Master of Science in
MARKETING

Student Handbook

Department of Marketing | Eller College of Management
University of Arizona

Rev Spring 2023
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INTRODUCTION TO DEGREES AND DEPARTMENT

Master’s of Science in Marketing
The primary goal of the program is to provide students with a comprehensive foundation of the principles and practices of marketing and its role in developing and implementing successful business and marketing strategies. The marketing-focused curriculum, offered by renowned and world-class Marketing Department Faculty, provides students with both conceptual frameworks as well as analytical tools to formulate and identify business and marketing problems and opportunities, understand customers and incorporate customer insights to make informed marketing decisions, and design effective marketing plans to improve business performance.

Students graduating from the program are expected to have deep conceptual and analytical skills valued in a wide variety of industry sectors, both nationally and internationally.

Recent graduates have obtained placements in companies such as Accenture, Amazon, Disney, Hexagon Mining, Magna International, NBCUniversal, Raytheon, Sunquest, U-Haul, Target and Wal-Mart. The program also kindled an interest in some outstanding students to pursue doctoral education and an academic career in Marketing. Thus, some recent graduates have also joined the PhD Program in Marketing at The University of Arizona and at the University of Texas at Dallas.

Accelerated Master’s of Science in Marketing
What is the Accelerated Master’s Program? The Graduate College offers exceptional undergraduate Marketing students the opportunity to earn both a bachelor’s degree and master’s degree in as few as 5 years. Students will start taking graduate level courses during their senior year at Eller and those graduate courses will count for both their undergraduate degree and their graduate degree at the cost of undergraduate tuition!

Dual MS Marketing/MBA Master’s Program
This program requires admission into both the MS Marketing program and the MBA program. The dual degree student can use up to 15 units which are applicable to both the MS Marketing and MBA plans of study.

The Marketing Department
The Marketing Department in the Eller College of Management strives to generate influential contributions to marketing knowledge and communicate these to students in a way that regenerates this curiosity in a next generation of responsible citizens and marketing professionals. The Marketing Department is committed to achieving this mission by fostering a collaborative environment among scholars, students, and marketing professionals in which intellectual curiosity about the behavioral aspects of marketing is a common focus.
Where Are We Located?

The Marketing Department is part of the Eller College of Management at the University of Arizona, which is in Tucson, Arizona. Our offices are on the third floor of McClelland Hall in suite 320. All department offices are numbered 320 with a letter following.

Marketing Department Website: https://marketing.eller.arizona.edu/
MS Marketing Program Website: https://eller.arizona.edu/programs/masters/marketing

Department Contacts & Their Roles

Tirthankar Roy  
Master’s in Marketing Program Director  
Office: 324  
Email: royt1@arizona.edu (preferred)  
Phone: (520) 626-4186

The Master’s in Marketing Program Director serves as the student’s academic advisor for the duration of their time in the program. The Program Director is responsible for meeting with each student periodically to review the student's progress. The program director also leads the department's recruitment and admission of masters students, the orientation of incoming doctoral students to the university and familiarizing them with departmental resources, policies, and expectations. The Program Director is the first point of contact to resolve problems related to masters students and advise students about the procedure for appeals as needed, as well as support resources.

Tonya Milazzo  
Marketing Graduate Programs Manager  
Office: 320F  
Email: tmilazzo@arizona.edu (preferred)  
Phone: (520) 621-1309

The Graduate Programs Manager in the Marketing Department not only assists the Program Director in managing the Master’s in Marketing program, but also does so for the Marketing Doctoral program. The Programs Manager is responsible for processing planning and implementing program events, processing student enrollment, and tracking student progress towards completion requirements for the program and keeping program and student historical records and information.

Yong Liu  
Marketing Department Head  
Robert A. Eckert Endowed Chair in Marketing  
Office 320U  
Email: yolliu@arizona.edu  
Phone: (520) 621-9320
**Student Role in Departmental Governance**

The marketing department appoints a full-time faculty member as the Director of MSM program. The Director works closely with the students on their academic and professional development. The Director voice the students’ needs and concerns to the department, both in department meetings and in direct conversations with the department head. The MSM students and alumni are also invited to provide input on department resource allocation (such as events that are relevant to them) and reviews (such as Academic Program Reviews).

**Student Appeals and Grievances**

If a student wishes to appeal requirements or decisions, the appeal should be made in writing to the Director of the Master’s in Marketing Program. The appeal will be reviewed by the Master’s in Marketing committee and may include a collective meeting with the student. The Master’s in Marketing committee will decide whether to accept the appeal based on a majority vote.

