. 1 to 6 Credit Hour.**

Directed Study in Marketing

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.