



INTRODUCTION

This document provides an overview of the elective courses available and **approved** for Academic Year 2023-2024, and it includes information which relates to pre-requisites required. Access the [Graduate Bulletin for 2023-2024](#) for additional course information.

Elective Course Descriptions (course availability varies by semester)

- **ACCT 702 – APPLICATION OF ADVANCED DATABASES TO ACCOUNTING AND BUSINESS**
The integration, configuration, and operation of accounting information within enterprise resource planning and other databases as applied to current business practices.
- **ACCT 737 – ACCOUNTING INFORMATION SYSTEMS FROM A STRATEGIC PERSPECTIVE**
Design and implementation of accounting information systems to achieve strategic objective.
- **ACCT 739 – ENTERPRISE RESOURCE PLANNING SYSTEMS**
Business process integration within Enterprise Resource Planning systems including the use and management of the enterprise core modules within ERP software implemented companies.
- **ACCT 743 – ACCOUNTING FOR MANAGEMENT CONTROL**
Concepts and techniques of accounting and budgeting for management control in the modern organization. Topics include cost control, budgetary control, and performance and evaluation. **Prerequisite: ACCT 729**
- **CSCE 587 – BIG DATA ANALYTICS**
This course covers foundational techniques and tools required for data science and big data analytics. The course focuses on concepts, principles, and techniques applicable to any technology environment and industry. Tools such as R and MapReduce/Hadoop are covered.
**Note that this is a full-semester course in the Computer Science department.*
- **ECON 736 - APPLIED ECONOMETRICS**
The theory and application of linear regression analysis to economic problems. The course will present both finite-sample and asymptotic properties of regression estimators, and address problems that arise in using regression methods with economic data.
- **FINA 737 – DERIVATIVE PRODUCTS AND ANALYSIS**
Introduces the wide array of financial derivative products such as forwards and futures, options, swaps, credit default swaps, etc. The emphasis is on arbitrage relations, valuation, and risk management with derivatives. The course also covers the implementation of



derivatives trading strategies, the use of derivatives in securities markets, and recent innovations in derivative markets.

- **FINA 746 – RISK MANAGEMENT**

Provides an understanding of the concepts and tools that businesses use when managing risk and will apply these concepts and tools to cases. The course adopts an enterprise risk management perspective, which implies that ideally all the major risk exposures of an enterprise are identified, and decisions are made regarding how they are managed (including retained). Consequently, a variety of risk exposures, such as price risk, property and liability risks, supply chain risks, and human resource risks will be considered. In addition, a variety of methods for managing these risks, including holding capital, mitigation, insurance, hedging, as well as what is sometimes called alternative risk transfer, such as catastrophe bonds and captive insurers will be taught. The main objective of the course is to provide a decision-making framework that can be applied to many different situations involving risk.

- **FINA 756 – FINANCIAL STATEMENT ANALYSIS**

Understanding how a company is really performing is vital to executives, investors, corporate loan officers, and potential acquirers. Thus, understanding financial statements in detail is vital. This course educates students on the major differences between earnings and cash flow from operations and between net income and comprehensive income, how financing choices affect operating results, what constitutes reoccurring earnings, how to benchmark your company to other companies in your industry, and how company performance is likely to vary with changes in economic and regulatory environments.

- **FINA 761 - ADVANCED FINANCIAL MANAGEMENT**

Utilizes the case study method combined with lectures to deepen understanding of key corporate finance concepts such as financial statement analysis, estimating a firm's cost of capital, evaluating capital budgeting projects, optimizing a firm's capital structure, deciding on the appropriate payout policy for a firm, and managing risk via derivative securities.

- **FINA 762 - INVESTMENT MANAGEMENT**

Emphasizes the importance of hands-on data-processing skills and uses evidence-based discussions to understand practical techniques for valuing equity securities. The goal is to develop a sensible portfolio management process using various real-world investment strategies.

