### Doctoral Dissertation Research
Fall, Spring, Summer. 1 to 24 credits. A student may earn a maximum of 99 credits in all enrollments for this course. R: Open only to Ph.D. students in Management. Doctoral dissertation research.

### Department of Marketing and Supply Chain Management

#### The Eli Broad College of Business and The Eli Broad Graduate School of Management

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Instructorship</th>
<th>Credits</th>
<th>Restrictions</th>
</tr>
</thead>
<tbody>
<tr>
<td>293</td>
<td>Cooperative Education for Business Students</td>
<td>Fall, Spring</td>
<td>1(1-0)</td>
<td>A student may earn a maximum of 3 credits in all enrollments for this course. Interdepartmental with Accounting; Economics; Finance; Management; Hospitality Business. R: Approval of department. Integrates the professional educational experience in industry and government with knowledge and processes taught in the student's academic program. Educational employment assignment approved by the Department of Marketing and Supply Chain Management.</td>
</tr>
<tr>
<td>300</td>
<td>Managerial Marketing</td>
<td>Fall, Spring, Summer</td>
<td>3(3-0)</td>
<td>R: Open only to juniors or seniors in The Eli Broad College of Business. Not open to students in The School of Hospitality Business. SA: ML 300, MTA 300 Not open to students with credit in MSC 327. Analysis and strategic integration of buyer behavior, segmentation, positioning, demand analysis, information, pricing, promotion, channels, product policies, and ethics in consumer, reseller, industrial, and service markets.</td>
</tr>
<tr>
<td>302</td>
<td>Consumer and Organizational Buyer Behavior</td>
<td>Fall, Spring, Summer</td>
<td>3(3-0)</td>
<td>P: (MSC 300) R: Open only to juniors or seniors in the Eli Broad College of Business or Food Industry Management major. SA: ML 302, MTA 302 Application of consumer behavior principles to customer satisfaction, market planning, and marketing mix decisions. Ethical, diversity, and international issues.</td>
</tr>
<tr>
<td>303</td>
<td>Introduction to Supply Chain Management</td>
<td>Fall, Spring, Summer</td>
<td>3(3-0)</td>
<td>R: Open only to juniors or seniors in the Eli Broad College of Business and to students in programs for which MSC 303 is a catalog-listed requirement. Not open to students in The School of Hospitality Business. SA: MGT 303, ML 303 Objectives, processes, and functions of supply chain management activities including procurement, manufacturing, and logistics. The role of supply chain processes in creating competitive advantage with respect to quality, flexibility, lead-time, and cost.</td>
</tr>
<tr>
<td>305</td>
<td>Supply Chain Management</td>
<td>Fall, Spring, Summer</td>
<td>4(4-0)</td>
<td>P: (MSC 303) R: Open only to juniors or seniors in The Eli Broad College of Business or the Business-Supply Chain Management cognate in the Engineering Arts major. Supply chain operating practices and principles. Strategies for customer service, quality, procurement, manufacturing, logistics, and integrated supply chain management.</td>
</tr>
<tr>
<td>310</td>
<td>International and Comparative Dimensions of Business</td>
<td>Fall, Spring, Summer</td>
<td>3(3-0)</td>
<td>R: Open only to juniors or seniors in The Eli Broad College of Business. Not open to students in The School of Hospitality Business. SA: ML 310, MTA 310 International and cross-cultural study of business decisions, enterprises, markets, and institutions. Globalization of industries and firm competitiveness. International business transactions and entry strategies.</td>
</tr>
<tr>
<td>313</td>
<td>Personal Selling and Buying Processes</td>
<td>Fall, Spring, Summer</td>
<td>3(3-0)</td>
<td>P: (STT 315) R: Open only to juniors or seniors in The Eli Broad College of Business. Not open to students in The School of Hospitality Business. SA: ML 317, MTA 317 The nature of channel relationships. Buying behavior and sales processes. Applications to differing industries and kinds of channel relationships.</td>
</tr>
<tr>
<td>317</td>
<td>Quantitative Business Research Methods</td>
<td>Fall, Spring, Summer</td>
<td>3(3-1)</td>
<td>Interdepartmental with Statistics and Probability. P: (STT 315) R: Open only to juniors or seniors in The Eli Broad College of Business. Not open to students in The School of Hospitality Business. SA: ML 317, MTA 317 Application of statistical techniques, including forecasting, to business decision making. Includes applications of linear regression and correlation, analysis of variance, selected non-parametric tests, time series, and index numbers.</td>
</tr>
<tr>
<td>319</td>
<td>Marketing Research</td>
<td>Fall, Spring, Summer</td>
<td>3(3-0)</td>
<td>P: (MSC 300 and MSC 317 or concurrently) R: Open only to juniors or seniors in The Eli Broad College of Business. SA: ML 319, MTA 319 Research methods designed to obtain information for marketing decisions. Research design, data collection, and interpretation of information to provide a customer orientation.</td>
