

# MARKETING (MKTG-GB)

## MKTG-GB 2103 Marketing & Sustainability (1.5 Credits)

*Typically offered occasionally*

As most of our material needs and many of our psychological needs are met through marketing systems, marketing has a vital and unique role to play in creating a more sustainable society. Sustainable marketing is the process of creating, communicating, and delivering value to customers in a way that preserves or enhances both the environment and human capital. In this course, we will explore a range of marketing tools and frameworks for understanding how business can interact with issues related to sustainability.

**Grading:** Grad Stern Graded

**Repeatable for additional credit:** No

**Prerequisites:** MBA student and COR1-GB 2310.

## MKTG-GB 2114 The Business of Sports Marketing (1.5 Credits)

*Typically offered occasionally*

The business of sports has become a persistent and integral part of our economy, specifically in the multimedia and entertainment arena. This is a specialized course for the MBA student interested in expanding knowledge of the sports industry as a business and as a world economic force. It provides students with a framework for understanding the scope of the sports business across the various leagues, the venues, the athletes and their relationship to internal and external factors, the infrastructure, the professional support system, and the marketing applications that drive this complex and growing multi-billion-dollar industry.

**Grading:** Grad Stern Graded

**Repeatable for additional credit:** No

**Prerequisites:** Full-time MBA.

**Corequisites:** COR1-GB 2310.

## MKTG-GB 2116 The Business of Producing: Entrepreneurship in Entertainment & Media (1.5 Credits)

*Typically offered occasionally*

The course is designed to provide students with a framework for understanding the dynamics of producing a finished creative product in the entertainment and media industries. Covers the process of feature production from the initial concept of the story, through script development, to completion of the project. All the facets of the production process are explored, including script selection, finance, budgeting, timetable development, team building, talent selection, contract and union negotiating, regulation, and technology. Guest speakers include producers on independent movies, network TV, cable, syndicated TV, radio, and TV commercials.

**Grading:** Grad Stern Graded

**Repeatable for additional credit:** No

**Prerequisites:** Full-time MBA.

**Corequisites:** COR1-GB 2310.

## MKTG-GB 2119 Entertainment and Media Industries (1.5 Credits)

*Typically offered occasionally*

This course serves as a foundation for those interested in Stern's Entertainment, Media, and Technology (EMT) program. Students who intend to have a specialization in EMT are required to take this course. It provides a framework for understanding the key marketing, economic, and strategic issues facing organizations in the entertainment industry. Covers key sectors of the entertainment industry focusing on film, television, home video, cable, music, publishing, sports, and new media. The course utilizes lectures and case studies.

**Grading:** Grad Stern Graded

**Repeatable for additional credit:** No

**Prerequisites:** Full-time MBA.

**Corequisites:** COR1-GB 2310.

## MKTG-GB 2120 Movie Marketing and Distribution (1.5 Credits)

*Typically offered occasionally*

The course focuses on marketing, distribution, and exhibition of Hollywood and art house movies. It applies business school marketing methodology to the movie industry and provides a rigorous analysis of why movies succeed or fail regardless of their inherent quality. The class covers strategies used by studio executives to track competitor's strengths and weaknesses in the ever-shifting marketplace and how product tie-ins are increasingly used to raise awareness and sell tickets. Students also learn how film executives think when designing movie posters, planning release schedules, casting top actors, setting up co-branded marketing efforts, green-lighting scripts, capping production budgets, and attending film festivals. Emerging technologies such as video on demand, satellite distribution, and digital projection are also examined. Class sessions are based on lecture and case studies.

**Grading:** Grad Stern Graded

**Repeatable for additional credit:** No

**Prerequisites:** Full-time MBA.

**Corequisites:** COR1-GB 2310.

**MKTG-GB 2122 Services Marketing: Acquisition to Retention (1.5 Credits)***Typically offered occasionally*

Services differ in many ways from manufactured goods. Their intangibility, inability to be inventoried and the fact that customers play a greater role in product creation are but a few examples. As a result, marketers must expand their traditional 4Ps toolset: product, price, place, promotion, to include process, people and the physical environment. Marketers must consequently adjust their application of the 4Ps. For example, pricing techniques such as revenue management may be appropriate to use when a service product is perishable. Promotion needs to be more educational and experiential because the service product is less tangible and there may be greater perceived risk associated with buying it compared to a physical good. Through textbook and case study readings and lectures plus live and video examples and a service encounter project and presentation, the course objectives are to:

1. Recognize the impetus for services marketing and appreciate the challenges presented by the service sector.
2. Understand concepts and techniques of services marketing distinguishing from those deployed in goods marketing and identify appropriate marketing tactics to deploy against specific services marketing problems.
3. Deepen understanding of customer loyalty principles and interventions.
4. 8211 measurement, customer experience design and implementation of customer management programs and 4. Understand customer loyalty drivers and their impact on growth and profitability.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 2123 Deal Making and Business Development in Media (1.5 Credits)***Typically offered occasionally*

This course is designed to provide students with an understanding of the business development and deal-making process in the media space, using television content as the primary example for what goes into cutting a deal. The course explores the deal process from the perspective of the different players in media, focusing on how each player looks to maximize value. Students will learn the process of striking a deal, from business development, to the term sheet phase, to the negotiation process and the contractual agreements. The process will be evaluated in the context of the factors that play into reaching an agreement, such as exclusivity, windowing, multi-platform rights and timing. Students will learn about negotiations strategies for maximizing value in media, identifying common issues in the deal process and effective paths to resolution.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 2124 Digital Disruption: Creating and Capturing Value (1.5 Credits)***Typically offered occasionally*

The digital economy has grown rapidly since the 90s, but until the last few years, its major impact was focused on a few verticals (e.g., media, retail, travel). Now, digital is disrupting most industries led by "Born of the Web" companies (e.g., Facebook, Amazon, Netflix, and Google), venture capitalists, and entrepreneurs creating new businesses and disrupting many existing business models. This disruption, whether from Amazon buying Whole Foods, ESPN launching a full direct-to-consumer product, or venture backed companies, is likely to expand quickly as financing and consumer demand are readily available for these businesses to invest in new markets. Three critical frameworks underlie the structure of the proposed course:

1. Value Development and Delivery: Device, Content, Curation and Distribution. This framework explores how to develop and sustain a profitable digital business across the digital value chain.
2. Consumer Journey: Interest, Engagement, Becoming a customer, sustainable monetization. Explores the customer lifecycle and how to maximize total profitability (# of customers and profit per customer) over their full lifecycle vs. just looking at point transactions ROI.
3. Marketing measurement: Online micro measurement, Total Media Mix Measurement, Online/Offline micro attribution. Going beyond current media mix models to understand how to measure and manage marketing's impact on sales and profitability.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** MBA student and COR1-GB 2310.**MKTG-GB 2125 Digital Media Innovation (1.5 Credits)***Typically offered occasionally*

This course is designed to provide you with an orientation to the best current digital marketing practices. We will examine the inner workings of some of the most interesting and fastest growing digital companies and meet some of the leaders of these companies for a first hand view of how digital marketing is evolving and progressing. Course objectives are:

- 1) To understand the most practiced forms of digital marketing (e.g. social marketing, local marketing, search engine marketing, brand marketing) and how the venture capital world views these tools and approaches;
- 2) To learn how advertisers and publishers are working together in the digital world to entice consumers with "authentic" marketing practices;
- 3) To become familiar with some of the best practices in digital marketing;
- 4) To learn how to create and present a new business idea in the digital marketing space to the VC community.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.