- **FINA 770 - FIXED INCOME SECURITIES**

Provides extensive coverage of the wide range of fixed-income products and the tools employed by market participants to analyze them. The level of the presentation is the same as one would experience attending fixed-income training programs at dealer firms on Wall Street (where the instructor has taught.) Emphasizes the applications of the material presented in class to problems/situations encountered by market participants. The course, which is fairly quantitative in nature, includes many real-world exercises that require the student to use the Bloomberg terminal and the CITI Group Yield Book.



- **FINA 772 – STUDENT-MANAGED INVESTMENTS**

Utilizes the techniques learned in **FINA 762** to analyze and recommend investment opportunities for a portion of the Moore School endowment. The course culminates with a sequence of presentations and recommendations to the Moore School’s Business Partnership Executive Board.

- **FINA 773 – PROJECT FINANCE**

Provides an understanding of the following: fundamentals of non-recourse, project financing; financial markets for project finance; infrastructure sectors and their business risks; transaction structures and the documentation used to structure individual project financing; political risk; currency risk and problems with respect to local currency financing; international organizations relevant to infrastructure investment and finance.

- **IBUS 700 SURVEY OF INTERNATIONAL BUSINESS**

A survey of the organization and management of international business stressing the effects of international cultural, economic, and legal factors on the management function. Typical factors examined are export and import trade, transnational investment, finance, marketing, production, taxation, and the role of the U.S. national in multinational organizations.

- **IBUS 701 INTERNATIONAL FINANCIAL MANAGEMENT**

An intensive study of international financial management. Topics include investment analysis, financing decisions, taxation, foreign-exchange risk policies, joint ventures, transfer pricing, financing of trade, and financial control of international operations.

- **IBUS 705 GLOBAL BUSINESS MANAGEMENT**

Examines the management of strategic, structural and informal processes within multinational corporations, and how to lead a global workforce.

- **IBUS 708 - INTERNATIONAL BUSINESS LEGAL ENVIRONMENTS**

Practical knowledge and skills to operate effectively and avoid unexpected losses when doing business in international markets under a foreign legal system.

- **IBUS 709 - INTERNATIONAL INTELLECTUAL PROPERTY MANAGEMENT**

Intangible assets represent 65% - 82% of the S&P 500 (depending on the analysis). The legal protection of an organization’s intellectual assets to create intellectual property (IP) is a key element of any strategic plan. Too often, business managers relegate IP strategy and management to creative personnel and legal staff, ignoring a critical opportunity to create strong competitive advantages and optimize the management of their resources and returns on their investments. This is not a law course. However, it will briefly outline the legal framework for IP in the US and major industrial countries as a basis for strategic management of an enterprise. It will also cover IP valuation methodologies and negotiations, international IP prosecution and litigation strategy, defining and managing cooperative arrangements such as joint ventures, partnering/licensing agreements, or manufacturing in different countries.



- **IBUS 710 - GLOBAL STAKEHOLDER MANAGEMENT**

At the nexus of business and strategy is the management of political and social uncertainty orchestrated by stakeholders (those social, political and economic actors who have a stake in the firm's operations including nongovernmental organizations, governments, multilateral agencies, legal practitioners, environmentalists, development specialists, and local communities). Successful managers of multinational firms require the art and skill to understand not only who these stakeholders are, but also how to favorably influence these stakeholders to create win-win situations for both the firm and these stakeholders. This course surveys the managerial, political economic, sociological and psychological foundations of global stakeholder management and engagement through lectures of extant theory and case study examples of successful and failed stakeholder management strategies in various industries and multiple countries. Participants will explore the foundations of conflict between external stakeholders and investors/operators as well as the best practice tools and frameworks for engaging stakeholders.

