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January 2011

ACADEMIC POSITIONS

- 2006-present **Assistant Professor**
University of Illinois at Chicago
Liautaud Graduate School of Business
Department of Managerial Studies
- 2002-2006 **Assistant Professor**
Texas A&M University
Mays Business School
Department of Marketing

EDUCATION

- 2003 **Doctor of Philosophy**
University of Illinois, Urbana-Champaign
Major: Marketing, *Minor:* Psychology (Cognitive)
- 1996 **Bachelor of Science, Summa Cum Laude**
University of Illinois, Urbana-Champaign
Major: Economics

HONORS AND AWARDS

- 2010 Who's Who in Business Higher Education
- 2008/9/10/11 SSRN Top Ten Downloaded Papers Lists
- 2009/10/11 UIC Faculty Scholarship Support Program Award
- 2008 Best Paper Award, PDMA Research Forum
- 2007-2009 Who's Who in America
- 2007- Sloan Industry Studies Program, Affiliate Member
- 2003 XXI Annual University of Houston Doctoral Symposium, Faculty Representative
- 2002 Honorable Mention, Institute for the Study of Business Markets (ISBM),
Dissertation Proposal Competition
- 2001 Richard D. Irwin Fellowship, University of Illinois
- 2001 On-Campus Dissertation Research Grant, University of Illinois
- 2001 Doctoral Consortium Fellow, American Marketing Association
- 2000 UIUC Representative, Haring Symposium, Indiana University
- 1998-2001 Stellner Marketing Fellowship, University of Illinois
- 1997-1998 J.M. Jones Fellowship, University of Illinois
- 1996 Bronze Tablet, Highest Honors (Top 3% of Graduating Class), University of Illinois
- 1994-1996 Office of International Student Affairs Scholarship, University of Illinois
- 1994-1996 James Scholar, University of Illinois Undergraduate Honors Program
- 1994 Beta Gamma Sigma Business Honor Society
- 1994 Phi Kappa Phi Honor Society

REFEREED JOURNAL ARTICLES

Bohlmann, Jonathan, **Jelena Spanjol**, William Qualls, and José Antonio Rosa, "The Interplay of Customer and Product Innovation Dynamics: An Exploratory Study," *Journal of Product Innovation Management* (forthcoming, accepted December 2010) (5-Year Journal Impact Factor = 3.83 / 2008 = 1.52)

Jelena Spanjol, Leona Tam, William Qualls, and Jonathan Bohlmann (2011), "New Product Team Decision-Making: Regulatory Focus Effects on Number, Type, and Timing Decisions," *Journal of Product Innovation Management* (forthcoming, accepted December 2009).

- **Lead article in special issue on decision-making**

Jelena Spanjol, William Qualls, and José Antonio Rosa (2011), "How Many and What Kind? The Role of Strategic Orientation in New Product Ideation," *Journal of Product Innovation Management*, (28), 234-248.

Jelena Spanjol and Leona Tam (2010), "To Change or Not to Change: How Regulatory Focus Affects Change in Dyadic Decision-Making," *Creativity and Innovation Management*, 19 (4), 346-363.

Leona Tam, Richard P. Bagozzi, and **Jelena Spanjol** (2010), "When Planning is Not Enough: The Self-Regulatory Effect of Implementation Intentions on Changing Snacking Habits," *Health Psychology*, 29 (3), 284-292. (5-Year Journal Impact Factor = 4.42 / 2008 = 3.46)

Sorescu, Alina and **Jelena Spanjol** (2008), "Innovation's Effect on Firm Value and Risk: Insights from Consumer Packaged Goods," *Journal of Marketing*, 72 (March), 114-132. (5-Year Journal Impact Factor = 8.52 / 2008 = 3.8)

Rosa, José Antonio and **Jelena Spanjol** (2005), "Micro-Level Product Market Dynamics: Shared Knowledge and its Relationship to Market Development," *Journal of the Academy of Marketing Science*, 33 (2), 197-216. (equal contribution) (5-Year Journal Impact Factor = 3.13 / 2008 = 1.58)

Rosa, José Antonio, Joseph F. Porac, **Jelena Spanjol**, and Michael Saxon (1999), "Socio-Cognitive Dynamics in a Product Market," *Journal of Marketing*, 63 (Special Issue), 64-77.

BOOK CHAPTERS AND PEER-REVIEWED PUBLISHED WORKING PAPERS

Sorescu, Alina and **Jelena Spanjol** (2006), "Building Long-Term Firm Value Through Innovation," *Marketing Science Institute*, Working Paper Series, No. 06-122, Cambridge, MA.

