



MEMORANDUM

To: Julio Frenk
University President

From: Linda L. Neider
Chair, Faculty Senate

A handwritten signature in blue ink, appearing to read 'L. Neider', is placed over the 'From:' field.

Date: April 27, 2020

Subject: Faculty Senate Legislation #2019-82(B) – Redesign the Full-Time Two-Year Master of Business Administration (MBA) Program (The Miami MBA) – Miami Herbert Business School

The Faculty Senate, at its April 22, 2020 meeting, had no objections to the approval of the Miami Herbert Business School proposal to redesign the full-time two-year MBA program. The redesign is the result of a faculty-driven process that included the evaluation of the current full-time MBA program, the collection of feedback from multiple constituencies, and the design of the new curriculum.

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
Guillermo Prado, Dean, Graduate School
John Quelch, Dean, Miami Herbert Business School
Patricia Abril, Vice Dean, Graduate Business Education

CAPSULE: Faculty Senate Legislation #2019-82(B) – Redesign the Full-Time Two-Year Master of Business Administration (MBA) Program (The Miami MBA) – Miami Herbert Business School

PRESIDENT'S RESPONSE

APPROVED:  _____ DATE: 5/20/20
(President's Signature)

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

EFFECTIVE DATE OF LEGISLATION: IMMEDIATELY
(Pending any further Board of Trustees approval.)

NOT APPROVED AND REFERRED TO: _____

REMARKS (IF NOT APPROVED): _____

Program Change Request

Date Submitted: 03/05/20 4:03 pm

Viewing: **BUSA_MBA : Two Year MBA (The Miami MBA)**

Last approved: 02/04/20 2:11 pm

Last edit: 03/10/20 6:01 pm

Changes proposed by: Ginny Ryan (vlr29)

Catalog Pages Using
this Program

[Two Year MBA \(The Miami MBA\)](#)

In Workflow

1. **PG Assessment and Accreditation**
2. **PG GR School**
3. **PG Graduate Council**
4. **PG GR Dean**
5. **PG FS Office for GWC**
6. PG FS GWC
7. PG Faculty Senate
8. PG FS Office for President
9. PG Registrar

Approval Path

1. 03/09/20 3:19 pm
Patty Murphy (pxm491): Approved for PG Assessment and Accreditation
2. 03/11/20 1:10 pm
Tiffany Plantan (tplantan): Approved for PG GR School
3. 03/23/20 4:25 pm
Jacqueline Lopez (jlopez4): Approved for PG Graduate Council
4. 03/23/20 9:14 pm
Guillermo Prado (gprado): Approved for PG GR Dean

History

1. Feb 4, 2020 by Patty Murphy (pxm491)

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

Proposer(s) Name

Patricia Abril, Vice Dean, Graduate Business Education

Change Type All Other Changes

Provide a brief
summary of the
change

Proposal:

The Miami Herbert Business School is proposing a redesigned Full-Time MBA program. The redesign is the result of a faculty-driven process that included the evaluation of the current Full-Time MBA program, the collection of feedback from multiple constituencies, and the design of the new curriculum.

Documents attached include:

- Program Comparison Chart
- Summary of Proposed MBA Core
- Visual Layout of Proposed Curriculum
- Course Descriptions

Reasoning:

The redesigned MBA program's innovative curriculum is relevant to today's dynamic business practices, market demands, and best student learning practices. We aim to achieve differentiation in the MBA market, and to attract a higher quality of students and faculty.

Transition Plan:

If this proposal is accepted through the faculty governance channels, next year will be a transition year. The incoming students (Class of 2022) will have the new curriculum proposed herein. There are also 49 MBA students who are rising second years (Class of 2021). The Class of 2021 will follow the original second year curriculum, under which they came in. In the second year of the original MBA curriculum, students have the flexibility to take all electives. We will offer MBA electives and also give the Class of 2021 the option to take new courses with the Class of 2022.

Resource Implications:

Tuition and credits remain unchanged.

Career Graduate

Academic Structure

School/ College	Department
Miami Herbert Business School	Business

Plan Type Major and/or Degree

Degree Type Master's

Degree Name Master of Business Administration

Proposed Plan Code

Plan Name Two Year MBA (The Miami MBA)

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 Summer 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) 2

Total Credits 56

To Be Published in the Academic Bulletin

Program Overview

Two Year MBA Program (The Miami MBA)

The full-time two-year MBA Program (The Miami MBA) is innovative, flexible, and career-focused. Candidates with an undergraduate degree in any field with work experience who seek advanced business expertise as a springboard to their career are encouraged to apply. The curriculum not only prepares students for leadership in business, but it adds a valuable dimension to other professions.

The Miami Business School's full-time MBA program is 56 credit hours and is completed in less than two calendar years. The curriculum provides a framework that accelerates growth. Students gain new perspectives and have the opportunity to prove and polish their leadership skills. They learn to think critically across subjects, linking their knowledge of management, economics, and marketing with finance, business law, and technology.

To obtain detailed program admission information, please reference the program brochure which can be requested by contacting the Office of Recruiting and Admissions at 305-284-2510 or visit our [website](#).

Program Mission Statement

Mission

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

Program Goals

~~Goals~~

Student Learning Outcomes

Student Learning Outcomes

The MBA students will demonstrate the ability to integrate business information and knowledge within the strategies and perspectives of an organization.

The MBA students will demonstrate the ability to understand and utilize the process of critical and analytical thinking in diverse business settings to solve problems and make decisions.

The MBA students will demonstrate the ability to gain an awareness of and a sensitivity to issues in business decision-making from an ethical and social perspective (principled leaders).

The MBA students will demonstrate an understanding of business operations and decision-making in a global environment.