- **IBUS 711 – GLOBAL CORPORATE VALUATION**

Application of key corporate valuation models in evaluating different business situations facing multinational corporations. **Prerequisite: DMSB 715.**

- **IBUS 717 – MANAGING CROSS-BORDER TEAMS**

"What does culture have to do with business? Unlike hard data from market studies and management models, culture is soft, slippery, and, at times, contradictory. Business people often interact with culturally different colleagues, competitors, suppliers, and government officials. They all operate with their own set of 'rules' of how they should act in a meeting, or run a negotiation, or plan a project, or decide whom to recruit. It's often easiest to spot culture at work when things don't go as expected.

In this course, you will learn how to collaborate more effectively in an international team, all the way from using virtual collaboration tools to dealing with cultural and time-zone differences, to being a better global team player and leader. You will also realize that culture is not the only impediment to international teams; a country's economic climate, job market, and the team members' individual work values are equally important.

From a theory point of view, this course is concerned with helping you understand the basis on which culturally different 'others' operate in international teams; it aims to provide you with tools to help you develop intercultural literacy to overcome differences. Contemporary cultural theory provides a framework for you to analyze your own cultural assumptions, behavior of culturally different 'others', and effectively manage cross-cultural differences encountered in the workplace."

- **IBUS 718 - CONSULTING AND ORGANIZATIONAL DEVELOPMENT IN MNCs**

Restructuring and transformation initiatives within multinational organizations as internal consultants and/or change agents. **Prerequisites: DMSB 711 or IBUS 700 or MGMT 779.**



- **IBUS 719 – SOCIAL NETWORKS AND GLOBAL LEADERSHIP**

This course provides a survey of social network theories and evidence, such that you can better identify, build, and navigate the social settings in which your career unfolds. Concepts are applied to several case studies of multinational enterprises to illustrate the network coordination challenges of global business.

Few need to be convinced that social capital is important to what does (and does not) get accomplished in organizations and markets. Although it is intuitively clear that successful management of social networks is critical for adding value to the organization and our individual careers, intuition alone is often insufficient for planning and executing a successful course of action. Incomplete or misinformed understandings of how networks channel resources often result in missed opportunities and misplaced attention. A better grasp of network concepts provides a toolkit for identifying more and better information and formulating strategies for executing on that information.

This course provides a framework for how to create value for the organization and one's own career by better understanding how social networks bring people together to create and deliver value. We will see how the social network perspective helps us better understand how to coordinate personal contacts across diverse groups in an organization, coordinate employees within and between functional groups, and coordinate business activities across markets. We will learn how to identify opportunities in the hurly-burly of everyday life and

how to mobilize resources to deliver the value inherent in those opportunities. In other words, this is a course about the transition from smart to wise. Smart knows how to compute. Wise knows when and where computation adds value. Wise sets the stage by crafting the questions to which smart provides answers. Smart is an able technician. Wise is a leader.

- **IBUS 720 – INTERNATIONAL INNOVATION AND ENTREPRENEURSHIP**

Develop a business plan for a global startup, integrate international strategy into the business model and financing strategy, analyze the costs of internationalization.

- **IBUS 726 – THE BUSINESS CASE FOR SERVICES OFFSHORING**

How to formulate and present a professional judgment on a corporate initiative (like services offshoring) with a sound business case based on the elements of cost, benefit, risk, and strategic flexibility.

- **IBUS 735 – INTERNATIONAL MERGERS AND ACQUISITIONS**

Practical skills to effectively transact international mergers and acquisitions. Focus given to essential strategic financial organizational and legal factors.

- **IBUS 742 ORGANIZATIONAL MISCONDUCT**

Core conceptual frameworks and organizational theories that explain corporate misconduct in domestic markets as well as corruption in foreign markets, with a greater focus on organizational misconduct.