Shankar, Venkatesh and **Jelena Spanjol** (2005), "Adaptive Innovation Management," in Nirmal Pal and Dan Pantaleo (eds.), The Agile Enterprise: Reinventing your organization for success in an On-Demand world! New York, NY: Springer Science+Business Media, Inc., 151-166.

Rosa, José Antonio, **Jelena Spanjol**, and Joseph F. Porac (2004), "Text-based Approaches to Marketing Strategy Research," in Christine Moorman and Donald R. Lehmann (eds.), Assessing Marketing Strategy Performance, Cambridge, MA: Marketing Science Institute (MSI), 185-211.

Porac, Joseph F., José Antonio Rosa, **Jelena Spanjol**, and Michael S. Saxon (2001), "America's Family Vehicle: Path Creation in the Minivan Market," in Raghu Garud and Peter Karnoe (eds.), Path Dependency and Creation, Mahwah, NJ: Lawrence Erlbaum, 213-242.

NON-REFEREED PUBLICATIONS (not listed elsewhere)

Cadwallader, Susan, Alina Sorescu, and **Jelena Spanjol** (2003), "Is the Extra Mint Always Worth It? Selective Investment in Customer Satisfaction Rewards Your Customers and Your Company," invited commentary, *Center for Retailing Studies*, Texas A&M University.

Jelena Spanjol and William J. Qualls (2001), “Ryerson Tull: Stainless Steel Fabrication Services in the Midwest,” University of Illinois at Urbana-Champaign, Case Study.

INVITED PRESENTATIONS

“Does this Fit or Match? An Exploration of Regulatory Effects on Individual and Team Decision-Making,” *University of Illinois at Urbana-Champaign*, March 2008.

“Building Long-Term Firm Value Through Innovation,” *University of Illinois at Chicago*, March 2006.

CONFERENCE PROCEEDINGS – PEER REVIEWED (full papers)

Jelena Spanjol, Leona Tam, William Qualls, and Jonathan Bohlmann, “Does this Fit or Match? Regulatory Focus Effects on New Product Team Decision-Making,” *2008 PDMA Research Conference*, Orlando FL, September 2008.

- **Best Paper Award**

Jelena Spanjol and Frederik Beuk, “The Early Bird Gets the Worm: Assessing Performance in the Front End of Innovation (FEI),” *2007 PDMA Research Conference*, Orlando FL, September 2007.

Jelena Spanjol and Leona Tam (2003), “Framing and Categorization Issues in New Product Development Metrics and Decision-Making,” *AMA 2003 Summer Educators’ Conference Proceedings*, (eds. R. Bruce Money and Randall L. Rose), 14, 274-75.

Jelena Spanjol (2001), “Reconceptualizing Organizational Resources and their Role in Innovation,” *AMA 2001 Winter Educators’ Conference Proceedings*, (eds. Ram Krishnan and Madhu Viswanathan), 12, 120-127.

CONFERENCE PRESENTATIONS – PEER REVIEWED

Jelena Spanjol, Silke Muehlmeier, and Torsten Tomczak, “Identifying When and How Strategy Orientation Affects Innovation: Exploring Differential Effects for Services vs. Manufactured Goods and Incremental vs. Breakthrough Innovation,” *2010 PDMA Research Forum*, Orlando FL, October 2010.

Jelena Spanjol and Regina McNally, “Time Will Tell: A Longitudinal, Repeated Measures Exploration of Diversity in Teams and Effects on New Product Decisions and Outcomes,” *2010 PDMA Research Forum*, Orlando FL, October 2010.

Jelena Spanjol and Regina McNally, “Too Much or Not Enough? Trade-offs Between Team Diversity and Innovation Decision-Making Effectiveness,” *2010 Marketing Science Conference*, Cologne Germany, June 2010.

Jelena Spanjol, Leona Tam, William Qualls, and Jonathan Bohlmann, “Team Decisions and Regulatory Focus,” *2009 World Marketing Congress*, Oslo Norway, July 2009.

Tam, Leona, **Jelena Spanjol**, and José Antonio Rosa, “Sustainable Snacking: Aligning Regulatory Orientation and Snack Decision Strategies for Better Results,” *2009 Marketing & Public Policy Conference*, Washington DC, May 2009.

Mirabito, Ann, Leonard E. Berry, and **Jelena Spanjol**, “Perceptions of Service Quality with Credence Services,” *2009 Marketing & Public Policy Conference*, Washington DC, May 2009.