Students who wish to appeal the decision of the program committee must submit an appeal in writing to the Marketing Department Head at the Eller College of Management.

For further information regarding Grievance Types and Responsible Parties beyond the Department of Marketing, visit: [https://grad.arizona.edu/policies/academic-policies/summary-grievance-types-and-responsible-parties](https://grad.arizona.edu/policies/academic-policies/summary-grievance-types-and-responsible-parties)

**Professional Conduct**

Professional conduct not only involves a commitment to follow the letter of an assistantship contract’s requirements, but also implies that proper respect be given to the spirit behind these requirements. Irresponsible actions exhibited while serving the Department of Marketing at the Eller College of Management and the University not only damage the student’s own reputation, but ultimately damage the reputation of the Department of Marketing.

**Academic Integrity**

Academic Dishonesty occurs whenever any action or attempted action is pursued that creates an unfair academic advantage or disadvantage for students and/or any member or members of the academic community. All forms of academic dishonesty are subject to sanctions under the Code of Academic Integrity. Sanctions include written warning, reduction in grade for work involved, disciplinary probation, loss of credit for work involved, failing grade in the course, suspension, and/or expulsion. Various forms of academic dishonesty include, but are not limited to cheating, fabrication, facilitating academic dishonesty, and/or plagiarism.

Academic Misconduct is defined as any behavior not conforming to prevailing standards or rules within the academic community. All forms of academic misconduct are subject to sanctions under the Code of Conduct. Sanctions include restricted access to University property, administrative hold, warning, probation, suspension, and/or expulsion. Various forms of academic misconduct include, but are not limited to disruptive behavior, threatening
behavior, and/or the theft or damage of university property. For more specific examples of academic dishonesty, academic misconduct, and how to avoid such behavior, please visit the following website: http://deanofstudents.arizona.edu/tipsforavoidingacademicdishonesty

**Academic and Program Advisor**

At the beginning of the program, Master’s in Marketing students will be advised by the Program Director. Students should meet with the Program Director regularly to discuss their program plans including expected graduation, to decide and gain approval for class enrollment, consider special projects and internships, or to address any concerns or issues regarding their progress in the program.

**IMPORTANT LINKS**

- Graduate College: from here students may access Graduate College policies, contacts, information about resources, deadlines, and other useful information): http://grad.arizona.edu/
- Resources for parents, professional development, health and wellness: http://grad.arizona.edu/new-and-current-students
- General Catalog: http://catalog.arizona.edu/
- Academic Integrity: http://deanofstudents.arizona.edu/codeofacademicintegrity
- Responsible Conduct of Research: http://www.orcr.arizona.edu/
- UAccess is a password-protected service that allows students to access personal and academic information via the web. Your UA NetID and password are used for login. UAccess lets students view and make changes to their academic and personal information. This system has a number of features, arranged into four categories: Academic, Financial, Personal, and Self-Service: http://advising.arizona.edu/content/online-tools/uaccess-student
- University Information Technology Services: http://uits.arizona.edu/departments/the247
Currently, the Department of Marketing program does not offer Fellowships, Teaching Assistantships, and/or Research Assistantships to our Master’s in Marketing students.

However, graduate students in the Master’s in Marketing Program can receive financial assistance in the form of Fellowships, Teaching Assistantships, and/or Research Assistantships from other departments across the University of Arizona Campus.

1. Eligibility
Students should recognize that financial support from the GIDP is a privilege and is not guaranteed. In order to receive financial aid, the Statistics GIDP requires that:
   - each student must exhibit full-time graduate status at the level of at least 9 registered units each semester; and
   - each student must maintain a cumulative GPA of 3.0 or higher while enrolled in a graduate program

All MS students are encouraged to seek out funding from a variety of sources; the Graduate College has online resources which can facilitate this effort. Students are also strongly encouraged to apply for Research Assistantship support through faculty and fellowship awards from local and national agencies.

Note: Graduate Certificate students are not eligible for financial assistance, unless concurrently enrolled in a separate MS or PhD program at the University of Arizona.