</tr>
<tr>
<td>327</td>
<td>Introduction to Marketing</td>
<td>Fall, Spring, Summer</td>
<td>3(3-0)</td>
<td>R: Open only to juniors or seniors in programs for which MSC 327 is a catalog-listed requirement. Not open to students with credit in MSC 300. Survey of marketing topics - buyer behavior, segmentation, positioning, demand analysis, information, pricing, promotion, channels, product policies, and ethics in consumer, reseller, industrial, and service markets.</td>
</tr>
<tr>
<td>351</td>
<td>Retail Management</td>
<td>Fall, Spring, Summer</td>
<td>3(3-0)</td>
<td>Interdepartmental with Food Industry Management. P: (MSC 300 or MSC 327) R: Open only to juniors or seniors in the Eli Broad College of Business or the Food Industry Management or Merchandising Management major. SA: ML 351, MTA 351 Domestic and international retailing structure, environment, and development. Managerial strategy. Locational, purchasing, organizational, personnel and promotional techniques. Retail budgeting and control. Social and ethical considerations.</td>
</tr>
<tr>
<td>401</td>
<td>Procurement and Supply Management</td>
<td>Fall, Spring, Summer</td>
<td>3(3-0)</td>
<td>P: (MSC 305 and MSC 317) R: Open only to juniors or seniors in The Eli Broad College of Business. SA: MGT 401, ML 401, MTA 401 Strategic issues in procurement and supply management. Purchasing process, procurement cycle, purchasing research, relationships with suppliers, negotiation, and commodity planning. Cost, price, and value analysis.</td>
</tr>
<tr>
<td>402</td>
<td>Manufacturing Planning and Control</td>
<td>Fall, Spring, Summer</td>
<td>3(3-0)</td>
<td>P: (MSC 305 and MSC 317) R: Open only to juniors or seniors in The Eli Broad College of Business. SA: MGT 402, ML 402, MTA 402 Production planning, demand management, master scheduling, materials requirements, and capacity planning. Shop floor control, computer-integrated manufacturing, and just-in-time systems.</td>
</tr>
<tr>
<td>410</td>
<td>Product Innovation and Management</td>
<td>Fall, Spring, Summer</td>
<td>3(3-0)</td>
<td>P: (MSC 300 and MSC 317) R: Open only to juniors or seniors in The Eli Broad College of Business. SA: ML 410 Analytic, decision-making, and planning concepts and tools available to product managers. New product policy and development, organizational issues, and product modification and deletion.</td>
</tr>
<tr>
<td>412</td>
<td>Marketing Technology and E-Commerce</td>
<td>Fall, Spring, Summer</td>
<td>3(3-0)</td>
<td>Interdepartmental with Information Technology Management. P: (MSC 300 and MSC 317 and ITM 309) R: Open only to juniors or seniors in the Eli Broad College of Business, and to students in programs in which MSC 412 is a catalog-listed requirement. Enabler technologies and their role in creating marketing opportunities, efficiencies, and innovations. Tools, applications, platforms, and infrastructures. Determination of business configurations that foster value creation from enterable technologies.</td>
</tr>
<tr>
<td>413</td>
<td>Sales Management</td>
<td>Fall, Spring, Summer</td>
<td>3(3-0)</td>
<td>P: (MSC 300 and MSC 317) R: Open only to juniors or seniors in The Eli Broad College of Business. SA: ML 413, MTA 413 Planning, implementing, and controlling the firm’s personal selling function. Analysis of sales territories. Management of recruitment, selection, training, and motivation of sales personnel. Evaluation of sales performance. Discussion of diversity and ethical issues.</td>
</tr>
<tr>
<td>415</td>
<td>International Marketing Management</td>
<td>Fall, Spring, Summer</td>
<td>3(3-0)</td>
<td>P: (MSC 300 and MSC 310 or EC 340) R: Open only to juniors or seniors in The Eli Broad College of Business. SA: ML 415, MTA 415 Marketing decisions, strategies, and operations of the firm involved in international business. Researching global market opportunities and formulating market entry strategies. Developing and implementing the international marketing program.</td>
</tr>
<tr>
<td>420</td>
<td>New Product Design and Development</td>
<td>Spring, 3(3-0)</td>
<td>P: (MSC 300 and MSC 317) R: Open only to seniors in The Eli Broad College of Business. Practical training and experiences in design and testing of new products.</td>
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</table>
439 Food Business Analysis and Strategic Planning (W)
Fall. 3(3-0) Interdepartmental with Food Industry Management. Administered by Department of Agricultural Economics. P: (FIM 220) R: Open only to juniors or seniors SA: ML 439, MTA 439, MSC 439
Principles and techniques of business analysis and strategic planning applied to food firms. Food trend forecasts, market potential, competition and cost analyses, business and strategic planning.

