



**MEMORANDUM**

**To:** Julio Frenk  
University President

**From:** Linda L. Neider  
Chair, Faculty Senate

A handwritten signature in blue ink, appearing to read 'Linda', written over the printed name of Linda L. Neider.

**Date:** February 21, 2020

**Subject:** Faculty Senate Legislation #2019-49(B) – Curriculum Change in Bachelor of Business Administration (BBA) in Marketing Degree Program– Miami Herbert Business School

\*\*\*\*\*

The Faculty Senate, at its February 19, 2020 meeting, had no objections to the approval of the Miami Herbert Business School's marketing major curriculum changes. This curriculum change will be an increase in the major from 18 to 21 credit hours, by adding a 3-credit course to the required electives. Students in the marketing major (BBA) will be taking at least one STEM-designated course: MKT 302.

The proposal is enclosed for your reference.


This legislation is now forwarded to you for your action.

LLN/ss/rh

cc: Jeffrey Duerk, Executive Vice President and Provost  
John Quelch, Dean, Miami Herbert Business School  
Michael Tsiros, Chair, Marketing Department, Miami Herbert Business School  
Caglar Irmak, Associate Professor, Marketing, Miami Herbert Business School

**CAPSULE:** Faculty Senate Legislation #2019-49(B) – Curriculum Change in Bachelor of Business Administration (BBA) in Marketing Degree Program– Miami Herbert Business School

**PRESIDENT’S RESPONSE**

APPROVED:  DATE: 3/10/20  
(President’s Signature)

OFFICE OR INDIVIDUAL TO IMPLEMENT: John Quelch, Dean, Business School

EFFECTIVE DATE OF LEGISLATION: IMMEDIATELY  
(if other than June 1 next following)

NOT APPROVED AND REFERRED TO: \_\_\_\_\_

REMARKS (IF NOT APPROVED): \_\_\_\_\_

# Program Change Request

Date Submitted: 01/21/20 1:03 pm

Viewing: **MKTG\_BBA : B.B.A. in Marketing**

Last approved: 01/15/20 5:34 pm

Last edit: 01/29/20 6:11 pm

Changes proposed by: Patty Murphy (pxm491)

Catalog Pages Using  
this Program

[B.B.A. in Marketing](#)

*Please list the authors of this proposal including name, rank/title, program/department, and school.*

## Proposer(s) Name

Michael Tsiros

Professor

Chair, Marketing Department

Miami Herbert Business School

305-284-5950

tsiros@miami.edu

Change Type            All Other Changes

Provide a brief  
summary of the  
change

Increasing the major from 18 to 21 credit hours by adding a 3-credit course to the required electives

Career                    Undergraduate

Academic Structure

## In Workflow

1. PG Assessment and Accreditation
2. PG FS Office for UCC
3. PG University Curriculum Committee
4. PG FS Office for GWC
5. PG FS GWC
6. PG Faculty Senate
7. PG FS Office for President
8. PG Registrar

## Approval Path

1. 01/21/20 3:16 pm  
Patty Murphy (pxm491): Approved for PG Assessment and Accreditation
2. 01/28/20 1:40 pm  
Robyn Hardeman (rhardeman): Approved for PG FS Office for UCC
3. 01/29/20 4:25 pm  
David Chin (dchin1): Approved for PG University Curriculum Committee

## History

1. Jan 15, 2020 by  
Patty Murphy (pxm491)

**School/ College****Department**

Miami Herbert Business School

Marketing

Plan Type Major and/or Degree

Who can take this program? Any Students in this  
College/School

Degree Type Bachelor's

Degree Name Bachelor of Business Administration

Proposed Plan Code

Plan Name B.B.A. in Marketing

Will there be any subcomponents within the program such as concentrations, specializations, thesis/non-thesis options, or tracks?

No

Effective Term Fall 2020

First Term Valid Fall 2020

Program Instruction Mode In Person

Where is the program offered?	Location	Please provide the % of instruction at each location.
	Coral Gables Campus	100

Program Length (Years) 4

Total Credits 120

Areas of Knowledge

People &amp; Society

**To Be Published in the Academic Bulletin****Program Overview****Major Area of Specialization in Marketing (People & Society)**

The Marketing major area of specialization provides business students with an understanding of the basic concepts of marketing with an emphasis on emerging techniques and technologies. This major area of specialization prepares students to practice marketing in a changing competitive environment. Specifically, it covers the 4 Ps of marketing (i.e., product/service, price, promotion and place/distribution) from a managerial perspective. Additionally, the marketing program of study is flexible, allowing students to concentrate on specific areas of professional pursuit such as sales management, advertising, retailing, or marketing research.