2. Financial Support for International Applicants/International Students
Additional requirements for financial aid eligibility apply to international applicants. Please see the following page for more information:
https://grad.arizona.edu/funding/ga/english-speaking-proficiency-evaluation

For further information regarding funding opportunities, visit the Grad College at http://grad.arizona.edu/new-and-current-students
DEGREE REQUIREMENTS

Course Requirements

Students in the program have to take a minimum of 30 credits of courses which includes 6 credits for an experiential, Integrated Masters Field Project that also doubles as a summer internship for the students. Most students complete the program within 12 months starting in the Fall semester of the academic year and ending in the Summer term in the next after the completion of their summer internship.

While planning your classes, keep in mind classes in the Fall are only offered in the Fall and classes in the Spring and only offered in the Spring. The required Summer internship (MKTG 909) is only offered over the Summer and cannot be completed in Fall/Spring.

When choosing classes, please use the table below unless otherwise discussed with your Program Director. Enrollment: All classes listed above require Department Consent to enroll. Please receive approval from your Program Director.

Fall Courses:

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Title</th>
<th>Required or Elective</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>MKTG 500 - 001</td>
<td>Marketing Management</td>
<td>Required</td>
<td>3.00</td>
</tr>
<tr>
<td>MKTG 552 - 001</td>
<td>Introductory Statistics for Managers (Fall A)</td>
<td>Required</td>
<td>2.00</td>
</tr>
<tr>
<td>MKTG 531 - 001</td>
<td>Introduction to Social Media Marketing</td>
<td>Elective</td>
<td>3.00</td>
</tr>
<tr>
<td>MKTG 530 - 001</td>
<td>Management of Marketing Communications</td>
<td>Elective</td>
<td>3.00</td>
</tr>
<tr>
<td>MKTG 525 - 001</td>
<td>Advanced Regression Modeling (Fall B)</td>
<td>Elective</td>
<td>2.00</td>
</tr>
<tr>
<td>MKTG 555A</td>
<td>Connect Customer Strategy (Special Topics in Marketing)</td>
<td>Elective</td>
<td>3.00</td>
</tr>
</tbody>
</table>

Spring Courses:

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Title</th>
<th>Required or Elective</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>MKTG 546-001</td>
<td>Marketing Strategy</td>
<td>Required</td>
<td>3.00</td>
</tr>
<tr>
<td>MKTG 572-001</td>
<td>Marketing Research for Managers</td>
<td>Required</td>
<td>3.00</td>
</tr>
<tr>
<td>MKTG 542-001</td>
<td>Marketing Visual Analytics</td>
<td>Elective</td>
<td>3.00</td>
</tr>
<tr>
<td>MKTG 553-001</td>
<td>Brand Management</td>
<td>Elective</td>
<td>3.00</td>
</tr>
<tr>
<td>MKTG 556-001</td>
<td>Pricing Strategy &amp; Tactics</td>
<td>Elective</td>
<td>3.00</td>
</tr>
</tbody>
</table>
Master’s Report (MKTG 909) | Summer Internship or Research Project.
After two semesters of working with our world-renowned faculty and gaining in-depth knowledge about marketing, students will implement everything they learned during a summer internship or special research project with faculty. Internships should be in a position that is marketing focused and in an area that interests the student. Internship positions or special research projects should be at least 20 hours but not more than 25 hours a week and students should plan to work from the beginning of summer term to the end.

During the duration and upon completion of the internship or special research project, students will be asked to submit reports at the beginning, interim, and end which encompass what their plans, learning expectations and outcomes, as well as Marketing applications during their work.

Students will receive course credit for the work they complete during Summer, this course is graded as Pass/Fail and does not influence GPA. All internships or special research projects need to have prior approval from the Program Director before work begins.

Minimum Grade Standard
Students must maintain a grade point average of 3.0 (based on a 4.0 scale) to remain in good standing in all MS Marketing programs. Students must have a 3.0 cumulative grade point average (CGPA) or higher to graduate. The department highly recommends that students track their progress using the course tracking worksheet provided in Appendix A.

A student cannot receive a graduate degree unless he or she has achieved a CGPA average of 3.00 or higher on all course work taken for graduate credit, whether or not the courses are offered in satisfaction of the specific requirements for a specific graduate degree. A student whose CGPA is below 3.0 for two consecutive semesters will be disqualified.

If your CGPA falls below 3.0 for two consecutive semesters, please contact the MS Marketing coordinator to find out what your options are for re-entering the program.
More at http://catalog.arizona.edu/policy/graduate-academic-standing-progress-and-probation

Transfer of Credits
Possible transfer credits from other accredited institutions are limited to the MS in Marketing degree program. No more than six credits can be transferred into the master’s program.