**MKTG-GB 2126 Luxury Marketing (1.5 Credits)***Typically offered occasionally*

The course is designed to provide students with an understanding of the fundamentals of luxury. When was the concept of luxury first articulated and what did it mean within its various manifestations? Who were the luxury consumers in pre-modern cultures and what were the events that catapulted luxury into the sociopolitical discourse? How did modernity affect ancient processes associated with the production of luxury products? How did the products, consumer tastes, material exchanges, and producer strategies evolve through history? Students will acquire an understanding of the luxury segment of the market as it applies to a variety of industries; observation skills that will allow them to distinguish what constitutes luxury in a product; the necessary vocabulary to articulate the nuances that differentiate these products and the ability to do so with clarity and precision in terms of technique, design, and materials; and finally, the critical skills to identify potential new luxury products and how they relate to a variety of markets, including emerging markets.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 2128 Consultative Selling (1.5 Credits)***Typically offered occasionally*

The goal of Consultative Selling is to provide students with the knowledge and skills that entrepreneurs - and nearly all other business executives - need to win customers and grow their business. We will use the consultative selling model to understand the process of selling discovery of and alignment with customer's needs, presentations of solutions, overcoming objections, and gaining agreement. Rather than pigeonholing selling as "something done by those sales types," we look at it as providing solutions to customer's problems. Selling is unique in that everyone does it. In business, we sell our products, proposals, IPOs, projects, budgets, and anything else that someone else has to approve. In life we buy cars and houses (buying and selling are two sides of the same coin), interview for jobs, propose marriage, and many other things that someone else has to say OK to. In short, selling is a fundamental life skill. The course is primarily an interactive discussion including debates, case discussions, and many small group "skills drills" to apply the concepts and methods. In addition to learning the aspects of contemporary selling as it applies to their chosen careers, students will also gain a better appreciation of this important - and often misunderstood - aspect of an organization. The course is focused on professional business-to-business (B2B) sales issues and sales management. We frequently draw on our own experiences as consumers (B2C) as a basis for developing perspectives, insights, and understanding of B2B sales themes.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 2129 Sales Management (1.5 Credits)***Typically offered occasionally*

The goal of Sales Management is to examine the elements of an effective sales force as a key component of the organization's total marketing effort. The course will extend student's understanding of marketing's reach and potential impact in achieving its overarching goals. Course objectives include understanding the sales process, the relationship between sales and marketing, sales force structure, customer relationship management (CRM), use of technology to improve sales force effectiveness, and issues in recruiting, selecting, training, motivating, compensating, and retaining salespeople. Students learn to apply the discussion topics through an interactive project worked on throughout the course. The course is primarily an interactive discussion including debates, cases, and multiple opportunities to apply the theories that are discussed.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 2130 Innovation and Marketing in Pharma and Consumer Healthcare (1.5 Credits)***Typically offered occasionally*

Health is the foundation of all things in this life. Scientists, researchers, and healthcare professionals (HCP) are relentlessly pursuing innovative solutions in preventing and curing health issues. According to CDC, the US healthcare expenditures increased steeply and reached over 4 trillion dollars. Americans spent over 600 billion on medicine, which includes over the counter (OTC), pharmaceutical and biotech products. There are many challenges impacting consumers/patients, healthcare professionals, drug manufacturers, payers, and government regulators. For instance, as a consumer/patient, have you struggled to schedule a doctor appointment in time, to understand more about your choices for medicines and treatments, and to manage unknown and high medical bills? Additionally, people want to take more control of their own health, therefore we continue to see a booming market for consumer healthcare OTC products, digital healthcare products and wearable devices. On the other hand, pharmaceuticals are facing challenges of limited patent protection period and strong demand to develop the next big therapy. Also, how could pharma and biotech reduce the high probability of failure and cost in drug development? As commercial models are evolving, how to effectively reach and engage HCP and patients becomes more and more critical. Disruptive innovations in therapy are changing market dynamics and infrastructures, such as new diagnostics, drug delivery systems and disease awareness education and campaigns. In this course, we are on the journey to discuss these issues and possible solutions primarily through a marketing/commercial lens. Students will learn how to apply core principles of marketing, innovation, and new product development to the unique complexities of the consumer healthcare (OTC), pharmaceutical and biotech industries.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.

**MKTG-GB 2132 Digital Transformations in Media & Entertainment (1.5 Credits)***Typically offered occasionally*

Almost all of segments of the media industry, e.g.: newspapers, magazines, television, film, music are experiencing frequent and significant discontinuities. Collectively these discontinuities are disrupting the competitive dynamics, business models and the key factors for success that have defined these industry segments and on which major players have built and maintained leadership positions. In addition to disrupting current approaches to growth and value creation, these discontinuities are creating significant uncertainty about the future shape of each of these segments and the approaches that will be needed to succeed. These changes pose unique problems because while massively disruptive, they are also slow moving in that they take relatively long times to manifest – until there is a tipping point. The goal of this course will be to explore these challenges and their potential solutions.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 2133 Digitalization and Society: The Fourth Industrial Revolution (1.5 Credits)***Typically offered occasionally*

The course studies digitalization - or what is aptly described as an economic and industrial revolution - and the long term societal impact driven by AI related technology and entrepreneurship. We will examine how digitalization influences practically every industry and segment of society, unraveling conventional business and economic logic, resulting in broken (even if previously effective) business models and societal dislocation. Using case studies involving, for example, the entertainment and media industries, IoT, Machine Learning applications, and Natural Language Processing, we will navigate not only an assessment of abstraction, but practical specifics. The course explores how a digitally interconnected world introduces advantages and efficiencies providing welcomed benefits, and whether these benefits deliver trade-offs, such as the commodification (and exploitation) of personal data giving rise to information oligopolies, socio-economic barriers, and fervent disagreement on the role of digital technology. We will assess the role of government regulation within this dynamic. Our course of study will not transform you into a technology specialist. Instead, the course aims to construct a working understanding of the possibilities created by digitalization's influence on tomorrow's markets, organizations and society.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**MKTG-GB 2134 Art Through Technological Innovation (1.5 Credits)***Typically offered occasionally*