## Mission

To develop innovative ideas and principled leaders that transform global business and society.

### Program Goals

## Goals

A program of study in marketing offers business students a comprehensive understanding of such topics as:

Marketing's critical role within organizations;

Identification of markets for products and services through better understanding and analysis of consumers' wants and needs;

The nature of global competition and identification of viable competitive strategies;

Methods used in planning and implementing marketing strategies.

### Student Learning Outcomes

## Student Learning Outcomes

BBA/BSBA graduates will be critical thinkers, able to select and apply appropriate models, tools, and techniques, and frameworks to enable them to render analytically sound business decisions.

BBA/BSBA graduates will be able to identify, analyze and resolve ethical issues in business scenarios.

BBA/BSBA graduates will demonstrate professional written communication skills.

### Curriculum Requirements

## Curriculum Requirements

In addition to satisfying the University General Education Requirements and Electives, students pursuing the BBA in Marketing must complete the BBA Business Core and the specific coursework for the Marketing major area of specialization as follows:

Course List		
Code	Title	Credit Hours
University General Education Requirements 1 , 2		
<u>ENG 105</u>	English Composition I	3
<u>ENG 106</u>	English Composition II 3	3
<u>UMX 100</u>	The University of Miami Experience	0
Arts and Humanities Cognate Courses		9
STEM Cognate Courses		9
Electives		27
BBA Business Core Requirements 1		
<u>ACC 211</u>	Principles of Financial Accounting	3

# Program Change Request

Date Submitted: 01/21/20 1:03 pm

Viewing: **MKTG\_BBA : B.B.A. in Marketing**

Last approved: 01/15/20 5:34 pm

Last edit: 01/29/20 6:11 pm

Changes proposed by: Patty Murphy (pxm491)

Catalog Pages Using  
this Program

[B.B.A. in Marketing](#)

*Please list the authors of this proposal including name, rank/title, program/department, and school.*

## Proposer(s) Name

Michael Tsiros

Professor

Chair, Marketing Department

Miami Herbert Business School

305-284-5950

tsiros@miami.edu

Change Type            All Other Changes

Provide a brief  
summary of the  
change

Increasing the major from 18 to 21 credit hours by adding a 3-credit course to the required electives

Career                    Undergraduate

Academic Structure

## In Workflow

1. PG Assessment and Accreditation
2. PG FS Office for UCC
3. PG University Curriculum Committee
4. PG FS Office for GWC
5. PG FS GWC
6. PG Faculty Senate
7. PG FS Office for President
8. PG Registrar

## Approval Path

1. 01/21/20 3:16 pm  
Patty Murphy (pxm491): Approved for PG Assessment and Accreditation
2. 01/28/20 1:40 pm  
Robyn Hardeman (rhardeman): Approved for PG FS Office for UCC
3. 01/29/20 4:25 pm  
David Chin (dchin1): Approved for PG University Curriculum Committee

## History

1. Jan 15, 2020 by  
Patty Murphy (pxm491)

**School/ College**

**Department**

Miami Herbert Business School

Marketing

Plan Type Major and/or Degree

Who can take this program? Any Students in this College/School

Degree Type Bachelor's

Degree Name Bachelor of Business Administration

Proposed Plan Code

Plan Name B.B.A. in Marketing

Will there be any subcomponents within the program such as concentrations, specializations, thesis/non-thesis options, or tracks?

No

Effective Term Fall 2020

First Term Valid Fall 2020

Program Instruction Mode In Person

Where is the program offered?	Location	Please provide the % of instruction at each location.
	Coral Gables Campus	100

Program Length (Years) 4

Total Credits 120

Areas of Knowledge

People & Society

**To Be Published in the Academic Bulletin**

---

**Program Overview**

**Major Area of Specialization in Marketing (People & Society)**

The Marketing major area of specialization provides business students with an understanding of the basic concepts of marketing with an emphasis on emerging techniques and technologies. This major area of specialization prepares students to practice marketing in a changing competitive environment. Specifically, it covers the 4 Ps of marketing (i.e., product/service, price, promotion and place/distribution) from a managerial perspective. Additionally, the marketing program of study is flexible, allowing students to concentrate on specific areas of professional pursuit such as sales management, advertising, retailing, or marketing research.