- **IBUS 744 MANAGING CYBER RISK IN GLOBAL ORGANIZATIONS**
Examines processes related to managing the security of digital resources within both multinational corporations and public organizations with particular emphasis on managing security breaches.
- **IBUS 750 – EXPLORING GLOBAL BUSINESS**
A study abroad elective course offered over spring break 2018.
- **MBAD 701 - BUSINESS SIMULATION & CASE COMPETITION**
This class is designed to develop and enhance the skills required to analyze a business challenge and develop realistic options for the situation. Emphasis will be placed on differentiating between options a company or individual would like to pursue and those options that can be pursued based on the time, resources, and skills available. Students will learn how to apply specific business models to situations and to develop presentations to convey findings to the management team of a company. Students will enhance presentation skills that can be used in both case competitions and case-based interviews. Class participants will be given the opportunity to compete to be part of teams that represent the Moore School of Business in case competitions.
**The time of the day at which this class takes place varies. A meeting will be held during the first week of classes to establish a class time that works with the schedules of the students who sign up for the class. This will allow the course to work within the schedules of all students.*
- **MGMT 777 - INNOVATION AND NEW VENTURE ANALYSIS**
The course focuses on specific topics of entrepreneurship including, but not limited to the global entrepreneurial explosion and its implications for the entrepreneur, the essential skill set for entrepreneurs and venture teams, the key role of opportunity in entrepreneurship, the Lean Startup methodology, entrepreneurial marketing, Intellectual property, and entrepreneurial financing options.

While these topics, and others, are addressed via class lectures and guest speakers, the course is primarily experiential in nature, as you will apply the knowledge and skills you have developed through your undergraduate and graduate education, as well as your experiences outside of academia. You will do this through a term-length project. Working in consulting teams for actual clients, you will be presented specific – and real – problems and offer professional-quality analyses and recommendations in written reports and oral presentations to your clients.

For this project, the class operates much like a management consulting firm. The clients are entrepreneurial, innovative firms, typically based in South Carolina. They range from start-up ventures to mature companies that still seek growth or new opportunities. The consulting projects address a variety of issues in management, marketing, finance, supply chain, international business, and other fields. The issues vary from one client to another and



typically span the basic business functions. Therefore, students will experience an intensive, but not comprehensive introduction to entrepreneurship and innovation.

- **MGMT 701 HUMAN RESOURCES AND THE GLOBAL FIRM**
An analysis of human resources practices viewed from a comparative, cross-national perspective and the perspective of a multinational enterprise.
- **MGMT 726 HUMAN RESOURCE AND BUSINESS STRATEGY**
Capstone course for master's students in human resources. integration of course work through analysis of current management issues and the use of case analysis and business simulations.
- **MGMT 733 STRATEGIC MANAGEMENT OF TECHNOLOGY AND INNOVATION**
Understanding and managing innovation, both sustaining and disruptive; creating new capabilities in new entrepreneurial firms or large corporations.
Restricted to students pursuing the Strategic Innovation Certificate
- **MGMT 775 STRATEGIC ANALYSIS AND APPLICATION OF INNOVATION**
Analyzing emerging technologies and applying strategic innovation frameworks for stakeholders in competitive environments with a multi-disciplinary team.
Restricted to students pursuing the Strategic Innovation Certificate
- **MGMT 776 STRATEGIC INNOVATION PLANNING AND PROCESSES**
An evaluation of strategic planning and processes in converging industries. Emphasis on underlying scientific, innovation, and technological concepts.
Restricted to students pursuing the Strategic Innovation Certificate
- **MGMT 778 - SMALL BUSINESS MANAGEMENT**
This course examines the problems involved in the organization and management of a small business, with an emphasis on entrepreneurship. Course materials and discussions will cover recognizing and creating opportunity, developing a business model, industry and market analysis, strategy development, organizational structure and business forms, sales and marketing, operations, finance, the business plan, and the overall growth, development, and exit of a small business. Special topics include founding a small business, acquiring an existing business, franchises, and family businesses.
- **MGMT 780 - ENTREPRENEURIAL FINANCE AND THE DYNAMICS OF EMERGING VENTURES**
Exploration of the funding and financial management of emerging ventures, including sources and structure of capital, financial levers to drive performance and metrics to monitor performance, and the study of how to impact, capture, quantify and realize value.
- **MGSC 771 – GLOBAL SOURCING: STRATEGIES AND APPLICATIONS**
This course covers skills necessary to pursue sourcing related careers in manufacturing, services, retailing, and government agencies, including discussion of cutting-edge negotiation