Curriculum Requirements

Curriculum Requirements

Course List

Code	Title	Credit Hours
Required Courses		
NEW	Course NEW Not Found (Firms, Institutions and Stakeholders)	2
<u>ACC 670</u>	Financial Reporting and Analysis	2
<u>ACC 671</u>	Accounting for Decision Making	2
<u>BSL 690</u>	Responsible Business - COURSE PROPOSAL IN PROGRESS	2
BTE 610	Digital Transformation—COURSE PROPOSAL IN PROGRESS	2
<u>BTE 608</u>	Technology and Innovation	1
<u>BTE 609</u>	Artificial Intelligence for Business	1
<u>BUS 604</u>	Career Development and Enrichment	0
<u>BUS 610</u>	Critical Thinking and Persuasion for Business	2
ECO 685	Managerial Decisions in a Global Economy	2
<u>BUS 628</u>	Multidisciplinary Action Projects	4
<u>ECO 693</u>	Applied Managerial Economics - COURSE PROPOSAL IN PROGRESS	1
<u>ECO 694</u>	Game Theory and Economic Strategy - COURSE PROPOSAL IN PROGRESS	1
<u>FIN 641</u>	Valuation and Financial Decision Making	2
<u>FIN 642</u>	The Financial Environment	2
MAS 631	Statistics for Managerial Decision Making	2
<u>MAS 617</u>	Statistics and Data Analysis - COURSE PROPOSAL IN PROGRESS	2
<u>MAS 632</u>	Management Science Models for Decision Making	2
MGT 620	Managing Through People	2
MGT 643	Principles of Operations Management	2
MGT 675	Business Policy and Strategy	2
MGT 677	Corporate Strategy and Organization	2
MKT 640	Foundations of Marketing Management	2
MKT 650	Strategic Marketing	2
Additional Required Courses*		
Electives		24
Total Credits		56
<u>MGT 604</u>	Design Thinking	1
<u>MGT 605</u>	Digital Global Strategy	1
<u>MGT 607</u>	Improving Business Processes	1
<u>MGT 608</u>	Leading with Insight	2
<u>MGT 609</u>	Leading with Introspection	2
<u>MGT 610</u>	Leading with Foresight	2
<u>MGT 612</u>	Optimizing Operations under Uncertainty	1
<u>MGT 613</u>	Strategy for Dynamic Environments	2
<u>MGT 624</u>	Negotiation Strategies	2
<u>MKT 620</u>	Addressing Customer Markets	2

Code	Title	Credit Hours
MKT 622	Behavioral Pricing	1
MKT 641	Marketing Research	2
MKT 651	Customer Relationship Management	1
Electives		10
Total Credit Hours		56

~~*24 credits of electives (approximately 12 courses) are required. Elective offerings are based on class demand.~~

Plan of Study

Plan of Study

Plan of Study Grid

Year One

Fall Credit Hours

ORIENTATION:

BUS 604 Career Development and Enrichment **0**

NEW **Course NEW Not Found** (Firms, Institutions and Stakeholders) **2**

SESSION 1:

MGT 609Leading with Introspection **2**

MAS 617Statistics and Data Analysis **2**

ECO 693 Applied Managerial Economics **1**

ACC 670 Financial Reporting and Analysis **2**

MGT 604Design Thinking **1**

SESSION 2:

MGT 610Leading with Foresight **2**

MKT 641Marketing Research **2**

FIN 641 Valuation and Financial Decision Making **2**

MKT 620Addressing Customer Markets **2**

BTE 608 Technology and Innovation **1**

Elective **2**

Credit Hours **21**

Spring

MAS 632Management Science Models for Decision Making **2**

ACC 671 Accounting for Decision Making **2**

SESSION 1

MGT 607Improving Business Processes **1**

FIN 642 The Financial Environment **2**

BTE 609 Artificial Intelligence for Business **1**

Elective **2**

SESSION 2

<u>MGT 612</u>Optimizing Operations under Uncertainty	1
<u>MGT 608</u>Leading with Insight	2
<u>MGT 605</u>Digital Global Strategy	1
Elective	2
Credit Hours	16
Summer	
Summer Internship	0
Credit Hours	0
Year Two	
Fall	
<u>BUS 628</u> Multidisciplinary Action Projects	4
SESSION 1:	
<u>MGT 624</u>Negotiation Strategies	2
<u>MKT 651</u>Customer Relationship Management	1
<u>ECO 694</u> Game Theory and Economic Strategy	1
SESSION 2:	
<u>MKT 622</u>Behavioral Pricing	1
<u>MGT 613</u>Strategy for Dynamic Environments	2
Credit Hours	11
Spring	
<u>BUS 610</u> Critical Thinking and Persuasion for Business	2
SESSION 1:	
<u>BSL 690</u> Responsible Business	2
Elective or Optional GLOBE Trip	2
SESSION 2:	
Elective	2
Credit Hours	8
Total Credit Hours	56

Admission Requirements

A bachelor's degree (or the equivalent of a U.S. bachelor's degree) from an accredited school. Official transcripts and a foreign credential evaluation (if applicable) must be submitted.

Professional, post-undergraduate work experience outlined in a formal resume. At least two years of full-time experience prior to enrollment is recommended. For dual-degree applicants, experience gained through internships, projects, and leadership roles may be considered.

A competitive GMAT score (GRE considered on a case-by-case basis) and a qualifying score on the TOEFL or IELTS for non-native English speakers.

At least one professional and/or academic letter of recommendation.

A personal statement.

Admission interviews are a requirement of the Miami MBA application process for those candidates who meet the program requirements and will be conducted by invitation only after a complete application has been reviewed.

Most interviews are conducted with candidates by online platform or in-person.

Rationale

Rationale

Rationale:

The redesigned MBA program's innovative curriculum is relevant to today's dynamic business practices, market demands, and best student learning practices. We aim to achieve differentiation in the MBA market, and to attract a higher quality of students and faculty.

Transition Plan:

If this proposal is accepted through the faculty governance channels, next year will be a transition year. The incoming students (Class of 2022) will have the new curriculum proposed herein. There are also 49 MBA students who are rising second years (Class of 2021). The Class of 2021 will follow the original second year curriculum, under which they came in. In the second year of the original MBA curriculum, students have the flexibility to take all electives. We will offer MBA electives and also give the Class of 2021 the option to take new courses with the Class of 2022.

Resource Implications:

Tuition and credits remain unchanged.