## Mission

---

To develop innovative ideas and principled leaders that transform global business and society.

### Program Goals

## Goals

---

A program of study in marketing offers business students a comprehensive understanding of such topics as:

Marketing's critical role within organizations;

Identification of markets for products and services through better understanding and analysis of consumers' wants and needs;

The nature of global competition and identification of viable competitive strategies;

Methods used in planning and implementing marketing strategies.

### Student Learning Outcomes

## Student Learning Outcomes

---

BBA/BSBA graduates will be critical thinkers, able to select and apply appropriate models, tools, and techniques, and frameworks to enable them to render analytically sound business decisions.

BBA/BSBA graduates will be able to identify, analyze and resolve ethical issues in business scenarios.

BBA/BSBA graduates will demonstrate professional written communication skills.

### Curriculum Requirements

## Curriculum Requirements

---

In addition to satisfying the University General Education Requirements and Electives, students pursuing the BBA in Marketing must complete the BBA Business Core and the specific coursework for the Marketing major area of specialization as follows:

Course List		
Code	Title	Credit Hours
University General Education Requirements 1 , 2		
<u>ENG 105</u>	English Composition I	3
<u>ENG 106</u>	English Composition II 3	3
<u>UMX 100</u>	The University of Miami Experience	0
Arts and Humanities Cognate Courses		9
STEM Cognate Courses		9
Electives		27
BBA Business Core Requirements 1		
<u>ACC 211</u>	Principles of Financial Accounting	3



Code	Title	Credit Hours
<u>ACC 212</u>	Managerial Accounting	3
<u>BSL 212</u>	Introduction to Business Law	3
<u>BTE 210</u>	Fundamentals of Business Technology and Innovation	3
<u>BUS 150</u>	Business Analytics	3
<u>BUS 300</u>	Critical Thinking and Persuasion for Business 3	3
<u>ECO 211</u>	Principles of Microeconomics (Microeconomics)	3
<u>ECO 212</u>	Principles of Macroeconomics (Macroeconomics)	3
<u>FIN 302</u>	Fundamentals of Finance	3
<u>MAS 110</u>	Quantitative Applications in Business (Minimum grade of C- required)	3
or <u>MTH 161</u>	Calculus I	
<u>MAS 201</u>	Introduction to Business Statistics (Minimum grade of C- required)	3
<u>MAS 202</u>	Intermediate Business Statistics	3
<u>MGT 100</u>	Managing for Success in the Global Environment	3
<u>MGT 303</u>	Operations Management	3
<u>MGT 304</u>	Organizational Behavior	3
<u>MGT 401</u>	Strategic Management (must be taken in the final semester)	3
<u>MKT 201</u>	Foundations of Marketing	3
or <u>MKT 301</u>	Marketing Foundations	

#### Major Area of Specialization in Marketing 4 , 5

MKT 201 Foundations of Marketing (taken as part of the Business Core; pre-requisite for all other MKT courses)  
6

or MKT 301 Marketing Foundations

MKT 302 Marketing Research and Market Analysis (pre-requisites MKT 201/MKT 301 & MAS 202 or MAS 312) 3  
MKT 403 Marketing Management (pre-requisite FIN 302 and pre- or co-requisite of MKT 302) 3

~~Major Choice Courses – Select three MKT courses (9 credit hours). At most, one course (3 credit hours) identified as STEM may be selected from the available choice courses.~~ 9

**Major Choice Courses - Select four MKT courses (12 credit hours). At most, two courses (6 credit hours) identified as STEM may be selected from the available choice courses.** 12

MKT 310 Consumer Behavior and Marketing Strategy

MKT 320 Retailing

MKT 340 Professional Selling

MKT 350 Luxury Marketing

MKT 360 International Marketing

MKT 361 Brand Content Management

MKT 380 New Product Development

MKT 385 Marketing for Entrepreneurs

MKT 386 Advertising Management

MKT 387 Digital Marketing

MKT 388 Health Care Marketing

MKT 389 Fundamentals of Digital Marketing Analytics

MKT 469 International Marketing Management (pre-requisite MKT 360 and pre- or co-requisite of MKT 302)