and sourcing strategies pursued in exemplar firms. Course objectives; To expose students to leading edge concepts and principles in strategic sourcing as pursued by leading edge firms; To generate student interest in pursuing sourcing as a viable career opportunity, be it in retailing, manufacturing, government agencies or non-profit organizations; To provide applied learning opportunities in strategic sourcing through a combination of case analyses, negotiation exercises and a field project involving a sourcing strategy for a commodity; To develop student expertise in the areas of team building skills, presentation skills; analytical skills and report writing skills. **Prerequisite: DMSB 718.**

- **MGSC 772 - PROJECT MANAGEMENT**

Management of projects including justification, planning, scheduling, monitoring, controlling, and auditing. The course makes extensive use of project management information systems. This course is designed to provide the student with a general understanding of the field of project management. This includes managerial issues as well as technical issues. Emphasis will be given to real-world applications of the materials covered in class. Materials presented in class will include many of the topics related to PMP certification and the Project Management Body of Knowledge (PMBOK).

- **MGSC 776 – SUPPLY CHAIN MODELING**

Study of the issues, principles, tools, and decision processes involved in designing and effectively managing a supply chain. The course entails analyzing and developing models on various topics such as inventory management, transportation, network design and planning, and supply chain coordination. **Prerequisite: DMSB 718 or MGSC 791.**

- **MGSC 778 REVENUE MANAGEMENT**

Concepts of forecasting demand, segmenting customers and allocating capacity or customizing price offers to distinct customer segments to maximize profits.

- **MGSC 779 – INNOVATION AND DESIGN**

Creation and launch of viable businesses using innovation tournaments. Development of problem solving and design skills. Application to real innovation and entrepreneurial hurdles.

- **MGSC 789 – BUSINESS PROCESS ANALYSIS, DESIGN, AND IMPLEMENTATION**

Study of the concepts, tools and issues associated with analyzing and improving modern business processes including quality management, process control, systems and technologies for process support, and case studies. Course objectives include: To understand the “business process perspective of operations” and its critical importance of process management in manufacturing and service organizations in successfully executing their competitive strategies; To learn concepts and tools of “lean” strategy; To learn concepts and tools of “six-sigma” strategy; To learn analysis of complex processes with interactions between various process elements (resources, process logic, customers) and variations through the use of a state-of-the-art computer-based process-modeling software tool; To understand the role of



business process management in operations improvement strategies. **Prerequisite or Co-requisite: MGSC 897.**

- **MGSC 790 – DATA RESOURCE MANAGEMENT**

Overview of data resource management, including database technology and design, information architecture planning, and database administration. A design project is required.

- **MGSC 796 INFORMATION SYSTEMS**

The study of the integration of functional area and company-wide information components considering both internal and external information flows.

- **MGSC 798 INTRODUCTION TO CYBERSECURITY MANAGEMENT**

Analysis of concepts, conventions, and assumptions needed to manage cybersecurity policy and strategy development. Covers nomenclature, primary threat vectors, various cybersecurity frameworks, and ethical dimensions of cybersecurity management.

- **MGSC 873 SERVICE OPERATIONS MANAGEMENT**

Analysis of service operations, integrated about strategy, design, and delivery issues. Comparison of manufacturing and service operations, emphasizing consumer participation in the service process.