Transfer of credit will not be made unless:
- The grade earned was A or B
- It was awarded by the institution where the work was completed
- It is less than six years of completion
- Transfer course was at the 500 – 600 course level
Grades of transfer work will not be used in computing the student's grade-point average. Credit for correspondence courses or extension work from other institutions will not be accepted for graduate credit.

**Steps to transfer credits:**
1. Students who wish to transfer credits must submit an 'Evaluation of Transfer Credit' online form before the end of their first year of study. The online form is found in the students’ GradPath module in UAccess.
2. UA’s Graduate College will review the students’ request and notify student of their findings.

**Incomplete Policy**
Doctoral students earning a grade of Incomplete, “I” for a course should submit a completed Report of Incomplete Grade form to the MKTGPHD Graduate Advisor for inclusion in their academic record. [http://registrar.arizona.edu/gradepolicy/incomplete.htm](http://registrar.arizona.edu/gradepolicy/incomplete.htm). Incomplete grades should be completed in a timely manner and are submitted at the discretion of the course instructor.

**Continuous Enrollment**
- A student admitted to a master’s program must register each fall and spring semester for a minimum of 1 graduate unit, from original matriculation until all course and thesis requirements are met. A semester in which a student is enrolled for course credit will be counted toward continuous enrollment. Non-credit courses, audited courses or courses from which the student withdraws do not count toward the determination of continuous enrollment for graduate purposes.
- Students receiving funding such as assistantships, fellowships, loans, grants, scholarships or traineeships may be required by their funding source to register for more than 1 unit to meet full-time status requirement. Similarly, international students may have different requirements to maintain their visa status. All students should check with their program advisor regarding such requirements to ensure that they remain qualified for funding and/or visa status.
- Master’s students who have maintained continuous enrollment, fulfilled all their other degree requirements and were enrolled in the prior semester may defend and file in the summer or winter term without registration. If, however, a student needs library privileges or if they plan to make other use of University facilities or significant faculty time during summer or winter session, enrollment is required.
- Summer-only students are required to enroll continuously during consecutive summers until all degree requirements are met.
- Students who have maintained continuous enrollment, fulfilled all their other degree requirements and are only completing an incomplete in coursework (a class other than 900 level) are not required to enroll while they complete the incomplete. If, however, students need library privileges or plan to use other University facilities or need significant faculty time while they complete their incomplete, enrollment is required.
Continuous Enrollment and Incompletes
Students who have maintained continuous enrollment, fulfilled all their other degree requirements and are only completing an incomplete in coursework (a class other than 900 level) are not required to enroll while they complete the incomplete. If, however, students need library privileges or plan to use other University facilities or need significant faculty time while they complete their incomplete, enrollment is required.

Time Limitation
All requirements for the master's degree must be completed within 6 years of the start to ensure currency of knowledge. Time-to-degree begins with the earliest course to be applied toward the degree, including credits transferred from other institutions. Work more than 6 years old is not accepted toward degree requirements. For exception, see Pathway to Degree Completion for Returning Master's Students.

It is expected that students will complete and defend the master's thesis or master's project within 1 year after completing the required coursework for the degree.

Master's students must be enrolled in the semester in which they file their final document with the Graduate College.

Students who take a break in their studies or whose time to degree exceeds 6 years should check with the Graduate Student Academic Services office to determine their options. See also, Pathway to Degree Completion for Returning Master's Students.

The Graduate Student Leave of Absence form is a hard copy form that can be found at the University’s Graduate College website. https://grad.arizona.edu/policies/enrollment-policies/leave-absence

COMPLETION REQUIREMENTS

<table>
<thead>
<tr>
<th>Completion Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete the required credit hours of course work as prescribed by the program</td>
</tr>
<tr>
<td>Summer Master's Project</td>
</tr>
<tr>
<td>Maintain an overall GPA of 3.0 or higher</td>
</tr>
<tr>
<td>Complete a Plan of Study via GradPath</td>
</tr>
<tr>
<td>Complete a Master's/Specialist Committee Appointment Form via GradPath</td>
</tr>
</tbody>
</table>

Plan of Study
In conjunction with the Program Director, each student is responsible for developing a Plan of Study as early as possible during the first few months in residence, to be submitted to the Graduate College no later than the second semester in residence.
All deficiencies must be satisfied before the Plan of Study is approved.