Market Demand

Relationship to Other Programs

Relationship to Undergraduate and Professional 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

Supporting documents pertaining to the curriculum are attached:

Program comparison chart (including reasoning for changes)

Visual layout of the proposed curriculum schedule

Course Descriptions

Upload Syllabi for Any New Courses

Proposed Schedule of Course Offerings for the First Three Years

Schedule/Course Offerings

Orientation

BUS 604 Career Development and Enrichment (0cr)

Firms, Institutions and Stakeholders (2cr) Credits

Fall 2020 Session One

MGT 608 Leading with Insight (2cr)

MGT 607 Improving Business Processes (1cr)

MAS 617 Statistics and Data Analysis (2cr)

ECO 693 Applied Managerial Economics (1cr)

ACC 670 Financial Reporting and Analysis (2cr)

MKT 620 Addressing Customer Markets (2cr)

Fall 2020 Session Two

MGT 609 Leading with Introspection (2cr)

MKT 641 Marketing Research and Decision Making (2cr)

FIN 641 Valuation and Financial Decision Making (2cr)

MGT 604 Design Thinking (1cr)

BTE 608 Technology and Innovation (1cr)

Elective Slot

Spring 2021 Session One

MAS 632(A) Management Science Models for Decision Making: Predictive Analytics (1cr of 2cr)

MGT 607 Improving Business Processes (1cr)

ACC 671(A) Accounting for Decision Making (1cr of 2cr)

FIN 642 The Financial Environment (2cr)

BTE 609 Artificial Intelligence for Business (1cr)

Elective Slot

Spring 2021 Session Two

MAS 632(B) Management Science Models for Decision Making: Prescriptive Analytics

MGT 612 Optimizing Operations Under Uncertainty (1cr)

ACC 671(B) Accounting for Decision Making (1cr of 2cr) Analytics (1cr of 2cr)

MGT 610 Leading with Foresight (2cr)

MGT 605 Digital Global Strategy (1cr)

Elective Slot

Fall 2021 Session One

MGT 624 Negotiation Strategies (2cr)

MKT 651 Customer Relationship Management (1cr)

ECO 694 Game Theory and Economic Strategy (1cr)

BUS 628 Project Semester (4cr) 2 of 4 credits

Fall 2021 Session Two

MKT 622 Behavioral Pricing (1cr)

MGT 613 Strategy for Dynamic Environments (2cr)

BUS 628 Project Semester (4cr) - 2 of 4 credits continued

Spring 2022 Session One

BUS 610(A) Critical Thinking and Persuasion for Business(1cr of 2cr)

BSL 690 Responsible Business (2cr)

Elective Slot

Spring 2022 Session Two

BUS 610(B) Critical Thinking and Persuasion for Business(1cr of 2cr)

Elective Slot

CIP Code

Proposed CIP Code -

Faculty

Program Directors

TALLYS YUNES

Associate Professor, Management Science, and Faculty Director, Full-Time and Online MBA Programs

tallys@miami.edu

[Tallys Yunes](#) is a tenured Associate Professor of Management Science at the Miami Herbert Business School. He holds a Ph.D. in Operations Research from Carnegie Mellon University, as well as B.S. and M.S. degrees in Computer Engineering and Computer Science from the University of Campinas (UNICAMP) in Brazil. His research focuses on modeling, computation, and practical applications, such as scheduling (sports, healthcare, workforce, machines), product line simplification, political districting, information layout, operations, and logistics in general. He has won the Excellence in Teaching Award for The Miami MBA 13 times.

Upload CV(s)

Program Faculty

Upload CV(s) Grad

Students

Applicant Pool

Enrollment Projections

Teaching or Research Assistants

Administration

Program Administration

Comparison

Peer Comparisons

Documents

Attach Supporting Documentation

[MBA-Attachments.pdf](#)

Reviewer

Comments

Patty Murphy (pxm491) (03/09/20 2:35 pm): While the proposed redesign of the Two-Year MBA program involves the creation of new courses, these new courses are being developed to split up the content of existing courses into shorter and more focused courses. It is also incorporating popular electives within the required core curriculum. The program content is comparable to current course offerings within the program. Therefore no notification to or approval from SACSCOC is required.

Jacqueline Lopez (jlopez4) (03/23/20 4:25 pm): Although the Graduate Council did not take a formal vote for this proposal during the March 17, 2020 meeting, Council members had the following recommendation: explore a better balance in the credits, particularly in the first semester.

Key: 294

MEMORANDUM

TO: Guillermo J. Prado, Ph.D.,
Dean, Graduate School

FROM: Chester A. Schriesheim, Speaker of the School Council
Shirley Dennis-Escoffier, Associate Professor, Accounting,
First Vice Chair, School Council
Karoline Mortensen, Associate Professor, Health Management and Policy,
Second Vice Chair, School Council
Raphael Boleslavsky, Associate Professor, Economics
Howard Gitlow, Professor, Management Science
Uzma Khan, Associate Professor, Marketing
George Korniotis, Professor, Finance
Sara Rushinek, Professor, Business Technology

DATE: March 10, 2020

SUBJECT: Approval of the Full-Time MBA Program Redesign

Tuesday, March 10, the ballots for the proposal for the Full-Time MBA Program redesign were unlocked. The regular faculty of the Miami Herbert Business School (MHBS) overwhelmingly passed the proposal for the Full-Time MBA redesign.


cc: Dr. Patricia Abril, Vice Dean, Graduate Business Programs
Blanca Ripoll, Secretary to the MHBS School Council



UNIVERSITY OF MIAMI
MIAMI HERBERT
BUSINESS SCHOOL

MEMORANDUM

TO: Guillermo J. Prado, Ph.D
Dean, Graduate School

FROM: Chester A. Schriesheim, Speaker of the School Council 
Shirley Dennis-Escoffier, Associate Professor, Accounting,
First Vice Chair, School Council
Karoline Mortensen, Associate Professor, Health Management and Policy,
Second Vice Chair, School Council
Raphael Boleslavsky, Associate Professor, Economics
Howard Gitlow, Professor, Management Science
Uzma Khan, Associate Professor, Marketing
George Korniotis, Professor, Finance
Sara Rushinek, Professor, Business Technology

Subject: Proposal for Full-Time MBA Program Redesign

Date: March 4, 2020

The Miami Herbert Business School Council met on February 19, 2020 and voted unanimously to approve the proposal for the Full-Time MBA program curriculum redesign. In addition, the School Council is currently conducting a formal vote of the Regular Faculty to determine support for this proposal. The election will conclude on March 10, 2020 and I can forward those results to you as soon as they are available.

(Please note that the voting members of the Miami Business Herbert Business School (MHBS), the regular faculty per the MHBS bylaws, voted to delegate all decisions on curriculum issues to their elected representatives on the School Council for the fall 2019-spring 2020 academic year.)



MEMORANDUM

TO: Guillermo J. Prado, Ph.D.
Dean, Graduate School

FROM: John Quelch, Dean, Miami Herbert Business School

Subject: Proposal for Full-Time MBA Program Redesign

Date: February 11, 2020

This memo is to document my support for the proposed Full-Time MBA program curriculum redesign.

Thank you.