442 Logistics and Transportation Management
Fall, Spring, Summer. 3(3-0) P: (MSC 305 and MSC 317) R: Open only to juniors or seniors in The Eli Broad College of Business. SA: ML 442, MTA 442
Microanalysis of logistics and transportation services. Customer service, distribution operations, purchasing, order processing, facility design and operations, carrier selection, transportation costing and negotiation.

460 Marketing Strategy (W)
Fall, Spring, Summer. 3(3-0) P: (MSC 302 and MSC 317 and MSC 319) and completion of Tier I writing requirement. R: Open only to seniors in the Marketing major. SA: ML 460, MTA 460
Identification and analysis of managerial marketing issues. Integration of marketing concepts and theories through case analysis. Ethical and international applications.

470 Supply Chain Application and Policy (W)
Fall, Spring, 2(2-0) P: (MSC 401 or concurrently and MSC 402 or concurrently and MSC 442 or concurrently) and completion of Tier I writing requirement. R: Open only to seniors in the Supply Chain Management major. SA: ML 470, MTA 470
Analysis and problem solving of supply chain management cases. Purchasing, manufacturing, logistics, and transportation as an integrated supply chain.

472 Topics in Operations Management
Spring of odd years. 3(3-0) P: (MSC 402) R: Open only to juniors or seniors in the Supply Chain Management major. SA: ML 472, MTA 472
Managerial aspects of current issues such as total quality, computer integrated manufacturing and simultaneous engineering.

473 Topics in Logistics and Transportation Management
Spring, 3(3-0) P: (MSC 442) R: Open only to juniors or seniors in the Supply Chain Management major. SA: ML 473, MTA 473
Current topics in logistics and transportation planning, information technology, response based strategies, third party logistics and relationship management.

490 Independent Study
Fall, Spring, Summer. 1 to 3 credits. A student may earn a maximum of 6 credits in all enrollments for this course. R: Open only to juniors or seniors. Approval of department. SA: ML 490, MTA 490
Supervised program of independent library or field research designed to supplement classroom study.