Jelena Spanjol, Leona Tam, William Qualls, and Jonathan Bohlmann, “New Product Decision Making in Teams: The Role of Regulatory Focus,” *2009 AMA Winter Educators’ Conference*, Tampa FL, February 2009.

Jelena Spanjol, William Qualls, and José Antonio Rosa, “Strategic Orientation and New Product Ideation,” *2009 AMA Winter Educators’ Conference*, Tampa FL, February 2009.

Beuk, Frederik and **Jelena Spanjol**, “Organizational Culture, Organizational Orientation, and SBU Innovativeness,” *2007 PDMA Research Conference*, Orlando FL, September 2007.

Bohlmann, Jonathan, **Jelena Spanjol**, William Qualls, and José Antonio Rosa, “Customer Learning and the Dynamics of Disruptive Innovations,” *AMA Summer 2007 Educators’ Conference*, Washington DC, August 2007.

Mirabito, Ann, **Jelena Spanjol**, and Leonard Berry, “Consumer and Physician Interpretations of Health Care Quality: Integrating Technical and Experience Quality Indicators,” *2006 AcademyHealth Annual Research Meeting*, June 2006.

Sorescu, Alina and **Jelena Spanjol**, “Long-term stock market returns to new product introductions: a comparison of incremental, breakthrough, and market-dominant innovation,” *Marketing Science Conference*, June 2006.

Jelena Spanjol and Leona Tam, “When Leadership does not Lead: Strategic Inclination Effects on New Product Decision Making,” *AMA Summer 2006 Educators’ Conference*, August 2006.

Sorescu, Alina and **Jelena Spanjol**, “Does Innovation Really Pay? An Investigation into Financial Returns to New Product Introductions,” *AMA Winter 2005 Educators’ Conference*, February 2005.

Llyod, Susan, Olivier Furrer, **Jelena Spanjol**, and Wesley Demory, “Determinants of E-Commerce Brand Preference,” *Winter 2005 SCP Conference*, February 2005.

Jelena Spanjol and José Antonio Rosa, “Market Learning and Development: Shared Knowledge in Emergent Product Markets,” *AMA Winter 2004 Educators’ Conference*, February 2004.

Rosa, José Antonio, **Jelena Spanjol**, and Joseph F. Porac, “Text-based Approaches to Marketing Strategy Research,” *Cool Tools for Assessing Marketing Strategy Performance*, sponsored by the Marketing Science Institute (MSI) and Marketing Strategy Special Interest Group of the American Marketing Association (AMA), August 2003 (invited presentation).

Jelena Spanjol and Leona Tam, “Framing and Categorization Issues in New Product Development (NPD) Metrics and Decision-Making,” *AMA Summer 2003 Educators’ Conference*, August 2003.

Jelena Spanjol, “Organizational Culture, Market Search, and Market Interpretation Effects on New Product Idea Generation,” *Marketing Science Conference*, June 2003.

Jelena Spanjol, “Organizational Interpretation Modes: Understanding Determinants of Strategic Orientation in a New Product Development Context,” *Marketing Science Conference*, June 2002.

Jelena Spanjol, “Cognitive Factors in Organizations and Their Role in Product Innovation Generation, Screening, and Adoption,” *Marketing Science Conference*, July 2001.

Jelena Spanjol, “Reconceptualizing Organizational Resources and their Role in Innovation,” *AMA Winter 2001 Educators’ Conference*, February 2001.

Jelena Spanjol, “An Empirical Test of Framing Categories in Managerial Decision Making: The Hidden Effects of Performance Metrics,” *Marketing Science Conference*, June 2000.

Jelena Spanjol, “On the Relevance of Organizational Mind to Innovation Research in Marketing,” *30th Annual Haring Symposium*, April 2000.

Jelena Spanjol, Pamela Lowrey, and Cele Otnes, “Magic and Transformation in Advertising: A Longitudinal Study,” *Association for Consumer Research European Conference*, June 1999.

Jelena Spanjol, Pamela Lowrey, and Cele Otnes, “Magic and Transformation in Advertising: A Longitudinal Study,” *Midwest Marketing Camp*, June 1999.

Mishina, Yuri, Joseph F. Porac, José Antonio Rosa, and **Jelena Spanjol**, “Identities and Equivocality in the Social Construction of the US Minivan Market: 1982-1988,” *Midwest Academy of Management Conference*, April 1999.