A handwritten signature in black ink, appearing to read 'John Quelch', written in a cursive style.



MEMORANDUM

TO: General Welfare Committee
Faculty Senate

FROM: John Quelch, Dean, Miami Herbert Business School

Subject: Proposal for Full-Time MBA Program Redesign

Date: February 11, 2020

This memo is to document my support for the proposed Full-Time MBA program curriculum redesign.

Thank you.

A handwritten signature in blue ink, appearing to read 'John Quelch'.

MBA Redesign Process and Proposal

Summary of Process

In the spring of 2019, the ad hoc MBA Redesign Task Force was created and charged with reimagining the Miami Two-Year MBA. The Task Force members began by doing their own research, talking to faculty members, and soliciting data from admissions, benchmarking, and organizations such as GMAC, AACSB, and MBA Roundtable.

The School retained Carrington Crisp, a leading higher education consultancy, to perform a third-party assessment of the current MBA, including ranking comparisons, benchmarking, and interviews with faculty, alumni, current students, and administration.

Task Force and Theme Ad Hoc Committees

Task Force: Patricia Abril (ex officio), Fabrizio Ferri, Hari Natarajan, Arun Sharma, Tallys Yunes

Leadership & Teams: Terri Scandura (chair), Cecily Cooper, Marie Dasborough, Linda Neider, Chet Schriesheim

Decision-making with Data: DJ Nanda (chair), Joseph Johnson, Alok Kumar, Hari Natarajan, Tallys Yunes

Innovation & Strategy: Ola Henfridsson and Yadong Luo (chairs), John Mezas, Wei Shi, Claudia Townsend

MBA Redesign Process



Input

Faculty

The Task Force first sought general feedback from the faculty through in-person focus groups and a Qualtrics survey asking the questions: *What is your evaluation of the current MBA curriculum? What should the MBA of 2025 (and beyond) look like?* After gathering the initial round of faculty feedback, the Committee sent a follow-up Qualtrics survey asking tenure-track faculty to answer questions on which skills, concepts, and themes should be included and resonate in the redesigned MBA program.

After this second round of feedback, a meeting was held for faculty on June 20th to review the Ad-Hoc Committee's proposal. This meeting was also hosted via GoToMeeting for those faculty members not on campus during the summer. Input sessions were conducted through various mechanisms and forums.

In summary, four faculty feedback sessions took place over the spring 2019 (all tenure track faculty invited). MBA Redesign updates were shared in a Department Chairs meeting and with faculty. Additionally, faculty members were invited to participate in four surveys sent between April 2019 and January 2020.

Students

Five student feedback sessions were hosted to collect feedback about the current MBA experience. In addition, we reviewed the last 5 years of MBA exit surveys and all relevant course evaluations.

Alumni and Corporate Recruiters

The School consulted market data and reports from GMAC Corporate Recruiter Survey (2018, 2019) and Deloitte Future of Work Report and Career-Ready Education - The Chronicle of Higher Education.

The School also sought feedback from over 40 corporate recruiters from top firms in five dedicated focus groups. The meetings took place from August 2019 through January 2020 and culminated with the presentation of the curriculum herein.

The valuable input from faculty, alumni, students, and corporate recruiters contributed to this proposal.

Proposed Full-Time MBA Core

The proposed redesigned MBA program maintains the same amount of credits (56) and length (21 months on campus) as the current program.

The curriculum consists of six MBA Innovations:

1. Experiential Project Term;
2. Organization of core into coordinated, interdisciplinary themes:
 - Leadership and Teams
 - Decision Making with Data
 - Innovation and Strategy
3. Project-based Core;
4. Focus on career readiness and outcomes:
 - Option to take electives earlier and take a lighter load the final semester;
 - Career Launch course throughout program.
5. New core courses relevant to the market and employers; and
6. Course content, title, and sequencing refresh.

For the purposes of this proposal, we will focus on the revision of the core curriculum. The following chart provides a side-by-side comparison of the current core (left) to the proposed core (in right, color).

CURRENT		PROPOSED		Major Changes	Reasoning
Program and Orientation	SEMESTER Orientation	BUS 604 Career Development and Enrichment (3cr) BUS 605 Firms, Institutions and Stakeholders (2cr)			A common challenge with career services is lack of student engagement or timely action once the semester begins. Our main focus from day one should be securing students jobs and making them look up their glass. A course (even if for zero credit) that gives career development the import it needs to require earlier delivery of student resumes, etc.
ACC 670 Financial Reporting and Analysis (2 cr.) BUS 610 Critical Thinking & Persuasion for Business (2 cr.) ECO 685 Managerial Decisions in a Global Economy (2 cr.) MKT 640 Foundations of Marketing Management (2 cr.) (8) credits	Fall 2020 Session One	ACC 670 Financial Reporting and Analysis (2cr) ECO 683 Applied Managerial Economics (3cr) MKT 620 Addressing Customer Markets (2cr) MGT 608 Leading with Insight (2cr) MAS 617 Statistics and Data Analysis (2cr) (10) Credits		Adding a non-credit career development course at the start of the program.	
FIN 641 Valuation and Financial Decision Making (2 cr.) MAS 631 Statistics for Managerial Decision Making (2 cr.) MGT 620 Managing Through People (2 cr.) MGT 675 Business Policy and Strategy (2 cr.) (8) credits	Fall 2020 Session Two	FIN 641 Valuation and Financial Decision Making (2cr) BTE 608 Technology and Innovation (3cr) MGT 609 Leading with Introspection (2cr) MGT 601 Design Thinking (3cr) MKT 641 Marketing Research and Decision Making (2cr) Elective Slot (8) credits		Adding an introduction to the stakeholders in business.	Additional school offers such as course as a global introduction to the regulations and philosophies of business. Additionally, this bootcamp-style course offers an opportunity for an intense hands-on academic experience before the official start of the semester.
ACC 671 Accounting for Decision Making (2 cr.) BSL 690 Legal and Ethical Implications of Business Decision Making (2 cr.) MAS 632 Management Science Models for Decision Making (2 cr.) Electives (6 credits plus electives)	Spring 2021 Session One	ACC 671(A) Accounting for Decision Making (1cr of 2cr) BTE 609 Artificial Intelligence for Business (1cr) FIN 642 The Financial Environment (2cr) MAS 632(A) Management Science Models for Decision Making: Predictive Analytics (1cr of 2cr) MGT 607 Improving Business Processes (1cr) Elective Slot (6) credits		Adding technology-themed courses throughout the curriculum.	Students often struggle with technology courses and we propose to offer them concurrently throughout the curriculum as well. Credit offerings so far this year is learning oriented and students can make connections with advanced courses.
BTE 610 Foundations of Management Information Systems (2 cr.) FIN 642 The Financial Environment (2 cr.) MGT 643 Principles of Operations Management (2 cr.) MKT 650 Strategic Marketing (2 cr.) (8) Credits	Spring 2021 Session Two	ACC 671(B) Accounting for Decision Making (1cr of 2cr) MAS 632(B) Management Science Models for Decision Making: Prescriptive Analytics (1cr of 2cr) MGT 605 Digital Global Strategy (3cr) MGT 610 Leading with Foresight (2cr) MGT 612 Optimizing Operations Under Uncertainty (1cr) Elective Slot (6) credits		Electives earlier in the curriculum.	Recruiter feedback indicate that MBA students benefit from earlier electives for their own purposes.
Electives	Fall 2021 Session One	ECO 694 Game Theory and Economic Strategy (1cr) MGT 624 Negotiation Strategies (2cr) MKT 651 Customer Relationship Management (3cr) BUS 610 Project Simulation (2 cr.) (6) credits		Adding Negotiation	Formal Negotiation Project has been our most popular elective. Students have rapid tech suggestion is should be in the core.
Electives	Fall 2021 Session Two	MGT 613 Strategy for Dynamic Environments (2cr) MKT 622 Behavioral Pricing (1cr) MGT 608 Project Simulation (MKT - 2 of 8 credits) (4) credits		Project Semester	This is a central theme and mission for the core. Students will participate in a corporate consultancy project providing hands-on learning throughout the semester.
Electives	Spring 2022 Session One	BUS 610(A) Critical Thinking and Persuasion for Business (1cr of 2cr) BSL 690 Responsible Business (2cr) Elective Slot (3) credits plus electives		Light 6th term.	By avoiding more courses in the final term, we can offer students the flexibility of a lighter academic load in their final term. Students can take on career readiness and become available for employers earlier if they save their electives early in the program.
MGT 677 Corporate Strategy and Organization (2 cr.) Electives	Spring 2022 Session Two	BUS 610(B) Critical Thinking and Persuasion for Business (1cr of 2cr) Elective Slot (1) credit plus elective <i>*New courses are listed in red foot</i>			