490H Honors Independent Study
Fall, Spring. 1 to 3 credits. A student may earn a maximum of 12 credits in all enrollments for this course. R: Open only to juniors or seniors in the Honors College. Approval of department. SA: ML 490H, MTA 490H
Supervised program of independent library or field research designed to supplement classroom study.

491 Topics in Marketing and Supply Chain Management
Fall, Spring. 3(3-0) A student may earn a maximum of 6 credits in all enrollments for this course. P: (MSC 300 or MSC 303) and (MSC 317) R: Open only to juniors or seniors in The Eli Broad College of Business. SA: ML 491, MTA 491
Current issues in specialized marketing, logistics knowledge of marketing, and environmental analysis. Strategy development for control.

800 Supply Chain Management
Spring. 3(3-0) SA: ML 800, MTA 800
Fundamentals of materials and logistics management. Strategic impact of the transformation process in a global economy. Quality, inventory management, logistics strategy, customer service, international procurement, management of technology.

801 Materials Management: Tactical and Strategic Perspectives
Fall, 3(3-0) RB: (MSC 800) SA: ML 801, MTA 801
Integration of procurement and operations management for competitive advantage. Strategic and tactical approaches to customer requirements. Management of supply-chains procurement, process assessment, quality, manufacturing planning and control, and technology.

802 Procurement and Sourcing Strategies
Fall, Spring 3(3-0) RB: (MSC 800) SA: ML 802, MTA 802
Sourcing strategies and applications. Negotiation planning and execution.

803 Operations Management Strategy
Spring. 3(3-0) RB: (MSC 801) SA: ML 803, MTA 803
Operations management issues including quality, technology, group technology, computer integrated manufacturing, and just-in-time manufacturing.

805 Marketing Management
Spring. 2 to 3 credits. SA: ML 805, MTA 805
Strategic and decision-making aspects of marketing functions. Analysis, coordination, execution of marketing programs. Development of strategies and tactics. Segmentation, marketing mix, market response modeling, and ethics in a global context.

806 Marketing Analysis
Spring. 3(3-0) P:M: (MBA 820) R: Open only to M.B.A. students or approval of department. SA: ML 806, MTA 806
Analysis of data gathered for strategic and tactical marketing decisions from a variety of sources. Traditional and internet marketing research methods, statistical analysis software, sales forecasting, data mining techniques, scanner data and analysis, Web site traffic metrics and analysis.

807 Customer-Driven Strategies
Fall. 3(3-0) P:M: (MBA 820) R: Open only to M.B.A. students or approval of department. SA: ML 807, MTA 807
Theories and models of consumer and business buyer behavior. Research tools that organizations use to listen to the voice of the customer. Use of information in formulating marketing strategies. Market orientation, segmentation, customer value based pricing, personal selling and sales management, branding, customer satisfaction measurement, and developing customer loyalty.

808 Market Development and Leadership
Spring. 3(3-0) P:M: (MBA 820 or MSC 805) SA: ML 810, MTA 810

811 Brand Strategy
Fall. 3(3-0) P:M: (MBA 820) R: Open only to M.B.A. students or approval of department. SA: ML 811, MTA 811
Competitive brand development strategy, marketing analysis, and marketing planning. Simulating marketing and product decisions in globally competitive market environments. Development and execution of marketing and branding strategy and plans for a high technology firm.

814 Decision Support Systems in Business
Fall. 3(3-0) Interdepartmental with Information Technology Management. Administered by The Eli Broad College of Business. P:M: (MBA 823 or ITM 309)
Computer-based managerial decision support systems (DSS). Basic system architectures for DSS. Individual and group decision making. Data-driven and intelligence (model) driven systems. Project analysis of a globally distributed system.