This course offers a deep dive into the intersection of art, technology, and commerce, exploring how technological innovations have revolutionized not just artistic expression but also the business of art. Examine the evolution of the art market, from the patronage systems of the past to the rise of galleries, global auction houses, and digital marketplaces. Gain insights into the economics of art, including valuation strategies, market dynamics, and the influence of globalization. Explore case studies on how technology has disrupted traditional business models, from online auctions and social media promotion to blockchain-based authentication and the booming NFT market. By synthesizing historical context with cutting-edge trends, this course equips you with the knowledge to understand and navigate the rapidly changing business landscape of the art world.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**MKTG-GB 2137 Customer Insights (1.5 Credits)***Typically offered occasionally*

Marketing begins and ends with the consumer – a key concept from your core marketing core class. The purpose of this course is to further enhance your understanding of consumer behavior, and provide you with consumer insights for better managerial decision#making. We will take the perspective of a marketing manager who needs knowledge of consumers in order to develop, implement, and evaluate effective marketing strategies. Besides learning how to gather data first hand, we will examine many concepts and theories from the behavioral sciences and analyze their usefulness for marketing strategies.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**MKTG-GB 2142 The Craft and Commerce of Cinema: Cannes Film Festival I (1.5 Credits)***Typically offered occasionally*

This is a specialized EMT course designed to provide students with a framework for understanding the dynamics of the film industry including the complete process from crafting the idea for a film script hiring or becoming a producer financing the project selling it to a studio or independent production company building a team production elements post production including music acquisition marketing distribution and exhibition international and domestic The course includes learning about distribution and exhibition marketing and building audience awareness research applications international licensing and preparation for career in the industry It is offered during spring break and involves a trip to the west coast In addition to tuition students have to pay travel and living expenses.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Corequisites:** MBA student & MKTG-GB 2119 & COR1-GB 2310.

**MKTG-GB 2143 The Craft and Commerce of Cinema: Cannes Film Festival II (1.5 Credits)***Typically offered occasionally*

This is a specialized EMT course designed to provide students with a framework for understanding the dynamics of the film industry including the complete process from crafting the idea for a film script hiring or becoming a producer financing the project selling it to a studio or independent production company building a team production elements post production including music acquisition marketing distribution and exhibition international and domestic. The course includes learning about distribution and exhibition marketing and building audience awareness research applications international licensing and preparation for career in the industry. It is offered during spring break and involves a trip to the west coast. In addition to tuition students have to pay travel and living expenses.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA and MKTG-GB 2142.**MKTG-GB 2147 Consumer Behavior (1.5 Credits)***Typically offered occasionally*

We are all consumers. We buy groceries, computers, and cars. We purchase services ranging from bank accounts to college educations. However, we also differ from each other. We buy different clothes, drive different cars, and eat at different restaurants. Even the same consumer can make different decisions depending on the situation. So how are we to construct coherent marketing strategies? In this class we examine why consumers behave the way that they do. We will explore our intuitions about our own behavior, learn about theories developed in marketing, psychology, and sociology, and use these theories to predict how consumers will respond to marketing actions. The goals of this class are to acquire knowledge of a) a framework for analyzing consumer behavior problems, b) relevant psychological and sociological theories, and c) methods for studying consumer behavior and learn to apply this knowledge to measure what consumers believe and want, predict how consumers will react to different marketing strategies, and solve real-world consumer behavior problems.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** MBA student and COR1-GB 2310.**MKTG-GB 2150 Social Media & Mobile Technologies (1.5 Credits)***Typically offered occasionally*

This course is designed to provide managers with a framework for understanding and succeeding in the social media space. The course covers trends in the industry and foundational pieces including but not limited to: social business, social features analytics, sustainability. In this course you will learn the basic concepts, terms, and principles that apply to the social media industry, analyze the activities of the leading social media companies and applications through articles, case studies, and lectures to become familiar with key strategic issues across all the social media sectors and gain an understanding of and appreciation for the challenges involved in managing social media products. The final project is designed to give you an opportunity to use multiple perspectives to improve a company's social media strategy or social business culture.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 2153 Pricing (1.5 Credits)***Typically offered occasionally*

Pricing is one of the most important but least understood marketing decisions. This course is designed to equip participants with the frameworks, techniques, and latest thinking on assessing and formulating pricing strategies. We will learn the process of making pricing decisions and explore innovative approaches for setting prices. The emphasis of the course is on ways in which you can help firms in diverse industries to improve their pricing. The topics of discussion include pricing of durable goods, pricing of consumer package goods, pricing of service, pricing of informational goods, new product pricing, price promotions, behavior-based pricing, price bundling, nonlinear pricing, targeted pricing, pricing through a distribution channel, dynamic pricing, etc. Course work consists of in-class discussion, case studies, and teamwork. Upon successful completion of this course, you will gain a solid understanding of pricing practices across different industries, b. learn state-of-the-art frameworks for analyzing pricing issues, and c. master the essential techniques for making profitable pricing decisions with strategic thinking.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 2165 Brand Strategy (1.5 Credits)***Typically offered occasionally***Brand Strategy****Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 2167 Storytelling in Business (1.5 Credits)***Typically offered occasionally*

Managers, leaders, and entrepreneurs have always used stories to improve their communication with employees, investors, clients, consumers, journalists, and regulators. However, in recent years the role of storytelling in businesses has become even more critical. In a sense, today it is one of the most important tools at the disposal of managers, leaders, and entrepreneurs. In this course we will understand (1) what a story is, (2) how it works, and (3) how to use it. We will illustrate how stories can be used to communicate and convince, how they create meaning and motivation among employees, how they build organizational culture, how they design brand identity, how they attract investors, and how they help each of us develop and advance his career. The course is suitable for a wide audience as reflected by its main takeaways. It aims to improve participants' ability to (1) build strong brands, and (2) attract consumers and strengthen their loyalty. It also has some non-marketing benefits including (3) drawing investors, (4) communicating and persuading effectively, (5) stimulating employees' motivation and commitment, and (6) shifting organizational culture in the desired direction.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** MBA student and COR1-GB 2310.