Proposed MBA Redesign								
Year One	BUS 604 Career Development and Enrichment	Firms, Institutions and Stakeholders (2 cr.)	Session 1			Fall 1		Session 2
			MGT 608	Leading with Insight	2 cr.	MGT 609	Leading with Introspection	2 cr.
			MAS 617	Statistics and Data Analysis	2 cr.	MKT 641	Marketing Research and Decision Making	2 cr.
			ECO 693	Applied Managerial Economics	1 cr.	FIN 641	Valuation and Financial Decision Making	2 cr.
			ACC 670	Financial Reporting and Analysis	2 cr.	MGT 604	Design Thinking	1 cr.
	MKT 620	Addressing Customer Markets	2 cr.	BTE 608	Technology and Innovation	1 cr.	Optional Elective Slot*	
	Holiday Break	Session 1			Spring 1		Session 2	
		MAS 632A	Management Science Models for Decisionmaking; Predictive Analytics	1 cr.	MAS 632B	Management Science Models for Decisionmaking; Prescriptive Analytics	1 cr.	
		MGT 607	Improving Business Processes	1 cr.	MGT 612	Optimizing Operations under Uncertainty	1 cr.	
		ACC 671A	Accounting for Decision Making	1 cr.	ACC 671B	Accounting for Decision Making	1 cr.	
FIN 642		The Financial Environment	2 cr.	MGT 610	Leading with Foresight: Teams	2 cr.		
BTE 609	Artificial Intelligence for Business	1 cr.	MGT 605	Digital Global Strategy	1 cr.	Optional Elective Slot*		
Year Two	Summer Internship		Session 1			Fall 2		Session 2
			MGT 624	Negotiation Strategies	2 cr.			
			MKT 651	Customer Relationship Management	1 cr.	MKT 622	Behavioral Pricing	1 cr.
			ECO 694	Game Theory and Economic Strategy	1 cr.	MGT 613	Strategy for Dynamic Environments	2 cr.
			BUS 628 Project Semester (4 credits)					
	Holiday Break	Session 1			Spring 2		Session 2	
		BUS 610A	Critical Thinking and Persuasion for Business	1 cr.	BUS610B	Critical Thinking and Persuasion for Business	1 cr.	
		BSL 690	Responsible Business	2 cr.				Optional Elective Slot*
			Optional Elective Slot*					
			IBDRC Trip (Optional)	2 cr.				

Note: Course sequencing is subject to change

* Students may customize their studies by choosing when to take their electives. Elective options will include specially-designated courses from MS programs and MBA-only options to be determined.

Legend	Credits
Career Development & Launch Course	2
Organization Markets and Societies	4
Theme 1 Leadership	8
Theme 2 Decisionmaking with Data	19
Theme 3 Innovation and Strategy	9
Activities	10
Project semester	4
Total	56

MBA Redesign Proposed Courses	Credits	Description
ACC 670 Financial Reporting and Analysis Year 1 /Fall Session 1	2	The course focuses on the analysis and use of financial accounting information in the evaluation of corporate performance. The course initially demonstrates the accounting process and resulting generation of financial statements. Building on these core accounting concepts, the course emphasizes the understanding of financial statements prepared under U.S. and International Accounting Standards and the analysis of these financial statements including common size analysis, ratio analysis, the impact of taxes, and credit analysis. Completion of the course enhances the student's ability to read, interpret, and analyze financial statements for making investment, credit, acquisition, and other evaluation decisions. Limited to MBA students and Executive MBA students. Does not satisfy any accounting requirements needed to sit for the CPA Exam in Florida.
ACC 671A Accounting for Decision Making Year 1/ Spring Session 1	1	The course focuses on the use of accounting information in reporting managerial performance and making business decisions. The course covers the preparation and use of managerial accounting information for use in planning, budgeting, control, break-even analysis and pricing, including the impact of taxes. Completion of the course will enhance the student's ability to understand managerial accounting reports and use this information in making business decisions. Limited to MBA students and Executive MBA students. Does not satisfy any accounting requirement needed to sit for the CPA Exam in Florida.
ACC 671B Accounting for Decision Making Year 1/ Spring Session 2	1	Same description as ACC 671A applies. ACC 671A and ACC 671 B spread across Spring Session 1 and 2.
BSL 690 Responsible Business Year 2 /Spring Session 1 Course modification (title change)	2	The course provides an introduction to our legal and governmental regulatory system, as well as a review of constitutional considerations for businesses. Morality and ethics are defined and distinguished. Applied philosophy is then introduced, to give the student a foundation upon which to analyze the ethical dimensions of common business questions. The relationship between the letter and the spirit of the law is examined. Specific business topics and their legal and ethical aspects are then addressed. This includes, but is not limited to, discussion of the following areas: consumer relationships; business organizations; the balancing of corporate vs. individual power (employee rights and responsibilities, employment discrimination); and the emerging ethic of a global economy.