MKT 498 Special Topics in Marketing (People and Society Topics)

STEM-Designated Courses -- only 6 credit hours permitted from this area

<u>MKT 311</u>	Pricing	
<u>MKT 369</u>	<b>Marketing Analytics (pre-requisites <u>MKT 201/MKT 301</u> and <u>BUS 150</u> and <u>MAS 202</u> or <u>MAS 312</u>)</b>	
<u>MKT 370</u>	Cases in Marketing Analytics - COURSE PROPOSAL IN PROGRESS	
<u>MKT 371</u>	Application of Artificial Intelligence in Marketing	
<u>MKT 372</u>	Text and Image Analysis for Marketing	
<u>MKT 499</u>	Special Topics in Marketing (STEM topics)	

Total Credit Hours

120

1 **NOTE:** ENG 105 and ENG 106, or their equivalents, must be completed prior to attaining junior year classification, per the University General Education Requirements. Additionally, all 100 and 200-level Business Core courses must be completed by the end of the fifth semester of college work or during the semester in which the student is completing 75 credit hours.

- 2 At least one course with an international focus must be completed within the degree requirements. The appropriateness of the course is determined by the academic advisor.
- 3 Students who do not earn at least a C- in ENG 106 must either repeat ENG 106 and earn at least a C- or complete ENG 230 with at least a C- before enrolling in BUS 300.
- 4 In order to pursue a major area of specialization in Marketing, a student must earn a grade of "B" (grade point of 3.0) or higher in MKT 201/MKT 301 (note that a grade of B- does not qualify).
- 5 All specific coursework for the major area of specialization in Marketing must be completed with a grade of "C-" or higher (except for the minimum "B" grade required for MKT 201/MKT 301 as noted). A minimum cumulative GPA of 2.5 is required for all specific coursework taken in the major area of specialization. All graded departmental courses in Marketing will be calculated into the major GPA.  
All courses must be completed within the current pre-requisite structure.
- 6 MKT 201 is intended for freshman business students only. MKT 301 is an equivalent course, but is intended for students at the sophomore level or higher. Students may not take both MKT 201 and MKT 301.

## Plan of Study

# Sample Plan of Study

This Sample Plan of Study represents one possible version of a new freshman business student's 8-semester plan. The individual student's plan may vary depending upon the initial placement into English Composition and mathematics. Moreover, numerous plan variations are possible if a student enters the University with advanced college credits, wishes to participate in study abroad, chooses a special program option, or selects additional majors or minors. Note that each major/minor at the University of Miami satisfies a particular "Area of Knowledge" within the general education requirements of the University. This means that it is possible to pursue two majors, or a major and a minor, within Miami Business School and fulfill both the STEM and People and Society Areas of Knowledge; a separate cognate in these areas would not be required. The only remaining general education Area of Knowledge is Arts and Humanities, which must be completed through a major, minor, or cognate outside of Miami Business School. Students construct their individualized plans in collaboration with their assigned academic advisor.

## Plan of Study Grid

Freshman Year

Fall

Credit Hours

<u>ENG 105</u>	English Composition I	3
<u>MAS 110</u> or <u>MTH 161</u>	Quantitative Applications in Business or Calculus I	3
<u>MGT 100</u>	Managing for Success in the Global Environment	3
<u>MKT 201</u>	Foundations of Marketing	3
Arts and Humanities	Cognate Course	3
<u>UMX 100</u>	The University of Miami Experience	0
	Credit Hours	15
Spring		
<u>BSL 212</u>	Introduction to Business Law	3
<u>BUS 150</u>	Business Analytics	3
<u>ENG 106</u>	English Composition II	3
<u>MAS 201</u>	Introduction to Business Statistics	3
Arts and Humanities	Cognate Course	3
	Credit Hours	15
Sophomore Year		
Fall		
<u>ACC 211</u>	Principles of Financial Accounting	3
<u>BTE 210</u>	Fundamentals of Business Technology and Innovation	3
<u>ECO 211</u>	Principles of Microeconomics	3
<u>MAS 202</u>	Intermediate Business Statistics	3
Arts and Humanities	Cognate Course	3
	Credit Hours	15
Spring		
<u>ACC 212</u>	Managerial Accounting	3
<u>BUS 300</u>	Critical Thinking and Persuasion for Business	3
<u>ECO 212</u>	Principles of Macroeconomics	3
<u>FIN 302</u>	Fundamentals of Finance	3
Marketing Major Choice		3
	Credit Hours	15
Junior Year		
Fall		
<u>MGT 304</u>	Organizational Behavior	3
<u>MKT 302</u>	Marketing Research and Market Analysis	3
STEM	Cognate Course	3
Marketing Major Choice		3
Elective		3
	Credit Hours	15
Spring		
<u>MGT 303</u>	Operations Management	3
Marketing Major Choice		3
STEM	Cognate Course	3
Elective		3
Elective		3
	Credit Hours	15