**MKTG-GB 2173 Technology – Innovation & Disruption In Media (1.5 Credits)***Typically offered occasionally*

This course will look to provide a framework for understanding the various technologies impacting the media in the marketplace today, using subjects both ripped from the headlines and grounded in near-term history, as well as provide a structure for assessing the opportunities and challenges of innovations in the 3-5 year time horizon. It is designed to help students become effective marketers in the 21st century. Topics covered will include the digital home, web 2.0, social media, online video, digital advertising, video-on-demand, mobile applications, gaming, sports technologies, and interactive TV.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 2175 Omni-Channel Marketing (1.5 Credits)***Typically offered occasionally*

In today's digital-centric world, it is crucial that brands learn how to adapt and adjust quickly while staying true to their core DNA. With new channels for reaching and engaging consumers shifting as rapidly as consumer expectations, brands have the ability to launch products, reach new audiences, and build awareness with unprecedented speed and efficiency. This has resulted in a shift in the retail landscape. This course will expose you to real-world examples, strategies, and behind the scenes on how retailers are creating a meaningful path to executing the right experience, at the right time, for the right customer. In particular, the course will help you define and understand what omni channel means for today's retailers and the challenges they face in developing a winning strategy.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 2181 Creativity (1.5 Credits)***Typically offered occasionally*

Successful business people approach their problems creatively and happy people live their lives as works of art. In this course we explore the many dimensions of creativity that are important in business and in our own lives. Creativity isn't a mystical quality with which only a special few are endowed. Practical methods to become more flexible, imaginative, and productive thinkers can be learned by anyone, nurtured in others, and harnessed to create new products, uses, designs, theories, strategies, structures, and other solutions of all kinds. We will define creativity, review the science, and develop our own creative skill set by learning about, experiencing, and experimenting with a wide variety of approaches.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 2191 Tech Product Management (1.5 Credits)***Typically offered occasionally*

This course is designed to provide you with a framework for understanding product management for technology products within a range of organizations large and small. The course covers tangible tools, techniques best practices, and real world simulation of what a product manager faces in trying to deliver against product, company, and user objectives.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 2192 Strategic Foresight and Predicting the Future of Technology (1.5 Credits)***Typically offered occasionally*

This class is designed to answer questions such as: What technology is on the horizon? How will it impact our society? How will various industries harness the tech trend? Where does the trend create potential new business partnerships or collaborators for us? How does this trend impact immediate/adjacent industry and all of its parts? How will the wants, needs, and expectations of our customers and our society change as a result of this trend? We will systematically explore the future in order to forecast it so that we might all make better decisions in the present. This is not a class about today's hottest trends, though I will offer deep insights into what key areas to watch. Instead, this class presents a process for identifying and acting on those trends. No technical skills are required. You don't need to be a statistician or a research scientist. The process is straightforward, intuitive, and adaptable.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No

**MKTG-GB 2193 Tech Product Management II (1.5 Credits)***Typically offered occasionally*

Technology is pervasive across virtually every industry. Tech is no longer a vertical and now requires workers to be well versed in how to develop, create and manage technology either as a business or a key element thereof. The modern approach to technology development and management arose out of entrepreneurial technology ventures which are now some of the largest companies in the world. Even at scale, those companies are still nimble and innovative -- let alone the next generation of them which are constantly emerging. This, plus the fact that technology is now in now important in every industry, has incumbents scrambling to be competitive. One way they are doing this is hiring people with technology experience. However, they are also re-organizing into product-customer centric iterative and experimental technology organizations. There has never been more competition for tech workers. In the 21st century organization -- learning from tech companies -- the key roles revolve around engineering (software & hardware), design, data science and product management. Of the four, the first three have advanced academic program but the last, product management, has no academic offering meaning workers must gain knowledge and experience on the job. The trap is that most PM jobs require experience. Those trying to break into a tech role as a PM cannot easily gain that. This course is designed to cover advanced topics and scenarios a product manager faces in the real world across a wide variety of product types, industries and organizational structures ranging from startups to large organizations. Building on the fundamentals covered in Tech Product Management (MKTG-GB.2191), this course advances on the tools, techniques, best practices and real world situations for what a product manager faces in trying to deliver against product, company and user objectives.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** MBA and MKTG-GB 2191 Not open to students with more than 24 MKTG-GB units.**MKTG-GB 2219 Entertainment and Media Industries (2.5 Credits)***Typically offered occasionally*

This course provides a framework for understanding the key marketing, economic, and strategic issues facing organizations in the entertainment industry. Covers key sectors of the entertainment industry focusing on film, television, home video, cable, music, publishing, sports, and new media. The course utilizes lectures and case studies.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MKTG-GB 2223 Marketing and Sustainability (2.5 Credits)***Typically offered occasionally*

This course aims leverage marketing tools and frameworks for understanding how business can interact with issues related to sustainability, taking a marketing perspective. In particular, we examine how traditional marketing strategies can be incorporated into and/or modified in domains in which sustainability is critical. By necessity, it is essential to not only account for the role of firms and customers, but of government, non-profit organizations, employees, and other stakeholders.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MKTG-GB 2235 Custmr Insight Dcsn Mkg (2.5 Credits)***Typically offered occasionally*

Marketing begins and ends with the consumer. The purpose of this course is to introduce students to the study of consumer behavior, and provide customer insights for better decision-making. We will take the perspective of a marketing manager who needs knowledge of consumers in order to develop, implement and evaluate effective marketing strategies. We will examine many concepts and theories from the behavioral sciences and analyze their usefulness for marketing strategies and evaluate specific segmentation, product, branding, pricing, and promotion decisions. In addition, we will examine the data collection methods that a company can employ to collect first-hand information, and discuss traditional and new methods (each with their distinct advantages and drawbacks) with a framework to guide which method is best suited to which situation. Students will learn to address different marketing problems and how to translate the information gathered or theories they know into actionable managerial decisions.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MKTG-GB 2244 Data Driven Decision Making (2.5 Credits)***Typically offered occasionally*

In every aspect of our daily lives, from the way we work, shop, communicate, or socialize; we are both consuming and creating vast amounts of information. More often than not, these daily activities create a trail of digitized data that is being stored, mined, and analyzed by entities in the private (e.g. Google, Wal-Mart) as well as the public and non-profit sectors (e.g. academia, government). The general goals of these data driven initiatives is the hope of generating valuable intelligence that is pertinent to business decisions or public policies. For example, customer transaction databases provide vast amounts of high-quality data that can allow firms to understand customer behavior, and customize business tactics to increasingly fine segments or even segments of one. However, much of the promise of such data-driven policies has largely failed to materialize; primarily due to the difficulty of translating data into actionable strategies. The objectives of this course are to fill this gap by training you with the tools and techniques needed to analyze large databases, expose you to a wide variety of issues in an empirical context, and instilling an intuition for D3M, i.e. how to generate insights from the volumes

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MKTG-GB 2247 Consumer Behavior (2.5 Credits)***Typically offered occasionally*

Each of us are active consumers in everyday life, purchasing everything from groceries to clothing to college educations. However, our individual personalities and characteristics dictate that no two consumers are alike; we make unique choices, making it challenging for marketers to create coherent marketing strategies regardless of similarities within target markets. In this class, we will examine how and why consumers behave the way they do, how environmental impacts shape how we behave, and the practical marketing implications of that behavior.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No