Rosa, José Antonio, Joseph F. Porac, **Jelena Spanjol**, and Michael S. Saxon, “Product Markets Through the Socio-Cognitive Lens,” *Innovative Market Research for Breakthrough Product Design Conference*, sponsored by the Marketing Science Institute, March 1999.

McGrath, Mary Ann, Cele Otnes, Katie Glow, Abby Gress, Pam Lowrey, Kirk Manley, and **Jelena Spanjol**, “Getting Even Stranger: Further Exploration of How Unacquainted Influencers Interact in Retail Setting,” *Association for Consumer Research Annual Conference*, October 1998.

Rosa, José Antonio, Joseph F. Porac, **Jelena Spanjol**, and Michael S. Saxon, “The Socio-Cognitive Dynamics of Product Markets: Minivans from 1982-1988,” *Journal of Marketing/Marketing Science Institute Special Issue Conference*, June 1998.

MEDIA MENTIONS

“The Role of Corporate Culture in Product Development,” *Strategy+Business*, July 2, 2010, <http://www.strategy-business.com/article/re00110>

“Opening the Flow of Ideas,” *PlusPoint*, March 8, 2010, http://www.mpiweb.org/magazine/pluspoint/10-03-08/Opening_the_Flow_of_Ideas.aspx

“Study: Revolutionary Ideas Spring Most from Companies Stressing Technology,” *The X-Journals*, February 22, 2010, <http://x-journals.com/2010/study-revolutionary-ideas-spring-most-from-companies-stressing-technology/>

“Business culture steers flow of ideas, study says,” *News Guide*, February 23, 2010, <http://www.newsguide.us/education/science/Business-culture-steers-flow-of-ideas-study-says/?date=2010-01-10>

“Emphasis On Technology Drives Business Innovation,” *Scientific Blogging*, February 22, 2010, http://www.scientificblogging.com/news_articles/emphasis_technology_drives_business_innovation

“Business culture steers flow of ideas, study says,” *Science Blog*, February 23, 2010, http://www.scienceblog.com/cms/business-culture-steers-flow-ideas-study-says.html?utm_source=feedburner&utm_medium=feed&utm_campaign=Feed%3A+scienceblogrssfeed+%28Science+Blog%29

“Business culture steers flow of ideas,” *Innovations Report*, February 23, 2010, http://www.innovations-report.com/html/reports/economy_finances/business_culture_steers_flow_ideas_149175.html

“Business Culture Steers Flow of Ideas, Study Says,” *Science Daily*, February 23, 2010, <http://www.sciencedaily.com/releases/2010/02/100222111402.htm>

“Business culture influences product ideas,” *ThaiIndian News*, February 23, 2010, http://www.thaindian.com/newsportal/business/business-culture-influences-product-ideas_100324764.html

“Business culture influences product ideas,” *OneIndia*, February 23, 2010, <http://news.oneindia.in/2010/02/23/businessculture-influences-productideas.html>

“Business culture steers flow of ideas, study says,” *PhysOrg.com*, February 22, 2010, <http://www.physorg.com/news186061573.html>

“Business Culture Steers Flow Of Ideas,” *RedOrbit*, February 22, 2010, http://www.redorbit.com/news/business/1826373/business_culture_steers_flow_of_ideas/index.html

“Business culture steers flow of ideas, study says,” by Jan Dennis, University of Illinois News Bureau, <http://www.news.illinois.edu/news/10/0222products.html>, February 22, 2010

“Study Explores Motivation behind Decision Making in New Product Development Teams,” *Carolina NewsWire*, 2/6/2009, <http://carolinanewswire.com/news/News.cgi?database=0001news.db&command=viewone&id=805&op=t>

"REALITY CHECK: Innovate and/or Die", *NZ Marketing Magazine*, July 2008, p. 14, by John Varcoe, <http://www.archivesearch.co.nz/default.aspx?webid=MKT&articleid=31119>

"Putting a Dollar Amount on Innovation (\$4.2 million)", by Stacey Gillar, June 6, 2008, <http://designmind.frogdesign.com/blog/putting-a-dollar-amount-innovation-42-million.html>

“Risk is Good,” *Marketing News*, 3/1/2008, Vol. 42 Issue 4, p. 4.