Senior Year		
Fall		
Marketing Major Choice		3
STEM Cognate Course		3
Elective		3
Elective		3
Elective		3
	Credit Hours	15
Spring		
<u>MGT 401</u>	Strategic Management	3
<u>MKT 403</u>	Marketing Management	3
Elective		3
Elective		3
Elective		3
	Credit Hours	15
	Total Credit Hours	120

## Rationale

---

## Rationale

Members of the Marketing department's external board have voiced concern that the degree needs to be more quantitative and, specifically, that they are looking to hire graduates who are able to understand large amounts of data. As evidence:

*"With improved technology and data tools, organisations are able to generate a huge mass of data daily. The challenge for marketers in this age of hyper data is even more amplified on how to convert data into a competitive advantage. It is often said that the data is now more valuable than oil, but the challenge is how to unlock this value in a meaningful way. It is important that a marketer understands:*

- 1. Common sources of business data: Financial data, Marketing metrics data, Digital marketing data, Supply/Demand data, pricing data, Commercial metrics data, profit and loss value chain.*
- 2. What to look at and what to ignore: Choosing what data sets to look at and what to ignore. The key skill here is to crunch data and information in a time constrained manner*
- 3. How to convert data into commercial/consumer insights: The value of any data is unlocked when it leads to clear actions either on the commercial end or the consumer end. A marketer needs to get to the 'So what' at the end of the data work*

*Any course that builds the necessary skills will find daily application in any business."*

- Mohit Agarwal, Senior Brand Director, Diageo

*"So here is my feedback looking at the curriculum (MKT 369):*

- Key topics that Analytics deals with in order to bring intelligence is very well covered: Marketing ROIs, Segmentation (Consumer/Shopper and Customer), MMMs (mixes). This makes the course rich and relevant to the capabilities that makes a strong analytics team and "a function for impact" in the organization set up. One add I would do here "Business Due To drivers" should be an addition as part of diagnostics investigation. Rest looks great.*
- The content covered here is balanced on theory vs live case studies that establishes how to use Analytics in real case scenarios. This should give students a full hands on experience to behave and react to with solution in a real business environment while using analytics skill set to respond to business challenges. My only additional feedback is it should time bound with tight turn around time within which "What" and "So what" has to be actioned out. This will hence reflect a more close in real scenario to how we work in a org environment.*
- Overall the content and topics covered with the application piece along with case studies will make this course very useful and applicable to brimming talents and prepare them for the org set ups where Analytics plays a key role in value addition of the business performance. Competitive intelligence is a key capability today also needs much attention so that every org has an internal view and an external view in calibrating its future. This course curriculum will help in establishing this objective."*

Manos Spanos

Marketing SVP, Head of Marketing CoE

Media, Strategy & Insights, Design & Consumer Engagement Danone

As such, the regular faculty of the Marketing department propose to increase the credit requirements for its major from 18 to 21 . The average number of credit requirements for MBS majors is 21 (not including core credit requirements). At 18, MKT is currently on the low end.

The department believes that an increase is due and justified by current trends. We have added several new courses to our curriculum that better reflect the direction that the marketing field is going. Students need to have a broader and deeper understanding of the discipline and thus, more exposure to contemporary marketing theory and practice will be needed. The role of technology and analytics has transformed the marketing field and the new additions to the curriculum will help our students be better prepared for the marketplace. This increased credit requirement is also consistent with the requirements of other departments (e.g., Finance, Management, Legal Studies, Real Estate).