**MKTG-GB 2250 Social Media and Mobile Technology (2.5 Credits)***Typically offered occasionally*

This course is designed to provide business leaders with a framework for a company to evaluate social media and enhance their integrated marketing campaigns. You will be provided with the tools to understand the current mobile technology landscape. This course covers important issues that leaders must have a POV on, including: data privacy, marketing technology, mobile video, and top mobile advertising companies. This course strikes a balanced approach of covering the pressing issues of today and timeless foundational marketing principles. This is a fast-paced course that is designed for you to learn the basic concepts, terms, and principles that apply to the social media industry. To become familiar with key strategic issues across the sector, you will analyze the activities of the leading social media companies and applications through articles, case studies, and lectures. By the conclusion of the course, as a senior executive you will have gained an understanding of the opportunities and challenges your organization must consider as it manages its social media and mobile technology platforms.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MKTG-GB 2253 Pricing (2.5 Credits)***Typically offered occasionally*

Price setting is probably the most critical of all marketing mix decisions. It involves an understanding of both supply side factors (e.g. costs) and demand side factors (e.g. consumer willingness to pay). While traditional approaches to pricing theory have revolved around an economic and financial framework, a broader and more pragmatic view entails a comprehensive understanding of the demand side; both at the level of individual customer values, and the more aggregate level of price sensitivities of the market. In this course, we will approach the pricing decision as an intersection of economic, strategic, and behavioral considerations. Using product categories as diverse as healthcare, entertainment, cell phone plans, electronic road pricing, consumer packaged goods, cloud services and durable goods, we will study economic and behavioral approaches to pricing, value-based pricing, price discrimination/customization, bundling, versioning, add-on pricing, subscription pricing, dynamic pricing, durable goods pricing, yield management, freemium pricing, and pricing in two-sided markets. Upon successful completion of this course, you will: Be familiar with the concepts, theory and latest thinking on pricing strategy, Learn the state-of-the-art framework for analyzing pricing issues, Gain a solid understanding of pricing practices across different industries, and Master the essential techniques for making profitable pricing decisions with strategic thinking.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MKTG-GB 2266 Brand Strategy (2.5 Credits)***Typically offered occasionally*

This course provides an appreciation of the role of brands in consumer decision making and in creating value. It focuses on the core principles underlying a consumer-centric approach to brand strategy and on the research tools that illuminate the meaning and strength of a particular brand. Students learn to think creatively and critically about the strategies and tactics involved in building, leveraging, defending and sustaining inspired brands.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MKTG-GB 2271 Innovation & Design (2.5 Credits)***Typically offered occasionally*

Many firms that have experienced dramatic gains in shareholder value over the last few years (e.g. Google, Apple, Motorola) register innovation as a central driver of their progress. One can argue that innovation, and a culture that inspires and supports innovation, is the only sustainable competitive advantage. A frequent manifestation of recent innovation has been breakthrough design. Design represents a powerful alternative to the dominant management approaches of the last few decades and is an important perspective for leadership to embrace. The course structure will focus on a process used to describe a way of thinking and set of deliverables associated with creative concept exploration in product, digital, and/or environment design projects. Each week, the course will represent the phases conducted by an innovation consulting firm to synthesize real-time research, and approach ideation and investigation on parallel tracks.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MKTG-GB 2273 Technology, Innovation, and Disruption in Media (2.5 Credits)***Typically offered occasionally*

This course will look to provide a framework for understanding the various technologies impacting the media in the marketplace today, using subjects both ripped from the headlines and grounded in near-term history, as well as provide a structure for assessing the opportunities and challenges of innovations in the 3-5 year time horizon. It is designed to help students become effective marketers in the 21st century. Topics covered will include the digital home, web 2.0, social media, online video, digital advertising, video-on-demand, mobile applications, gaming, sports technologies, and interactive TV.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MKTG-GB 2281 Creativity (2.5 Credits)***Typically offered occasionally*

Successful business people solve problems creatively and happy people approach life as an adventure. In this course we explore the many dimensions of creativity that are important in business and in our personal lives. Creativity isn't a mystical quality with which only a special few are endowed. We all have it, we can all become even more flexible, imaginative, and productive thinkers, and when natural inspiration fails, there are tools we can use to help. Creativity methods and ways of being in the world that lead to greater creativity can be learned by anyone, nurtured in others, and harnessed to create new products, uses, designs, relationships, theories, methods, strategies, structures, and many other kinds of solutions. We will define creativity, review the science, and develop our own creative skill sets by learning about, experiencing, and experimenting with a variety of approaches.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No

**MKTG-GB 2313 The Craft and Commerce of Cinema: Cannes Film Festival (3 Credits)***Typically offered occasionally*

This is a specialized EMT course designed to provide students with a framework for understanding the dynamics of the film industry including the complete process from crafting the idea for a film script hiring or becoming a producer financing the project selling it to a studio or independent production company building a team production elements post production including music acquisition marketing distribution and exhibition international and domestic. The course includes learning about distribution and exhibition marketing and building audience awareness research applications international licensing and preparation for career in the industry. It is offered during spring break and involves a trip to the west coast. In addition to tuition students have to pay travel and living expenses.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Corequisites:** MBA student & MKTG-GB 2119 & COR1-GB 2310.**MKTG-GB 2323 Marketing and Sustainability (3 Credits)***Typically offered occasionally*

This course aims to provide a broad range of tools and frameworks for understanding how businesses can interact with issues related to sustainability, taking a marketing perspective. In particular, we examine how traditional marketing strategies can be incorporated into and/or modified in domains in which sustainability is critical. By necessity, it is essential to not only account for the role of firms and customers, but of government, non-profit organizations, employees, and other stakeholders. This course will draw upon cases, guest speakers, academic and industry research, and recent articles and events. In addition, we will have two "live cases" presented by industry representatives. The final course deliverable will be a marketing plan focused on a firm strategy that can increase the sustainability of the firm's actions while also creating stakeholder value.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** MBA student and COR1-GB 2310.**MKTG-GB 2325 Digital Media Innovation (3 Credits)***Typically offered occasionally*

This course is designed to provide you with an orientation to the best current digital marketing practices. We will examine the inner workings of some of the most interesting and fastest growing digital companies and meet some of the leaders of these companies for a first hand view of how digital marketing is evolving and progressing. Course objectives are: 1) To understand the most practiced forms of digital marketing (e.g. social marketing, local marketing, search engine marketing, brand marketing) and how the venture capital world is views these tools and approaches; 2) To learn how advertisers and publishers are working together in the digital world to entice consumers with "authentic" marketing practices; 3) To become familiar with some of the best practices in digital marketing; 4) To learn how to create and present a new business idea in the digital marketing space to the VC community.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 2326 Luxury Marketing (3 Credits)***Typically offered occasionally*