SPONSORED RESEARCH PROJECTS & GRANTS

University of Illinois at Chicago (2009/10) – Faculty Scholarship Support Program

University of Illinois at Chicago (2007) – Sloan Industry Center, Air Cleaning Technologies, Investigator

University of Illinois at Chicago (2007-8) – Motorola Innovation Center, Investigator

Texas A&M University (2005) – Mays Business School Mini Research Grant

Texas A&M University (2004) – Mays Business School Summer Research Grant (with A. Sorescu)

University of Illinois (2001) – On-Campus Dissertation Research Grant

University of Illinois (2001) – Richard D. Irwin Fellowship, University of Illinois

APICS (2000) – Integrated Enterprise and E-Commerce in Supply Chains (with W. J. Qualls)

SERVICE ACTIVITIES

Editorial Service:

Editorial Board Member

Journal of Product Innovation Management (JPIM)
Creativity and Innovation Management (CIM)

Reviewer

Journal of Consumer Research (JCR)
Journal of the Academy of Marketing Science (JAMS)
Strategic Entrepreneurship Journal (SEJ)
Journal of Interactive Marketing (JIM)
Journal of Managerial Psychology (JMP)

Conference Reviewing:

Marketing Strategy Track, AMA Winter Educators' Conference
Sales and Relationship Marketing, AMA Winter Educators' Conference
Consumer Behavior Track, AMA Winter Educators' Conference
New Product Development Track, AMA Summer Educators' Conference
Product Development & Management Association Research Forum
New Technologies and E-Marketing Track, EMAC Annual Conference

Conference Support:

2011 Chair, Academic Program, Inaugural PMDA-UIC Doctoral Consortium
2010 Organizer & Co-Chair, Special Session, 2011 AMA Winter Educators' Conference
2010 Organizer & Co-Chair, Special Session, 2010 Marketing Science Conference
DocSIG Mentors' Breakfast, Invited Faculty Participant
2009 Session Chair, AMA Winter Educators' Conference
2008 Session Chair, UIC Culture Symposium
2008 Session Chair, 2nd Subsistence Marketplaces Conference
2007-2008 Session Chair, Product Development & Management Association Conference
2007 Co-chair, AMA Summer Educators' Conference, Marketing Strategy Track
2004 Special Session Organizer & Competitive Session Chair, Strategy Formulation & Implementation Track, AMA Winter Educators' Conference
2003 Invited Panelist, DocSig Special Session on "Preparing for the Job Market: Steps for Success at Summer AMA," AMA Winter Educators' Conference
2002-2003 Discussant, Strategy Formulation & Implementation Track, AMA Winter Educators' Conference
2001-2002 Session Chair, Marketing Science Conference
2001 Session Chair, Consumer Behavior Track, AMA Winter Educators' Conference

Selected Internal Service, University of Illinois at Chicago:

Doctoral Dissertation Committee Member – Kelly Weidner, Marketing (September 2010-present)

Doctoral Dissertation Committee Member – Frederik Beuk, Marketing (January 2010-present),
University of Akron (Fall 2011)

Visiting Speaker Series – Organizer (April 2010-present)

CBA Faculty Representative – CMBA Graduation Ceremony (June 2010)

Business Week Ranking Task Force – Member (April 2009-present)

Marketing Faculty Recruiting Committee – Member (September 2008-March 2010)

Undergraduate Academic Program Committee – Secretary and member (August 2007-present)

Independent Study Advisor – Faculty advisor for MBA students (Fall 06, Summer 07, Spring 08/09)

5th Annual Marketing Case Competition, Kellogg School of Management – Faculty advisor for UIC MBA students and judge on Motorola-sponsored competition (May 2007; 2nd place)

Selected Internal Service, Texas A&M University:

Doctoral Dissertation Committee Member – Ann Mirabito, Marketing (May 2008, Baylor University)
Laboratory for Intelligent Systems in Tourism, Texas A&M University – affiliated researcher
W-course Developer – developed the writing intensive course for Marketing Department to satisfy the University-wide initiative of writing-in-discipline coursework (November 2004)
Doctoral Dissertation Committee Member – Leona Tam, Marketing (August 2005, Old Dominion University)
International Faculty & Scholars Network, Texas A&M University, 2004-2006 (founding member, President elect)
Marketing Department Ph.D. Program Review Committee, 2003 (appointed member)
“Preparing for the Job Market” – co-developer of Ph.D. student ½-day seminar, June 2003
American Marketing Association (AMA) Student Chapter Faculty Advisor, June 2003-May 2006
Faculty International Participation Discussion Table, Texas A&M University committee on international faculty involvement opportunities, October 2003 (invited participant)

Selected Service to the Field:

PDMA Academic Committee – Member (June 2010-present)
 PDMA Dissertation Proposal Competition – Reviewer (July 2009)
 Prentice Hall – Reviewer of instructional materials (December 2003)