824 Channel and Logistics Management
Spring. 3(3-0) RB: (MBA 820 or MSC 805) SA: ML 824, MTA 824
Interfirm relationships in domestic and international settings. Interorganizational behavior, channel management, channel leadership and negotiations, relationship management, and strategic alliances.

825 Supply Management Tools
Spring. 1(1-0) P:M: (MBA 821) R: Open only to M.B.A. students or approval of department. C: MSC 826 concurrently, MSC 827 concurrently.
Analytical tools to support procurement strategy development and supplier management. Spend analysis, supplier cost and price analysis, "taught cost" models, cost analysis for make-versus-buy decisions.
Manufacturing Design and Analysis
Spring, 1(1-0) P:M (MBA 821) R: Open only to M.B.A. students or approval of department. C: MSC 825 concurrently, MSC 827 concurrently.
Designing and analyzing operations processes. Capacity planning and management, process flow and mapping, value-mapping, quality tools and techniques, dependent demand inventory techniques. Recent developments and data.

Competing Through Supply Chain Logistics
Spring, 1(1-0) P:M (MBA 821) R: Open only to M.B.A. students or approval of department. C: MSC 825 concurrently, MSC 826 concurrently.
Logistics as a value-adding process that synchronizes demand and supply. Supply chain logistics strategy, information technology, segmental positioning, forecasting and collaborative planning, and customer accommodation.

Food Marketing Management
Spring, 3(3-0) Interdepartmental with Agricultural Economics. RB: (MBA 820 or MSC 805) SA: ML 831, MTA 831
Marketing management decisions in food firms. Consumer orientation, computer technologies, food system cost reduction, global opportunities, environmental and social issues.

Decision Support Models
Fall, 3(3-0) SA: MGT 833
Analytical models to support decision making. Topics include multiple regression, linear optimization, decisions under uncertainty, and forecasting.

Total Quality Management
Fall, 3(3-0) RB: (MSC 800)
Total quality management principles and practices, tools and techniques, implementation of continuous quality improvement programs, links to manufacturing and competitive strategies.

Environmentally Conscious Manufacturing
Spring, 3(3-0) RB: (MSC 801 and MSC 833)
Elements of the environmentally responsible enterprise, with an emphasis on legal and regulatory trends, assessment measures and audits, tools and procedures, supply chain management, and frameworks. Corporate environmental responsibility as linked to product and process design.

Procurement and Sourcing Strategy
Fall, 2(2-0) P:M (MBA 821) RB: (MSC 825 and MSC 826 and MSC 827) R: Open only to M.B.A. students or approval of department.
Developing and implementing procurement strategy. Commodity strategy, insourcing and outsourcing strategy, supplier evaluation and selection, supplier relationship management and supplier development. Strategies include management, global sourcing, negotiation, contract management, and purchasing ethics.

Operations Strategy
Fall, 2(2-0) P:M (MBA 821) RB: (MSC 825 and MSC 826 and MSC 827) R: Open only to M.B.A. students or approval of department.
Developing and implementing operations strategy. Matching of competitive priorities with operational investments and decisions. Manufacturing process choice, capability development, technology management, process simulation, linking supply chain with product type and inventory management decisions. Recent developments such as synchronized flow management, E-commerce, and advanced performance measurement and evaluation.

Integrated Logistics Systems
Fall, 2(2-0) P:M (MBA 821) RB: (MSC 825 and MSC 826 and MSC 827) R: Open only to M.B.A. students or approval of department.
Logistics systems and operations that achieve synchronized demand and supply. Transportation, inventory analysis, warehousing, materials handling, and logistics network design. Integrated performance measurement and organizational structure.

Supply Chain Management Technology and Applications
Spring, 3(3-0) P:M (MBA 821) R: Open only to students in the Supply Chain Management concentration in the MBA program.
Integration of logistics, procurement and operations strategy in the supply chain. Problem solving approaches, decision support tools and analytical methods. Applications through case studies and computer simulations of supply chain situations in consumer and industrial settings.