The course is designed to provide students with an understanding of the fundamentals of luxury. When was the concept of luxury first articulated and what did it mean within its various manifestations? Who were the luxury consumers in pre-modern cultures and what were the events that catapulted luxury into the sociopolitical discourse? How did modernity affect ancient processes associated with the production of luxury products? How did the products, consumer tastes, material exchanges, and producer strategies evolve through history? Students will acquire an understanding of the luxury segment of the market as it applies to a variety of industries; observation skills that will allow them to distinguish what constitutes luxury in a product; the necessary vocabulary to articulate the nuances that differentiate these products and the ability to do so with clarity and precision in terms of technique, design, and materials; and finally, the critical skills to identify potential new luxury products and how they relate to a variety of markets, including emerging markets.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** MBA student and COR1-GB 2310.**MKTG-GB 2327 Research for Customer Insights (3 Credits)***Typically offered occasionally*

This course emphasizes the organization, processes, and applications of marketing research in making business decisions. Topics include steps in marketing research, questionnaire, construction, experimental design, sampling methods, tests of hypotheses, data analysis, evaluation of research costs to results achieved, and applications of research to marketing decision areas. It requires a research project involving data collection and analysis.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**MKTG-GB 2344 Data Driven Decision Making: Managerial (3 Credits)***Typically offered occasionally*

The specific objectives of this course are to: 1. Help you understand how analytical techniques and statistical models can help enhance decision making by converting data to information and insights for decision-making; 2. Provide intuition for data-driven decision making by using practical examples from a wide spectrum of fields; 3. Provide insight into how to choose and use the most effective statistical tool based on the problem at hand; 4. Provide you with a software tool kit that will enable you to apply statistical models to real decision problems; 5. Most importantly, remove any fear of data analysis and increase your comfort level with analyzing databases most commonly used in the business world.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** MBA Student and COR1-GB 1305.**MKTG-GB 2347 Consumer Behavior (3 Credits)***Typically offered occasionally*

This course studies the consumer as a decision maker. It examines social and psychological influences on purchasing decisions, emphasizing their implications for marketing strategy. Topics include the consumer as a decision maker; motivation attitudes and their effect on behavior information processing, consumer risk, and demographic, social, and cultural influences on purchasing behavior. Applications to advertising product and segmentation strategies as well as Web-based applications of consumer behavior are highlighted.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No

**MKTG-GB 2349 Retaining Customers (3 Credits)***Typically offered occasionally*

According to research from Harvard Business School, increasing customer retention rates by 5 percent increases profits by 25 percent to 95 percent. Marketers and business leaders must understand the profound impact customer retention has on the profitability of the organization. They must deconstruct their organizations' retention drivers and qualify and quantify the relationship between product quality, service experience, relationship management and loyalty. Then they must act on those findings. Research studies of service companies across industries show correlations between loyalty-leading companies and performance: their topline growth rates and shareholder returns are greater than companies with average loyalty scores. Loyalty leaders also exhibit lower expenses compared to their loyalty-lagging peers. The objectives of this course are therefore to:

- Recognize the impetus for retention and loyalty as a marketing discipline understanding the impact of retention and loyalty on growth and profitability
- Define and apply customer retention principles
- Voice of the customer
- Customer experience design
- Problem resolution, root cause analysis and recovery
- Relationship management and customer engagement programs
- Calculate customer lifetime value and model loyalty economics
- Evaluate and design appropriate programs to decrease churn and increase retention
- Identify structural and cultural organizational barriers to success and design interventions

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** MBA student and COR1-GB 2310.**MKTG-GB 2350 Marketing Planning & Strategy (3 Credits)***Typically offered occasionally*

Developing business and marketing strategies and tactics is a fundamental skill required of all business professionals. That is why Stern offers many courses to assist you in these areas. Business and marketing plan documents drive companies. If you specialize in marketing, finance, strategy, general management, or entrepreneurship, you will need to lead or help develop a business/marketing plan. This course aims to consolidate your learning from other Stern MBA courses to develop that material into a cohesive and actionable Business / Marketing Plan and get the plan approved in the Boardroom.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 2353 Pricing (3 Credits)***Typically offered occasionally*

Pricing is one of the most important but least understood marketing decisions. This course is designed to equip participants with the framework's techniques and latest thinking on assessing and formulating pricing strategies. We will learn the process of making pricing decisions and explore innovative approaches for setting prices. The emphasis of the course is on ways in which you can help firms in diverse industries to improve their pricing. The topics of discussion include pricing of durable goods, pricing of consumer package goods, pricing of service, pricing of informational goods, new product pricing, price promotions, behavior based pricing, price bundling, nonlinear pricing, targeted pricing through a distribution channel, dynamic pricing, etc. Course work consists of in class discussion case studies and teamwork. Upon successful completion of this course you will a) gain a solid understanding of pricing practices across different industries b) learn state of the art frameworks for analyzing pricing issues and c) master the essential techniques for making profitable pricing decisions with strategic thinking.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 2355 Retail Strategy & Analytics (3 Credits)***Typically offered occasionally*

Virtually every major consumer brand is sold through a variety of retail channels. The store is where brand and consumer "meet" and the purchase decision is made. In the last twenty-five years, a variety of trends have converged to create a situation today in which major retailers are arguably the dominant influence on a brand's success. The bottom line: consumers are getting harder and harder to reach and influence, and they make 70% of their brand purchase decisions in-store. Retail Marketing has emerged as a key element of the marketing mix. This course will provide students with a solid understanding of the retail landscape, covering all key classes of trade. That understanding of the key retail channels will be integrated with an in-depth review of effective marketing strategies for each channel. We will also explore how the retail marketing elements are integrated into the overall marketing framework for the brand. Text and case studies will be used, as well as current literature. Numerous industry experts, from both the retail and consumer goods world, will be utilized as class speakers.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.