- **MGSC 875 - SUPPLY CHAIN COORDINATION AND CONTROL**

Design and management of systems that coordinate information and material flows within and between firms in a supply chain. Addresses planning basics, system alternatives, and advanced value stream synchronization. This “APICS” course covers the topical material required by four modules of the APICS Certified in Production and Inventory Management (CPIM) Program. **Prerequisite: DMSB 718 or MGSC 791.**

- **MGSC 897 – GLOBAL SUPPLY CHAIN OPERATIONS MANAGEMENT: GRADUATE CAPSTONE CONSULTING PROJECT**

This course entails a live consulting project in which student teams under faculty supervision apply GSCOM concepts and techniques to solve significant operational problems and identify improvement opportunities in real-world service and manufacturing firms. Teams write recommendation and implementation reports, oversee pilot or full-scale implementations when feasible, and make presentations of their work to the firm’s management group. Course

objectives include: To plan and execute a real improvement project within the global supply chain and operations management domain; To gain an experience of applying technical/analytical and organizational/behavioral concepts and tools learned in previous GSCOM courses to an actual operations and business process; To gain first-hand experience in project execution, including data collection and analysis and effectively working together as part of a consulting project team; To create professional presentations and reports; To



successfully convince client organization of the cost-benefits of suggested operations improvement strategies. **Prerequisite or Co-requisite: MGSC 789.**

** Given nature of the class (project based), students must expect the need to schedule student, faculty, and company meetings throughout the semester.*

- **MKTG 702 – MARKETING RESEARCH**

Marketing research provides crucial informational inputs to the marketing manager. The quality of marketing research depends on the care taken in executing its various steps, including problem definition, research design, data collection, data analysis, and the extraction of decision-relevant insights. This course focuses on the practice of marketing research and teaches students how managers implement and use research to reduce uncertainty in marketing decisions. Therefore, this course is designed to make students intelligent users of marketing research, making contacts between managers and marketing researcher as efficient as possible. Topics covered include fundamentals of descriptive, qualitative, and experimental research designs. Experiential research projects for business partners of the Center for Marketing Research may be incorporated.

- **MKTG 704 – THEORY & ANALYSIS OF CONSUMER BEHAVIOR**

As demonstrated in MKTG 702, customer information provides fundamental insights for most marketing decisions. Thus, marketing begins and ends with the customer. This course provides the student with a solid foundation regarding the psychological and socio-cultural factors that drive customer decision-making. The student will take the perspective of a marketing manager who needs consumer insights in order to develop, implement, and evaluate effective marketing strategies.

- **MKTG 705 – MARKETING COMMUNICATIONS**

For many consumers, marketing communications (MarCom) represents the “face” of marketing, the most familiar and ubiquitous tool of marketing management. MarCom

includes the planning and execution of promotional strategies using advertising, sales promotion, direct marketing, and public relations tactics, among others. Students will learn how to develop an effective integrated marketing communications plan and may participate in a real communications project for a corporate partner. For those interested in a career in some aspect of marketing communications and brand management, this course provides an excellent foundation for the social and digital media strategy elective course (MKTG 718).

- **MKTG 708 - CUSTOMER RELATIONSHIP MANAGEMENT AND DATA MINING**

Firms have invested considerable resources in setting up customer relationship management (CRM) programs, while improvements in technology and software have provided the means to analyze key outcomes of CRM programs (as measured by satisfaction, loyalty, and profitability). Implementing a CRM marketing program entails extracting meaningful information from large databases using analytical techniques (commonly referred to as data mining), developing insights and strategies, and then implementing them. The topics that will



be covered in this course include Basics of Customer Relationship Management; Customer Lifetime Valuation analysis using transactional data; and Data mining using Excel Miner to perform hands on analytics. Student will develop skills related to Multiple Linear Regression, Classification and Regression trees, Logistic Regression, Neural Networks, Discriminant Analysis, Market Basket Analysis, and Cluster Analysis. Companies use these techniques to evaluate customer profitability, target profitable customers, and implement data driven marketing decisions.