Market Demand

Relationship to Other Programs

Library Resources Available and Needed to Support the Program

Laboratory Facilities, Equipment, and Space Available and Needed to Support the Program

Other Resources Available or Needed to Support the Program

## Curriculum

---

Program Curriculum

For the BBA degree, we are recommending adding a 3-credit class to the required electives. Given the above recommendations, students in the marketing major (BBA) will be taking at least one STEM-designated course: MKT 302.

Upload Syllabi for Any New Courses

Proposed Schedule of Course Offerings for the First Three Years

## CIP Code

---

Proposed CIP Code

## Faculty

---

Program Directors

Upload CV(s)

Program Faculty

We do not anticipate a problem adding a few sections to cover the increase of classes. We have six full-time lecturers and another six part-time lecturers who can take additional load. In addition, we have hired two more lecturers who can teach some of the specialized topics. We have also just hired a regular faculty in marketing analytics.

## Students

---



Enrollment Projections

## Administration

---

Program Administration

## Comparison

---

Peer Comparisons

## Documents

---

Attach Supporting Documentation

[MKT Letters of Support.pdf](#)

Reviewer

Comments

**Patty Murphy (pxm491) (01/21/20 1:10 pm):** The Department of Marketing faculty voted unanimously in favor of this proposal on 11/19/2019. The Undergraduate Business Education Committee (UBEC) voted unanimously in favor of this proposal on 12/04/2019. The MHBS School Council approved this proposal on 12/19/2019.

**Patty Murphy (pxm491) (01/21/20 3:17 pm):** The proposed changes do not represent a significant departure from the currently approved program. Therefore, notification to or approval from SACSCOC is not required.

**Robyn Hardeman (rhardeman) (01/28/20 1:40 pm):** Forwarded to UCC recommendation.

**David Chin (dchin1) (01/29/20 4:25 pm):** On 1/29/20 the University Curriculum Committee voted to support this proposal as submitted.

Key: 127

---

**MEMORANDUM**

**TO:** Faculty Senate

**FROM:** Mrs. Blanca Ripoll  
Secretary of the Faculty School Council  
Miami Business School

**DATE:** January 29, 2020

**SUBJECT:** Unanimous approval of the BSBA Marketing Curriculum Changes

---

On Friday, December 20, 2019, the Faculty School Council of the Miami Herbert Business School (MHBS) unanimously approved the proposal for changes to the BBA in Marketing, BSBA in Marketing, Marketing Minor for Business Students and Marketing Minor for Non –Business Students.

cc: Dr. Michael Tsiros, Chair, Marketing Department





December 20, 2019

Faculty Senate  
University of Miami  
Coral Gables, FL

Dear Faculty Senate:

I write to extend my enthusiastic support of the proposed changes in course requirements in Marketing for the BBA, BSBA, Minor for Business students, and minor for non-BU students. The proposal was unanimously supported by the Department of Marketing faculty, and the Undergraduate Business Education Committee. It was read in School Council and was approved by that body on December 19, 2019.

The proposed curriculum of the BSBA in Marketing will undoubtedly enrich our Marketing students' skills in business analytics and augment their future career prospects.

Thank you for your support and collaboration. I look forward to working with the Faculty Senate on other matters in the future.

Sincerely,

A handwritten signature in blue ink, appearing to read 'John Quelch', with a checkmark below it.

John Quelch

Dean  
Miami Herbert Business School

cc: Michael Tsiros, Chair of Marketing Department  
Chester Schriesheim, Speaker of School Council  
Ann Olazabal, Vice Dean for Undergraduate Business Education



UNIVERSITY OF MIAMI  
**MIAMI HERBERT**  
**BUSINESS SCHOOL**

January 16, 2020

Faculty Senate  
University of Miami  
Coral Gables, FL

Dear Faculty Senate:

The Marketing department met on 11/19/2019 and voted unanimously to approve the changes to the BBA in Marketing, BSBA in Marketing, Marketing Minor for Business Students, and Marketing Minor for Non-Business Students.

Sincerely,

A handwritten signature in blue ink, appearing to read 'M. Tsiros'.

Michael Tsiros

Chair, Marketing Department  
Miami Herbert Business School