**MKTG-GB 2356 AI in Marketing Analytics (3 Credits)***Typically offered occasionally*

This course introduces students to the strategic and practical applications of artificial intelligence (AI) in marketing analytics. A foundation of Python is necessary for the course. Grounded in core marketing challenges, the course examines how AI tools—across descriptive, predictive, prescriptive, and generative categories—can enhance marketing strategies. Students will gain hands-on experience using state-of-the-art AI technologies to solve real-world marketing problems, such as customer segmentation, social listening, churn prediction, A/B testing, and branded content generation. Beyond technical capabilities, the course emphasizes the strategic choices marketing leaders face when adopting AI systems, including questions of implementation, interpretability, and cross-functional alignment. Students will analyze how AI-generated outputs are perceived by consumers and managers, and evaluate their implications for brand equity, customer trust, and organizational performance. Special attention is given to generative AI's impact on creativity and marketing workflows. The course also engages students in the ethical, regulatory, and societal dimensions of AI in marketing—addressing challenges such as algorithmic bias, fairness, explainability, and governance. By the end of the course, students will be equipped to lead AI-driven marketing initiatives with both strategic insight and critical responsibility.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**MKTG-GB 2361 Competitive Strategy in the Marketplace (3 Credits)***Typically offered occasionally*

This is a rigorous advanced course in competitive strategy set at the level of the business as it faces competitors at the product market level. It consists of lectures and formal case presentations recommending strategic actions by student teams to counterpart teams representing senior managers responsible for approving their recommendation. Topics covered include both the process and content of strategic action and interaction strategic models brands as a source of competitive advantage methods for comparing competitive offers and strategies scenario analysis competitive signaling and competitive intelligence.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Part-time MBA & COR1-GB 2310 & (COR1-GB 2103 or COR1-GB 2301).**Corequisites:** Full-time MBA & COR1-GB 2301 & COR1-GB 2310.**MKTG-GB 2365 Brand Strategy (3 Credits)***Typically offered occasionally*

Brand planners/strategists face many challenges including how to: 1. Create a comprehensive brand architecture that will provide strategic direction; 2. Generate motivating brand identities and value propositions for the key brands; 3. Develop brand-building programs; and 4. Leverage new technologies. The goal of this course is to provide concepts models methods and role models that will help address these challenges.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 2368 Consulting Lab: Branding & Innovation (3 Credits)***Typically offered occasionally*

This course is designed for advanced MBA students seeking real world brand consulting experience. Students will work in teams to solve critical global branding challenges facing partner organizations such as IBM and MasterCard. This experiential learning lab will be by faculty with extensive consulting experience, who will coach teams and oversee partnerships with clients. Client organizations have been carefully recruited and branding projects vetted to ensure students have a meaningful experience developing creative branding strategies to catapult the business forward. The final deliverable is a client presentation with actionable, well-developed branding recommendations. Students will learn global branding frameworks and concepts as well as valuable consulting skills, including managing complex projects, enhancing team dynamics, building client relationships, and optimizing presentation skills. Students will be required to sign standard information disclosure and work product ownership agreements. NOTE: In some cases, clients will ask students to sign confidentially agreements and/or assign intellectual property rights.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Corequisites:** COR1-GB 2110 Pre-req: Part-time MBA & COR1-GB 2103, COR1-GB 2104 & COR1-GB 2310 Not open to students with more than 24 MKTG-GB units.**MKTG-GB 2370 New Products (3 Credits)***Typically offered occasionally*

New products and services are vital to the success of all companies. However, innovation is risky and most new products fail in the marketplace. Thus, expertise in the design and marketing of new products is a critical skill for all managers, inside and outside of the marketing department. In this course, we first focus on the tools and techniques associated with analyzing market opportunities and then focus on designing, testing, and introducing new products and services. Both quantitative and qualitative approaches are covered. In particular, the course covers the new product development process, market entry strategies, how to generate new product ideas, mapping customer perceptions, segmentation, product positioning, forecasting market demand , product design, and advertising and product testing. It emphasizes how to incorporate customers and competitors into all of these aspects of new product development. In contrast, a related course (Technological Innovation and New Product Development, MGMT-GB 3356) emphasizes organizational issues associated with new product development.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 2371 Innovation and Design (3 Credits)***Typically offered occasionally*

Many firms that have experienced dramatic gains in shareholder value over the last few years(e.g. Google Apple Motorola) register innovation as a central driver of their progress. One can argue that innovation and a culture that inspires and supports innovation is the only sustainable competitive advantage. A frequent manifestation of recent innovation has been breakthrough design. Design represents a powerful alternative to the dominant management approaches of the last few decades and is an important perspective for leadership to embrace.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No

**MKTG-GB 2375 Omni-Channel Marketing (3 Credits)***Typically offered occasionally*

In today's digital-centric world, it is crucial that brands learn how to adapt and adjust quickly while staying true to their core DNA. With new channels for reaching and engaging consumers shifting as rapidly as consumer expectations, brands have the ability to launch products, reach new audiences, and build awareness with unprecedented speed and efficiency. This has resulted in a shift in the retail landscape. This course will expose you to real-world examples, strategies, and behind the scenes on how retailers are creating a meaningful path to executing the right experience, at the right time, for the right customer. In particular, the course will help you define and understand what omni channel means for today's retailers and the challenges they face in developing a winning strategy.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 2376 Next Gen Fashion (3 Credits)***Typically offered occasionally*

The fashion industry will undergo more changes in the next 10 years than it has in the past 100 as technology disrupts every aspect of the business. Traditionally, conversations between brands and their customers have been held in a brand's store or on behalf of brands by their retailers and distributors. Now, this conversation is held directly with customers every second of every day through innumerable direct and indirect online and offline channels. At the same time traditional media, primarily magazines (Vogue, Elle, InStyle, etc), are all struggling with these new channels and their role in creating fashion brands while companies find new ways to manufacture and ship their goods and services around the world. Using industry experts as guest speakers, lectures/discussions, case studies and consulting by the course faculty, students will learn the ins and outs of the fashion industry. It is an opportunity to marry the theory and process learned in the core classes, with the reality of running real businesses in a very creative and dynamic industry. Each speaker appearance will be combined with readings and form the basis for the final project assignment. The basic format of the class is: listen/discuss/learn/do. This will be a highly interactive class with an emphasis on participation and application.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**MKTG-GB 2380 Marketing Metrics (3 Credits)***Typically offered occasionally*

The marketing metrics in this course fall into three broad categories: capabilities, inputs, and outputs. Capabilities are the strength and resources possessed by an organization. Inputs refer to the effort and budget put into various marketing resources/activities. Outputs refer to the impact of those activities on the customer, product market, and financial market levels. This course focuses on providing you with the tools and approaches to gauge the impact of marketing expenditures. More specifically, you will learn the currently available marketing metrics, determine the most appropriate marketing measures for a company, determine whether data is available or needs to be created, and learn how to construct a marketing measurement system or dashboard to enable return on marketing investment (ROMI)-driven decisions. At the conclusion of this course you will be better able to evaluate the effectiveness of marketing spending/value investing.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** MBA student and COR1-GB 2310.**MKTG-GB 2385 Global Marketing Strategy (3 Credits)***Typically offered occasionally*