<p>BTE 608 Technology and Innovation Year 1 /Fall Session 2</p> <p>New course</p>	<p>1</p>	<p>The focus of this course is two-fold. First, it deals with some of the digital innovations shaping our businesses. We look into some of the core technologies such as blockchain and machine learning. We examine closely the way by which such technologies become the basis for innovation processes with the potential to change companies and even industries. In doing this, platforms and platform architectures are covered. Second, the course covers the strategic management of technology innovation. It deals with the industry dynamics of technological innovation as it is expressed in terms of standards battles, modularity, and platform competition. It furthermore deals with how to formulate and implement technological innovation strategies.</p>
<p>BTE 609 Artificial Intelligence for Business Year 1/ Spring Session 1</p> <p>New course</p>	<p>1</p>	<p>The unprecedented improvement in the performance-price ratio of computer processing technology and data storage and management, as well as the use of more advanced algorithms, has moved machine learning from IBM's Pughkeepsie Laboratory in the 1950s to the heart of today's most successful platform businesses. Examples such as GE Healthcare's Edison, Skype's recommendation engine, and IBM Watson witness of new interesting applications of artificial intelligence, promising to shape our future businesses. We are indeed increasingly recognizing how this potential is turning into a new business reality. The pervasive use of artificial intelligence as reflected in, for instance, self-driving cars, robotic technology, and language technology is impressive in itself. It promises to challenge what we know about transportation, service work, intellectual activity, and so on. In this regard, digital technology is no longer merely a way of more efficiently supporting business processes, but also something that will strategically shape the core of what companies do.</p> <p>At the same time, for the individual firm, turning the promise of artificial intelligence into successful business application can be challenging. The firm needs to develop its AI capability and use that capability to improve its products and services. This course deals with the factors that facilitate business use of artificial intelligence including AI capability, data management, user-centered design, and platform governance.</p>
<p>BUS 604 Career Development and Enrichment (Orientation)</p>	<p>0</p>	<p>This course will expose students to a variety of academic and industry career lectures, events, and workshops to enhance their MBA experience. The focus is to establish added-value to an MBA student through real world and relevant access to information and resources beyond the traditional curriculum.</p>
<p>BUS 610A Critical Thinking and Persuasion for Business Year 2 / Spring Session 1</p>	<p>1</p>	<p>The modern businessperson faces a constantly evolving environment and must be able to confront and respond to an array of business issues. At the heart of an effective response is a critical, comprehensive analysis coupled with the ability to meaningfully and persuasively communicate that assessment and recommendations to a variety of constituencies. This course prepares business students for this by exposing them to a three-step process of problem solving in which they critically analyze the problem, and then communicate their analysis both in writing and orally. The critical thinking and communication elements of the course are supplemented with additional practical applications relating to career readiness, job search and job procurement.</p>
<p>BUS 610B Critical Thinking and Persuasion for Business Year 2 / Spring Session 2</p>	<p>1</p>	<p>Continuation of BUS 610A.</p>

<p>ECO 693 Applied Managerial Economics Year 1/ Fall Session 1</p> <p>New course</p>	<p>1</p>	<p>Managerial Economics is the application of economic theory to decisions made by firms and managers. This course approaches managerial economics from the point of view of a data driven manager or firm, seeking to apply economic theory to make business decisions. The course starts by teaching students how to use data on costs, sales, and pricing available at any firm to compute key metrics that needed to apply economic theory to business decision making. Students will learn data-driven methods to make key business decisions, such as how much to produce, what price to charge, and advanced pricing strategies such as up-charging and price discrimination. Students will learn how to make these decisions in both competitive and imperfectly competitive industries.</p>
<p>ECO 694 Game Theory and Economic Strategy Year 2/ Fall Session 1</p> <p>New course</p>	<p>1</p>	<p>Game theory is a powerful tool for making strategic decisions. This course teaches students how to use game theory to make better strategic decisions. The setting is a small group of firms (e.g. Apple and Samsung) or managers (e.g. a small team). In such settings, managers must anticipate decisions by others and react accordingly, and anticipate how others will react to their decisions. Game theory teaches students how to anticipate decisions by others, which allows for better strategy. The course will teach game theory tools for cases when managers make decisions simultaneously, when managers make decisions sequentially, and cases where managers have incentives to make their decisions hard to predict. Strategic decisions analyzed include price competition, market segmentation, market entry/exit, flash sales, cartels and collusive behavior, strategic inventory decisions, entry deterrence, and many others.</p>
<p>FIN 641 Valuation and Financial Decision Making Year 1 /Fall Session 2</p>	<p>2</p>	<p>Basic financial valuation. This is one of the core classes in finance for our regular MBA program. Topics include the financial environment; the time value of money; capital market efficiency; basic security valuation; risk, return and asset pricing; cost of capital; and an introduction to capital budgeting.</p>
<p>FIN 642 The Financial Environment Year 1/ Spring Session 1</p>	<p>2</p>	<p>A continuation of FIN641, with an emphasis on important issues faced by corporate financial managers responsible for financing and investment decisions. Core topics include capital structure, payout policy, advanced capital budgeting, basic derivative and real option valuation, leasing, and investment banking. Specialized topics, such as behavioral finance, international finance, mergers and acquisitions, and risk management may also be introduced as the course progresses.</p>
<p>Firms, Institutions and Stakeholders</p> <p>New course</p>	<p>2</p>	<p>Orientation</p>
<p>MAS 617 Statistics and Data Analysis Year 1/ Fall Session 1</p> <p>New course</p>	<p>2</p>	<p>This course deals with introductory business statistics, as well as data acquisition, preparation, and visualization. It will introduce computer software to extract data and present information to stakeholders. Students will learn SQL for querying databases, as well as Tableau for creating quick visuals and interactive dashboards. We will also cover basic visualization capabilities in Excel and essential data-related concepts such as looking at data in a critical way to identify curious behaviors, and understanding basic data requirements and what to do when you do not have the exact data you need.</p>