Consulting Practicum for Emerging Firms
Fall, Spring, 3(1-6)
Classroom and field experience on business consulting, defining marketing intangibles, defining scope of work, engagement management, and preparing deliverables for entrepreneurial firms. Topics include small business market research tools, marketing planning, financial management and growth management.

Advanced Entrepreneurship
Fall, Spring, 3(1-6) R: Approval of department.
Field case experience on advanced entrepreneurial problems. Topics of cases will include navigating future growth curves of small firms; new product launches within small firms; financing for a start-up venture; refinancing for long-term stability; marketing plans for small firms; organizational and strategic planning for growing firms; and turn-around management for troubled small businesses.

Management of Technology and Innovation
Spring, 3(3-0) RB: Business or Engineering Integration of marketing assessment with technological feasibility studies in the development of innovative products and processes. Interfaces marketing students, engineering students, and faculty researchers on managing the research, design, and development processes leading to the commercialization of new technologies.

International Business
Fall, Spring, 3(3-0) SA: ML 860, MTA 860 Management of the firm in the multinational environment. Assessment of international modes of operations, markets, financial strategies, services, and resources. Competitive strategy.
Logistics Operations Methods and Systems
Summer. 3(3-0) P.M: (MSC 872) R: Open only to students in the Master of Science in Logistics.
Micro-analysis of logistics and transportation services including customer service and order fulfillment, distribution operations, purchasing or operation of transportation services, third-party logistics providers, and network design.

Logistics Information Technology
Summer. 3(3-0) P.M: (MSC 872) R: Open only to students in the Master of Science in Logistics.
Role of information technology in logistics and supply chain management, planning and operations. Requirements, capabilities, and considerations for using information technology applications in logistics.

Logistics Systems Analysis
Summer. 3(3-0) P.M: (MSC 876 and MSC 877) R: Open only to students in the Master of Science in Logistics.
Process of solving logistics problems. Applications of analysis tools and techniques to identify benefits and costs of logistics change.

Supply Chain Logistics: Strategy and Applications
Summer. 3(3-0) P.M: (MSC 876 and MSC 877 and MSC 878 or concurrently) R: Open only to students in the Master of Science in Logistics.
Analysis and solution of supply chain management cases and simulations. Teamwork, communication, and job skills. Situations involving purchasing, manufacturing, logistics and transportation as an integrated supply chain.

Global Logistics
Fall. 3(3-0) Fall: e-learning. P.M: (MSC 872 and MSC 876) R: Open only to students in the Master of Science in Logistics.
Requirements for global operations and strategy development. Similarities and differences of international and domestic operations.

Logistics Field Study
Fall. 6 credits. P.M: (MSC 879) RB: Completion of 24 credits of Master of Science in Logistics program. R: Open only to students in the Master of Science in Logistics.
Practical application of course material to a problem or situation in the student's organization.

Technology and Product Innovation Management
Fall. 2(2-0) R: Open only to students in the Master of Science in Manufacturing and Innovation.
Management of technology and product development for high technology firms. Creating new product ideas, designing high technology products, managing cross-functional teams, developing and implementing marketing plans, interpreting marketing data, sales forecasting for new products, testing new products, assessing competitive dynamics, and coping with uncertain environmental forces.

Marketing Management
Summer. 2(2-0) R: Open only to students in the Master of Science in Manufacturing and Innovation.
Strategic and decision-making aspects of marketing functions. Analysis, coordination, execution of marketing programs. Development of strategies and tactics, segmentation, marketing mix, market response modeling and ethics in a global context.

Manufacturing/Innovation Field Study/Research Project
Spring. 5(0-10) R: Open only to students in the Master of Science in Manufacturing and Innovation.
Directed field study or research project in manufacturing and/or innovation related subjects. Practical application of knowledge gained in prior manufacturing/innovation coursework.