This course examines the development of international marketing programs, from determining objectives and evaluating international market opportunities to coordinating strategies in world markets. It differentiates between global and multi-national approaches to all elements of the marketing mix. There is an emphasis in the application of marketing principles in the multinational environment and the cultural influences that require adaptation of strategies in diverse markets.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 2392 Strategic Foresight and Predicting the Future of Technology (3 Credits)***Typically offered occasionally*

This class is designed to answer questions such as: What technology is on the horizon? How will it impact our society? How will various industries harness the tech trend? Where does the trend create potential new business partnerships or collaborators for us? How does this trend impact immediate/adjacent industry and all of its parts? How will the wants, needs, and expectations of our customers and our society change as a result of this trend? We will systematically explore the future in order to forecast it so that we might all make better decisions in the present. This is not a class about today's hottest trends, though I will offer deep insights into what key areas to watch. Instead, this class presents a process for identifying and acting on those trends. No technical skills are required. You don't need to be a statistician or a research scientist. The process is straightforward, intuitive, and adaptable.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**MKTG-GB 3150 Marketing Planning & Strategy (1.5 Credits)***Typically offered occasionally*

Approximately 95 percent of a brand manager's responsibilities involve the development execution, evaluation, and refinement of marketing plans. In this tremendously practical semester-long course, developed based on best practices at top marketing companies, students are guided through the entire marketing plan process. Teams then apply the learning to create comprehensive plans for "real" brands at "real" companies in the industry of their choice. The course covers the ins and outs of brand positioning, marketing plan, budget setting, pricing strategy development, and volume forecasting. Media plans and ads are created as well as consumer promotion, trade promotion, direct marketing, Internet marketing and viral/buzz marketing plans.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 3170 Independent Study (1.5 Credits)***Typically offered occasionally***Independent Study****Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 3173 Marketing Proseminar (1.5 Credits)***Typically offered occasionally***Marketing Proseminar****Grading:** Grad Stern Graded**Repeatable for additional credit:** Yes

**MKTG-GB 3250 Marketing, Planning & Strategy (2.5 Credits)***Typically offered occasionally*

Developing business and marketing strategies and tactics are fundamental for all business professionals. This course aims to consolidate your learning from other Stern EMBA courses to develop that material into a cohesive and actionable Business / Marketing Plan and get the plan approved in the Board Room.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MKTG-GB 3370 Independent Study (3 Credits)***Typically offered occasionally*

Independent Study

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA.**Corequisites:** COR1-GB 2310.**MKTG-GB 4101 Research Practicum-Mktg (1 Credit)***Typically offered occasionally*

Research Practicum-Mktg

**Grading:** Grad Stern Pass/Fail**Repeatable for additional credit:** No**MKTG-GB 4102 Research Practica - Mktg (1 Credit)***Typically offered occasionally*

Research Practica - Mktg

**Grading:** Grad Stern Pass/Fail**Repeatable for additional credit:** No**MKTG-GB 4103 Research Practicum-Mktg 3 (1 Credit)***Typically offered occasionally*

Research Practicum-Mktg 3

**Grading:** Grad Stern Pass/Fail**Repeatable for additional credit:** No**MKTG-GB 4104 Research Practicum IV (1 Credit)***Typically offered occasionally*

Research Practicum IV

**Grading:** Grad Stern Pass/Fail**Repeatable for additional credit:** No**MKTG-GB 4105 Research Practicum-Mktg 5 (1 Credit)***Typically offered occasionally*

Research Practicum-Mktg 5

**Grading:** Grad Stern Pass/Fail**Repeatable for additional credit:** No**MKTG-GB 4150 Teaching Practicum-Mktg (1 Credit)***Typically offered occasionally*

Teaching Practicum-Mktg

**Grading:** Grad Stern Pass/Fail**Repeatable for additional credit:** No**MKTG-GB 4381 Behavioral Applications in Marketing I (3 Credits)***Typically offered occasionally*

This course is designed to provide a strong foundation for critical thinking in the area of consumer behavior. It examines topics primarily in the area of social psychology that have marketing applications. The primary focus is on how consumers process and integrate information such as advertising to form or change attitudes. The goal of this course is not only to impart knowledge about a body of research but also to help the individual develop his or her own interests and preferences in consumer behavior-related issues.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**MKTG-GB 4382 Behavioral Applications in Marketing II (3 Credits)***Typically offered occasionally*

The first part of this course covers communication and public policy issues in consumer behavior. It examines recent theory and research bearing on how communications and situational factors affect consumer behavior. In the process students also become familiar with some related public policy issues including deceptive and corrective advertising and trademark-related matters. The second part of the course introduces students to behavioral decision research. Topics covered include judgment under uncertainty, risk taking and conflicting values.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**MKTG-GB 4390 Experimental Approach to Behavioral Research (3 Credits)***Typically offered occasionally*

This course is intended as an introduction for PhD students who want to design and analyze behavioral experiments. The course has three objectives to learn how to test research ideas with rigorous unconfounded experimental designs to learn how to analyze these designs using SAS and to learn how to interpret and evaluate experimental work by other researchers. The topics covered include between subjects within-subject and mixed designs, factorial designs and analysis of covariance. Please keep in mind that this course is not a statistics course. While we will cover some of the calculations behind the analyses, the emphasis is on learning to use the techniques and interpreting applications.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**MKTG-GB 4391 Quantitative Applications in Marketing I (3 Credits)***Typically offered occasionally*

This course acquaints students with the state of the art in mathematical marketing models. The focus is on models of consumer and market behavior. In particular, utility theory, discrete choice models, stochastic models, multidimensional scaling and hierarchical decision making are studied. These models are examined in the context of how consumers and the market react to marketing stimuli. The readings are drawn from leading marketing journals.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**MKTG-GB 4392 Quantitative Applications in Marketing II (3 Credits)***Typically offered occasionally*

Acquaints students with the state of the art in mathematical marketing models. The focus is on managerial models of advertising allocations, channel design, sales force allocation, sales promotion, pricing, product design, test markets, and competitive positioning. The readings are mainly drawn from leading marketing journals. Students develop their own models and papers on a topic of interest.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**MKTG-GB 4394 Advanced Empirical Methods (3 Credits)***Typically offered occasionally*

ADVANCED EMPIRICAL METHODS

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**MKTG-GB 9901 Dissertation Seminar Marketing (1.5 Credits)***Typically offered occasionally*

Dissertation Seminar Marketing

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No

**MKTG-GB 9906 Dissertation Sem Marketing (6 Credits)**

*Typically offered occasionally*

DISSERTATION SEM MKTG

**Grading:** Grad Stern Graded

**Repeatable for additional credit:** No

**MKTG-GB 9915 Dissertation Sem Marketing (15 Credits)**

*Typically offered occasionally*

Dissertation Sem Marketing

**Grading:** Grad Stern Graded

**Repeatable for additional credit:** No