<p>MAS 632A Management Science Models for Decision Making: Predictive Analytics Year 1/ Spring Session 1</p>	<p>1</p>	<p>This course aims to familiarize the student with Management Science tools for business systems analysis and improvement. The coverage includes linear and integer programming models, project management, simulation, queuing, and decision analysis. Some widely used software are illustrated through examples and case studies derived from business applications.</p>
<p>MAS 632B Management Science Models for Decision Making: Prescriptive Analytics Year 1/ Spring Session 2</p>	<p>1</p>	<p>Course description is the same as MAS 632A. MAS 632A and MAS 632B spread across Spring Session 1 and 2.</p>
<p>MGT 604 Design Thinking Year 1 /Fall Session 2 New course</p>	<p>1</p>	<p>The purpose of the course to impart students the principles of design thinking. Design thinking is an essential tool for understanding the customer not just from the functional perspective but from an emotional one. Students will learn an empathy map, a customer journey map and a prototype. This is a hands-on learning experience that will challenge you to get out into the real world to talk to people and test ideas.</p>
<p>MGT 605 Digital Global Strategy Year 1/Spring Session 2 New course</p>	<p>1</p>	<p>The convergence of digitization and globalization creates a new normal of global connectivity, fortifying deeper, broader, and more intricate interconnections between nations, businesses and individuals. This connectivity redefines who participates in globalization, how international expansion is undertaken, where the economic returns flow, and how new capabilities must be built. This global new normal raises a series of complex issues that may challenge conventional wisdom on strategy and international business. This one-credit module explains what digital globalization is about, new opportunities and risks involved, and new flows and forms of tangible and intangible capabilities that are needed in digital globalization. It addresses how digital globalization changes ways of tapping global customers, organizing global operations, managing dispersed activities, and generating new knowledge. It also covers new forms and processes of internationalization undertaken by not only large multinational enterprises (MNEs) but more importantly by a large number of small firms from a variety of countries.</p>
<p>MGT 606 Executing Growth Strategies New Elective course</p>	<p>2</p>	<p>The emergence of ecosystems and the rise of new "giant firms" that dominate entire sectors, such as Google, Amazon and Facebook, urge managers to execute growth strategies effectively and efficiently. This two-credit module focuses on how firms can create corporate advantage through expanding to new businesses in a digital age. This module explains various modes through which firms can increase or decrease corporate scope, advantages and disadvantages of various modes, benefits and costs of vertical value chain integration, the role of internal and external stakeholders in shaping growth strategies, and how to effectively implement such strategies.</p>

<p>MGT 607 Improving Business Processes Year 1/ Spring Session 1</p> <p>New course</p>	<p>1</p>	<p>Operations Management involves <i>planning and coordination</i> of all the activities—from acquisition of resources (outputs), through their transformation into products (outputs), and to their ultimate delivery to customers—in manufacturing, service, and non-profit organizations. To plan and coordinate these complex inter-connected activities, businesses employ operations managers at every level from first-level supervisors to Chief Operating Officers. Such managers face a wide variety of challenges in planning and executing operations strategies, and aligning them with the organization's business goals. Adopting a process-based view of the business organization, this course will present some of the decision problems facing operations managers—such as process planning and capacity planning—as they pursue this <i>strategic fit</i>. We will develop structured approaches to address these decision problems and then learn to apply these approaches in practical contexts through problem solving exercises, case studies, and simulations that emphasize experiential learning.</p>
<p>MGT 608 Leading with Insight Year 1 /Fall Session 1</p> <p>New course</p>	<p>2</p>	<p>This module consists of several topical areas that students should master in order to understand more about their personal abilities to effectively manage, lead, and motivate others. Class sessions focus on helping students develop critical thinking and hands-on skills they will need to be effective as they maneuver interpersonal dynamics. It is assumed that all class participants will come to each class having read the basic background material provided for each class so that they are ready to apply the material to cases, role-plays, simulations, and assessments. Topics include employee/team personality assessments; perceptual biases and their impact on performance judgements; understanding motivational dynamics; controlling one's own emotions as well as understanding the effects of emotions on performance; learning about interpersonal conflict and how to manage the dynamics associated with the process; and developing an inclusive workplace and team.</p>
<p>MGT 609 Leading with Introspection Year 1 /Fall Session 2</p> <p>New course</p>	<p>2</p>	<p>Leading with introspection is about understanding your leadership style and how you influence others. Effective leadership requires understanding of personality traits and behaviors. In this course, you will learn the skills necessary for leading followers, teams, and organizations. The development of trust is an essential aspect of leadership and will be emphasized. Understanding of negotiation in dependency situations and negotiation styles is featured. The course will also cover recent developments in leadership theory and research including authenticity, ethical, and servant leadership. Applications of course concepts are encouraged through self-assessments and case studies.</p>
<p>MGT 610 Leading with Foresight Year 1/ Spring Session 2</p> <p>New course</p>	<p>2</p>	<p>Leading with foresight is needed in today's organizational environment that is volatile, uncertain, complex, and ambiguous (VUCA). Teams are one of the most important ways to respond to this environment. Effective teamwork requires breakthrough thinking, empowerment, and innovation. But, all too often, team leaders fail to support teams in ways that create the conditions for high performance. In this course, you will learn the skills necessary to lead high-performance teams. The course will cover team basics including team formation, team norms, and team development. The course will feature essentials of team leadership highlighting the importance of team creativity, team decision making, and virtual teams.</p>