Strategic Sourcing and Supply Chain Management
Summer. 2(2-0) R: Open only to students in the Master of Science in Manufacturing and Innovation.
Fundamentals of strategic sourcing and supply chain management. Integration and coordination of product innovation, sourcing, manufacturing, distribution, and logistics for global competitiveness.

Technology and Innovation Implementation
Summer. 3(3-0) R: Open only to students in the Master of Science in Manufacturing and Innovation.
Marketing assessment and technological feasibility in the development of innovative products and processes by an individual developer. Functional interfaces. Value engineering in the design and procurement process. Focus on commercialization of an actual technological innovation.

Capstone Project in Manufacturing
Fall, Spring, Summer. 3(1-6) Interdepartmental with Engineering. R: Open only to seniors in the Manufacturing Engineering major or to students in the Business Management of Manufacturing major.
Problem solving in manufacturing. Design of products and processes for manufacturing using a systems approach. Teaming and communication skills are emphasized.

Independent Study
Fall, Spring, Summer. 1 to 3 credits. A student may earn a maximum of 6 credits in all enrollments for this course. R: Approval of department. SA: ML 890, MTA 890 Faculty-supervised independent study.

Environmentally Conscious Manufacturing
Summer. 2(2-0) R: Open only to students in the Master of Science in Manufacturing and Innovation.
Environmental issues in the manufacturing environment. Economic and strategic motivations for environmental consciousness. Tools, procedures, and recent developments.

Manufacturing Strategy
Summer. 3(3-0) R: Open only to students in the Master of Science in Manufacturing and Innovation.
Manufacturing strategy as a competitive weapon. Link between manufacturing strategy and corporate strategy. Alignment of manufacturing strategy with corporate strategy, and structural and infrastructural decisions. Development and deployment of global manufacturing strategy. Adaptation of strategy to position the competitive capabilities of the firm appropriately.

Theory Development and Research Design in Marketing
Fall. 3(3-0) R: Open only to Ph.D. students. SA: ML 905, MTA 905
Research concepts and scientific methods for the study of marketing. Formulation of hypotheses, concepts of measurement, and quantitative methods.

Causal Modeling in Marketing
Fall. 3(3-0) RB: (MSC 906) R: Open only to Ph.D. students. SA: ML 907, MTA 907
Statistical methods in marketing, emphasis on causal modeling.

Marketing Decision Models
Fall. 3(3-0) R: Open only to Ph.D. students. SA: ML 908, MTA 908
Applications of marketing decision models in new product development, pricing, distribution, advertising, and sales promotion.

Seminar in Marketing Theory
Fall of even years. 3(3-0) R: Open only to Ph.D. students.
Development, critical analysis, and integration of marketing theory. Theory grounding and professional standards of scholarship. Methods of meta analysis, historical analysis, and game theoretic analysis.

Proseminar in Marketing Literature and Research Criticism
Fall of odd years. 3(3-0) R: Open only to Ph.D. students.
Classic and contemporary contributions in marketing. Fundamental trends shaping the evolution of markets, competition, and marketing institutions. Major theoretical explanations of marketing strategy and behavior such as the resource-based theory and knowledge-based view of the firm.

Seminar in Buyer Behavior
Spring of even years. 3(3-0) R: Open only to Ph.D. students.
Organizational and consumer behavior and their relationship to marketing strategy. Attitudes, information processing, decision making, and attribution theory. Methodological tools appropriate for analyzing buyer behavior such as conjoint analysis.

Seminar in Marketing Channels and Marketing Relationships
Spring of odd years. 3(3-0) R: Open only to Ph.D. students.
Interorganizational issues in marketing. Theoretical perspectives on marketing channels, supplier relations, strategic alliances, firm boundaries, firm capabilities, and logistics. Integration of existing theories. Research methods in marketing channels and marketing relationships.

Procurement and Sourcing Theory
Fall of even years. 3(3-0) R: Open only to Ph.D. students. SA: MGT 918
Theoretical models explaining procurement and sourcing strategy. Frameworks to guide research.