MEMBERSHIP IN ACADEMIC ORGANIZATIONS

American Marketing Association (AMA)
 Academy of Marketing Science (AMS)
 Product Development and Management Association (PDMA)
 Institute for Operations Research and the Management Sciences (INFORMS)
 Academy of International Business (AIB)

PROFESSIONAL EXPERIENCE

1997 Regional Business Development Manager
 Wolfram Research Europe Ltd., Oxford, United Kingdom

1996-1997 International Marketing Coordinator
 Wolfram Research Inc., Champaign, IL

FOREIGN LANGUAGE PROFICIENCY

English, fluent at highest level	Croatian, fluent at highest level (native speaker)
German, fluent at highest level (native speaker)	French, fluent
Serbian, fluent at highest level (native speaker)	Italian, basic knowledge

RESEARCH INTERESTS

Product innovation
 Front end of innovation
 Marketing strategy
 Product market dynamics

TEACHING INTERESTS

New product development
 Marketing management and strategy
 Global marketing

TEACHING EXPERIENCE AND PERFORMANCE

Course	Enrollment	Average Instructor Score	Level
UNIVERSITY OF ILLINOIS AT CHICAGO			
<i>Fall 2010</i>			
MKTG 594: Marketing Strategy/Innov.	3	n/a/5.0~	Ph.D.
<i>Summer 2010</i>			
MKTG 572: Global Marketing	44	4.6/5.0~	Corporate MBA
<i>Fall 2009</i>			
MKTG 572: Global Marketing	34	4.7/5.0~	Corporate MBA
MKTG 572: Global Marketing	41	4.1/5.0~	Corporate MBA
<i>Spring 2009</i>			
MKTG 572: Global Marketing	38	4.0/5.0~	Corporate MBA
MKTG 572: Global Marketing	40	4.4/5.0~	Corporate MBA
MKTG 572: Global Marketing	45	4.5/5.0~	Corporate MBA
MKTG 574: Product Planning & Dev	16	4.2/5.0^	MBA
<i>Spring 2008</i>			
MKTG 572: Global Marketing	10	4.8/5.0^	MBA
MKTG 594: Marketing Strategy	6	5.0/5.0^	Ph.D.
<i>Fall 2007</i>			
MKTG 560: Marketing Management	26	4.6/5.0^	MBA
MKTG 574: Product Planning & Dev	10	4.9/5.0^	MBA
<i>Spring 2007</i>			
MKTG 560: Marketing Management	17	4.6/5.0^	MBA
MKTG 574: Product Planning & Dev	9	5.0/5.0^	MBA
<i>Fall 2006</i>			
MKTG 560: Marketing Management	20	4.3/5.0^	MBA
TEXAS A&M UNIVERSITY			
<i>Spring 2006</i>			
MKTG 448: Marketing Management	47	4.4/5.0**	Undergraduate
MKTG 448: Marketing Management	45	4.5/5.0**	
MKTG 448: Marketing Management	35	4.5/5.0**	
<i>Spring 2005</i>			
MKTG 448: Marketing Management	39	4.2/5.0**	Undergraduate
MKTG 448: Marketing Management	49	4.5/5.0**	
MKTG 448: Marketing Management	48	4.5/5.0**	
<i>Spring 2004</i>			
MKTG 448: Marketing Management	23	3.9/5.0**	Undergraduate
MKTG 448: Marketing Management	44	4.4/5.0**	
MKTG 448: Marketing Management	46	4.3/5.0**	
<i>Spring 2003</i>			
MKTG 448: Marketing Management	44	4.0/5.0**	Undergraduate
MKTG 448: Marketing Management	41	4.1/5.0**	
MKTG 448: Marketing Management	26	4.1/5.0**	
UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN			
<i>Summer 2001</i>			
BA 202: Principles of Marketing	33	4.3/5.0*	Undergraduate
<i>Spring 1999***</i>			
BA 202: Principles of Marketing	76	4.5/5.0*	Undergraduate
<i>Fall 1998</i>			
BA 202: Principles of Marketing	72	4.2/5.0*	Undergraduate

~All things considered, how would you rate this instructor? (1=poor, 5=excellent), ^You have learned something, which you consider valuable (1=very poor, 5=excellent), *Rate the instructor's overall teaching effectiveness (1=very poor, 5=excellent), **On the whole, this is a good instructor. (1=strongly disagree, 5=strongly agree), ***List of excellent teachers