<p>MGT 611 Negotiating your Salary and Job Package</p> <p>New elective course</p>	<p>1</p>	<p>Negotiating your salary and job package can be one of the most stressful times in your career. After all, it's your future on the line, and emotions run high. This course will focus on reflection on the negotiation skills you already have and building on them through readings, negotiation assessments, and two negotiation simulations in a salary negotiation context. Negotiation fundamentals will be reviewed and issues of gender, emotions, and subjective value are featured.</p>
<p>MGT 612 Optimizing Operations under Uncertainty Theme: Decision Making with Data Year 1/ Spring Session 2</p> <p>New course</p>	<p>1</p>	<p>Building on the process-based view of the business organization that was introduced in <i>Improving Business Processes</i> (MGT 607), this course will focus on two important operational levers that managers have in matching supply with demand—inventory and capacity—as they pursue this <i>strategic fit</i>. Specifically, we will develop structured approaches to address decision problems that arise in the contexts of waiting lines and inventories, and then learn to apply these approaches in practical contexts through problem solving exercises, case studies, and simulations that emphasize experiential learning.</p>
<p>MGT 613 Strategy for Dynamic Environments Theme: Innovation Year 2 /Fall Session 2</p> <p>New course</p>	<p>2</p>	<p>21st century strategy is about navigating dynamic environments in which disruption is the norm. The pace of change in these hypercompetitive landscapes renders traditional long-term strategic planning ineffective. Challenges of globalization, digitization, and evolution of business models have made innovation, networking, and creative implementation essential for survival. Managing the network of relationships among stakeholders, regulators, and competitors is a critical core competency. Effective strategies are more short-term and designed to integrate feedback to allow rapid adjustments to dynamic environmental changes. Organizational designs must facilitate rapid responses and resource integration inside and outside the firm to create competitive advantage. Business-level strategy must focus on developing capabilities to pursue specific advantages and competitive market positions. Corporate level strategy requires managing a mix of businesses to ensure these are more valuable under corporate management than these would be on their own. Integrating business and corporate level actions in an increasingly dynamic world represents the fundamental challenges of Strategic Management.</p>
<p>MGT 624 Negotiation Strategies</p> <p>Year 2/ Fall Session 1</p>	<p>2</p>	<p>This course is a skills-based approach to learning the art and science of negotiation. Negotiation is a core management competency; these skills are increasingly necessary for leaders in business, non-profits, small businesses and other organizations. This course will cover preparation, and negotiation skills such as establishing trust and relationship-building. Topics covered include power, persuasion, creativity and problem-solving, ethics and cross-cultural negotiation. Skills and self-insight will be acquired through self-assessment, role-play negotiation exercises and case studies.</p>

<p>MKT 620 Addressing Customer Markets Theme: Organization, Markets and Societies Year 1 /Fall Session 1</p> <p>New course</p>	<p>2</p>	<p>Every business has two kinds of problems: 1) Not having customers and 2) Everything else. In this course we will address the first problem by learning how a firm can create value for the customers and capture some of that value back in the form of profits. We will learn key principals (from psychology and innovation) that a firm can use to shape consumers' perceptions of value. In addition, the course will cover tools necessary to attract and retain profitable customers. Given the fast pace of change in the current global marketscape, the course will pay close attention to how the challenges of creating and capturing value shift as the consumers, competition, technology, and the markets evolve. Students will use empirical data and critical thinking tools to first arrive at the correct diagnoses of the marketing problem and then devise strategic sustainable and creative solutions. The main objectives of the course are to improve students' ability to assess market opportunities and design effective strategies, and to help them learn how to best communicate and defend their recommendations and critically examine and build upon the recommendations of others. Students will be introduced to fundamental (conceptual and analytical) tools necessary for market analysis and implementation of marketing strategy.</p> <p>The course will take a broad strategic approach. This class will NOT make students an expert in marketing research, advertising, digital marketing, database marketing, branding, or sales (take electives for a deep dive into these areas). Rather, the goal is to equip them with the classical and contemporary marketing knowhow and analytical skills that a top executive in the company needs to have regardless of his or her functional role. We will take this broad approach for three reasons. First, on leaving UM, many students will likely take on leadership roles that are not directly in marketing. However, in their leadership roles they will be influencing marketing strategies and budgets and will need insight into how to think about customer markets in order to make effective strategies. Second, this class sets stage for marketing electives and gives students a flavor of the challenges in the contemporary markets. Third, we will focus on broader strategic decisions because they, unlike tactical decisions, have long-term effects and are often costly to change once implemented.</p>
<p>MKT 622 Behavioral Pricing Theme: Decision Making with Data Year 2 /Fall Session 2</p> <p>New course</p>	<p>1</p>	<p>Price is the only component of the marketing mix that generates revenue for the firm. The remaining P's (product, place, and promotion) are costly activities undertaken to create value for the consumer. Price, in its ideal form, recaptures this value. Yet, most companies adopt very simple heuristics, or "rules of thumb," for setting prices, often divorced from firm strategy and economic reality.</p> <p>This course will introduce the student to frameworks relevant for making pricing decisions. While pricing strategies are taught under the rubric of many diverse disciplines, we will take an integrative approach, combining strategic, economic, marketing, and psychological considerations in building a behavioral approach.</p>
<p>MKT 641 Marketing Research and Decision Making Theme: Decision Making with Data Year 1 /Fall Session 2</p> <p>Course title modification</p>	<p>2</p>	<p>This course focuses on understanding marketing research, its process, and its outputs. The aim is to enable you to develop the ability to be a good user of marketing research. This course is aimed at the manager who is the ultimate user of the research and who is responsible for determining the scope and direction of research conducted on his/her behalf. The techniques of research design, data collection, and data analysis occupy an important role and emphasis will be on the interpretation and use of results rather than on mathematical derivations and computer programming. The course focuses on helping managers recognize the role of systematic information gathering and analysis in making marketing decisions and develop an appreciation for the potential contributions and limitations of marketing research data. Emphasis will be given to both qualitative and quantitative aspects of marketing research.</p>

<p>MKT 651 Customer Relationship Management Theme: Decision Making with Data Year 2 /Fall Session 1</p> <p>New course</p>	<p>1</p>	<p>Customer relationship marketing (CRM) is an approach to marketing which treats customers as a financial asset. This approach contrasts with the traditional product-focused approach to marketing. As such modern CRM techniques rely heavily on data especially customer purchase data. Thus CRM is a comprehensive set of processes and technologies for managing the relationships with potential and current customers.</p> <p>Through the use of data sets, cases and simulations students will learn how to use marketing tools to acquire customers, identify high value customers, retain as many as possible and thereby maximize firm value. This course is especially relevant in B-to-B settings.</p>
<p>MKT 657 Digital Marketing Elective</p>	<p>2</p>	<p>This class will provide a theoretical and practical understanding of the digital marketplace necessary to adapt to its many changes, while also equipping you with the skills you'll need to perform vital daily functions. By the end of the course, you will be able to walk into any company with an online presence and improve their use of internet and digital marketing tools.</p>