Seminar in Manufacturing Strategy
Fall of even years. 3(3-0) RB: (MSC 803) R: Open only to Ph.D. students. SA: ML 920, MTA 920, MGT 920
MASTER OF MBA—Master of Business Administration

The Eli Broad College of Business

923 Topics in Operations Management
Fall of odd years. 3(3-0) R: Open only to Ph.D. students. Development and management of firm logistics systems within the context of an integrated supply chain strategy. Elements of network, economic, behavioral, and systems theory in the design, management, and control of logistics systems.

931 Simulation Methods for Marketing and Logistics
Spring of odd years. 3(3-0) R: Open only to Ph.D. students. Techniques and methodology for marketing and supply chain system design, customer service, and policy formulation. Methodological focus on simulation and analytical techniques to develop empirical results documenting current and anticipated system performance.

932 Logistics and Public Policy
Fall of even years. 3(3-0) R: Open only to Ph.D. students. History and rationale of government in the development, maintenance, and control of transportation and supply chain infrastructure. Interaction of users, carriers, government, and public to create, interpret, and refine national economic and environmental policies.

800 The Global Organization and the Firm's Strategic Position
Fall, Spring. 2(2-0) R: Open only to MBA students. Organizational goals, design, and control of the global business enterprise. Maximization of shareholder value, competitive forces, configuring the value-added chain. Strategies for implementing new organizational forms. Designing and managing strategic change.

802 Financial Accounting
Fall. 2(2-0) R: Open only to MBA students. Financial accounting model underlying financial statements of firms. Information in financial statements and role of these statements in capital markets. Information intermediaries, regulators, and role of independent auditor. Standard setting and the impact of changing standards. Globalization of standards. Offered first half of semester.

804 Applied Data Analysis for Managers
Fall. 2(2-0) R: Open only to MBA students. Not open to students with credit in MSC 833. Analysis of business and economic data to support managerial decision-making. Building, interpreting, and applying regression models. Time series and forecasting. Offered second half of semester.

806 Business Ethics and the Legal Environment
Spring. 2(2-0) R: Open only to MBA students. Framework for identifying, analyzing, and resolving ethical dilemmas in business. Key legal topics in business using critical thinking analysis.

808 Leadership and Teamwork
Fall. 1(1-0) R: Open only to MBA students. Understanding team management and leadership through experiential and skill-based learning. Effective communication, including the use of electronic communication technologies for team development and maintenance. Active practice of teamwork, communication, and leadership skills. Offered first half of semester.

820 Marketing Management
Fall. 3(3-0) R: Open only to MBA students. Leadership principles. Decision-making. Fundamentals of marketing concepts such as segmentation, target marketing, positioning, growth strategies, revenue management, product management, and communication strategies. Problem-solving and marketing planning.

821 Supply Chain Management
Fall. 3(3-0) R: Open only to MBA students. Integrative approach to product design, development, and delivery. Flow of products from concept development through delivery to the final user, including product and process development, managing information and product flows, total quality management, and resource and capacity management.

822 Financial Management
Fall. 3(3-0) R: Open only to MBA students. Investment decisions by firms. Value creation, risk and return, pricing models, and financial markets. Financing alternatives, market efficiency, capital budgeting, and leverage and risk relationships. Optimizing firm value. Agency problems and effects on investment and financing decisions.

823 Information Technology Management
Spring. 2(2-0) R: Open only to MBA students. Role of information technology in operations, decision making, and learning in organizations. Competitive and economic benefits from managing information technology resources. Competitive advantage, efficient operations, and improved decision quality. Offered second half of semester.

824 Managing the Workforce
Spring. 2(2-0) R: Open only to MBA students. Role of workforce management in fulfilling the goals and mission of the organization. Theories and applications of management principles to acquiring, motivating, and rewarding employees and structuring their work. Domestic and international issues in the workplace. Offered first half of semester.