- **MKTG 715 – PRICING STRATEGY AND ANALYTICS**

Setting the price of a product or service is another important decision made by marketing managers. Pricing decisions require an understanding of mathematics, economics and consumer psychology. Topics covered include: Price discrimination, product line pricing, bundle pricing, markdown management, channel pricing, pricing in real time (pricing in auction type markets and incorporating real-time demand observations into pricing decisions), breakeven analysis, measuring price sensitivity, and psychological pricing.

Cases will focus on a particular business problem and use data to analyze the underlying problems. Students will get hands-on experience with spreadsheet analytics related to pricing and may participate in a pricing project with a corporate business partner.

- **MKTG 717 – FUNDAMENTALS OF MARKETING ANALYTICS**

This course focuses on the conceptual foundations and application of basic econometric and statistical models used in marketing analytics contexts. The understanding of such models should enable students to properly use them in real business settings using commonly available software.

- **MKTG 718 - SOCIAL AND DIGITAL MEDIA STRATEGIES**

This course adopts an intense, boot-camp-style pedagogy in order to teach students how to develop effective social and digital marketing strategies under time pressure, mirroring the contexts in which such decisions are made in the real world. The focus is on developing a creative and effective social/digital marketing plan for a real corporate partner. Students will have the opportunity to present their completed plans to corporate managers and will compete with other student teams to develop the most effective plan, just as occurs in agency-client relationships. Previous clients have included Bayer, Merck and ESPN. This class should be taken after or in conjunction with MKTG 705-Marketing Communications and it is highly recommended to take it after MKT 712- Social Media Marketing and Analytics. Some key learning objectives of the course include:

- Integrate and exploit social media within an overall marketing/communication strategy.
- Develop integrated marketing communications with social and digital media as the primary communications platform.
- Create an actionable strategic social/digital plan, including goals and recommended measurement tools.



- Identify and describe techniques within social media to create dialogue with consumers and enhance brand equity
- Identify and describe key features across three or more social media platforms. Integrate and exploit social media within an overall marketing/communication strategy.

- **MKTG 719 – BUSINESS TO BUSINESS MARKETING**
Examines and explores the Business-to-Business Marketing function focusing on applied marketing fundamentals and current industry practices; including digital and content marketing and marketing and sales automation tools. The course emphasizes the challenges of identifying, developing, communicating and commercializing a value proposition between businesses in the form of a product or service. It analyzes how to develop and implement new business models to maximize value creation and extraction and how successful value propositions translate and migrate across international borders.

- **MKTG 720 - SALES: PROCESS, PEOPLE AND PERFORMANCE**
Examines and explores the Sales function within the modern organization. In addition to addressing the practical and classic sales issues of alignment, structure, performance and development, the course will also review the technologies and trends that are changing the commercial landscape and causing the fast evolution of the sales function.
Prerequisites: C or better in DMSB 716 or MKTG 701.

- **MKTG 723 MARKETING ANALYTICS**
Analytical techniques for generating insights in marketing areas such as customer analytics, product analytics, marketing-mix analytics and social media analytics.

- **MKTG 750 – MARKETING CONSULTING PROJECT**
To leverage and apply the new knowledge acquired in the marketing functional specialization, while at the same time preparing for a career in marketing management, students will have the opportunity to participate in a Marketing Insights Into Action (MIA) Project with a corporate partner. This collaboration will provide students with access to real data, to new analytical techniques, and to actual business issues confronting a business client. Final presentations to the company will allow students to identify important insights and then recommend marketing actions, all the while showcasing student talents to potential employers and career references. These student projects reinforce the entire marketing management experience, from analysis to insights to action.
**The time of the day at which this class takes place varies. A meeting will be held before or during the first week of classes to establish a meeting time(s) that works with the schedules of the students who sign up for the class.*
** Given nature of the class (project based), students must expect the need to schedule student, faculty, and company meetings throughout the semester.*