The Plan of Study identifies:

1. Courses the student intends to transfer from other institutions;  
2. Courses already completed at the University of Arizona which the student intends to apply toward the graduate degree; and  
3. Additional course work to be completed to fulfill degree requirements.  
4. The Plan of Study must have the approval of the student's major professor and department head (or Director of Graduate Studies) before it is submitted to the Graduate College.  
5. There is a Fee associated with the submission of your Plan of Study.

Master's/Specialist Committee Appointment Form  
The Master's/Specialist Committee Appointment Form is completed online by the student using the GradPath module in UAccess. The form should be completed before the end of your last class. Please select “No Committee”.  

When the student's department determines that the student has completed all degree requirements, the department's Graduate Coordinator will submit the Master's/Specialist Completion Confirmation form in GradPath on behalf of the student. The submission of the Completion Confirmation form initiates the Graduate College's final audit of the student's program and ultimately leads to the award of the student's degree following resolution of any outstanding issues.

All grades for Incompletes and current semester coursework must be received before the degree is considered completed. A student must have a cumulative GPA in all graduate coursework of at least 3.000 in order to graduate. If a student receives an incomplete (an "I" grade) in a 900-level course, that grade applies only to the semester when the course was taken. For master's students completing a 909 report, an incomplete does not override the need to register for a minimum of one unit for the semester in which the student defends or submits the final master's document and graduate.

For dates by which requirements must be met to graduate in a particular semester, please refer to our Important Deadlines.

While minor changes to the name on the diploma may be requested from Graduate Student Academic Services, changes to the official name on the student record or significant changes to the diploma name must be filed with the Registrar’s Office. Any outstanding financial debts to
the University may prevent students from ordering official transcripts or receiving their diploma. Please contact the Bursar's office at 621-3232 for assistance with these matters.

**MARKETING PHD PROGRAM**

Marketing PhD Program

Master’s students that are interested in pursuing a Marketing PhD would need to apply online, [https://eller.arizona.edu/programs/doctoral/marketing/admissions](https://eller.arizona.edu/programs/doctoral/marketing/admissions)

**Admission Requirements**

- Bachelor’s degree (*master’s degree not required*)
- 3.0 GPA (*successful applicants typically have 3.5+*) emphasis placed on upper-level undergraduate and prior graduate-level academic performance
- GMAT/GRE test scores
- Math proficiency (*college calculus plus introductory probability and statistics*)
- International students must meet the Graduate College's English proficiency requirement to be considered for admission. [https://grad.arizona.edu/admissions/requirements/international-applicants#english-proficiency](https://grad.arizona.edu/admissions/requirements/international-applicants#english-proficiency) Beyond this minimal level of proficiency, the Ph.D. Admissions Committee looks for evidence of excellent English language fluency as much of the conduct of an academic career is through oral and written communication.

**Application Deadlines**

The Marketing Department Ph.D. Admissions Committee will begin making acceptance decisions as early as January, so we recommend submitting your application as soon as possible rather than getting it in just before the date when decisions will start being made.

Please note that the deadline for non-US citizens is in mid-December while the deadline for US citizens is in early January. Exact dates for a specific year are available on the doctoral program’s webpage.

**Application Materials**

All students will complete a graduate application through the university’s online portal [GradApp](https://apply.grad.arizona.edu/users/login). The University of Arizona does not permit materials submitted through any other communication medium (email, mail, FAX, etc).

- Official transcripts of all undergraduate and graduate work including summer session work (forwarded directly to UA from the educational institutions)
- Recent GMAT/GRE scores. If you have not yet received your official scores, we will accept an unofficial copy until the official one is sent to us. However, admission offers cannot be extended until the official copy is received.
- Statement of Purpose (max. 2 single-spaced pages) including:
  1. Career objectives
2. Program expectations
3. Intended substantive and methodological concentration
4. Faculty members with whom you wish to work on research
   - Minimum 3 letters of recommendation (preferably from academics, but business or personal associates will be accepted. We do not require a specific form.)
   - Current resume
   - TOEFL scores (for international applicants)

**Note:** You must upload these required documents to your application through [GradApp](https://gradapp.arizona.edu). Transcripts from all institutions attended must be uploaded by the applicant, but are considered unofficial. In addition, before an offer of admission can be made, the Graduate College will need official copies of your transcripts on file by having them sent directly by the institution or transcript service to transcripts@grad.arizona.edu. Your recommenders will be requested by The University of Arizona to submit their letters through GradApp. Applicants should not upload recommendation letters themselves.