

# MBA - GENERAL (MBA)

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## **MBA 4210 Social Good Challenge (2 Credits)**

The objective of this course is to enable students to develop the skills and knowledge of the consulting process as it relates to client engagement. Students will be expected to apply both their academic training and prior business experience to the class. The course requirements will consist of project activities and status reporting, assigned readings, class discussions, a midterm presentation, and a final project deliverable and presentation. This course is based upon experiential learning, where you will: 1) develop the building blocks for any consulting engagement including the industry, project management, problem solving, presentation, and teamwork through lectures, discussions, and a series of in- and out-of-class exercises. Using your Social Good Projects, we will lean heavily on real world examples. 2) Learn the key communications skills necessary for a consulting engagement, including giving and receiving feedback, influencing clients and colleagues, developing presentations, and interviewing the client. 3) Get introduced to some of the key frameworks used to solve functional area consulting problems (finance, strategy, operations and marketing) that you can use in cases and projects. Note that this is just an introduction and overview – your other courses are critical! 4) Wrap up the class with your Final Social Good Project presentation and client report.

## **MBA 4310 Experiencing Strategic Management through Corporate Challenges (2 Credits)**

Corporate Challenges is a Challenge Driven Educational (CDE) course that builds on several previous foundational and experiential courses. Students will leverage the content from accounting, finance, ethics, management, marketing, economics, globalization, strategy, business stats and analysis in order to engage with corporate partners to examine real-world problems. Students will address issues involving marketing and digital strategy, market feasibility, digital transition, e-commerce, competitive analysis, business development, go-to-market strategy, supply chain management, and innovation and product development. The course is delivered in both lecture and lab format in which students will meet one day of the week in the classroom and the other day of the week in an on-campus study room discussing their specific corporate challenge. The lecture will focus on content applicable to all corporate challenges. In order to provide the best learning experience, guest speakers will be provided periodically in lecture format. During the on-campus lab time, groups will brief the instructor on their project's progress, achievements to date, and obstacles that require assistance to overcome in order to achieve success. The remainder of the lab time must be spent in groups working on the corporate challenge project.

## **MBA 4340 Sustainable Enterprises (2 Credits)**

This course provides an overview of sustainability and how it has become relevant to all corporations and their stakeholders. Sustainability is more than financial or environmental – it is a larger concept that includes the economic, social, and environmental aspects of an organization. While there has been debate about corporate responsibility to not cause social or environmental harm, sustainability has become an economic driver of financial performance with specific business risks and opportunities. Why? First, we can better measure the real costs of climate change and other negative externalities and their costs to society, communities, and corporations. Second, investors and other stakeholders are asking companies how prepared they are to manage the business risks and opportunities in their industries. Companies are being asked for data on their environmental impacts and their workforce development and inclusiveness because these affect their future business performance as business risks, revenue opportunities, and access to capital. Investors, customers, employees, suppliers, and other stakeholders are asking companies for data and reporting on their sustainability outcomes, and companies are now using that data to guide operational and strategy decisions. According to McKinsey & Co, corporations will need to focus on sustainable and inclusive growth that adapts to climate-related risks, competes effectively for limited resources, and shares costs and benefits across generations. This course highlights what all MBA students should know about sustainability as it will continue to affect all organizations - global public corporations, small private companies, large nonprofits like hospitals and universities, and government entities. This course will focus on the major issues and challenges of sustainability, the ESG framework and measurement challenges, and practical examples of how sustainability is driving operations and strategy in different industries. Of course, not all industries and corporations are in the same place along this spectrum, and stakeholders can vary in importance and relative power. But all companies should understand sustainability basics to protect and enhance their financial performance and to inform decision-making, and reduce negative externalities like poor water and air quality, greenhouse gas emissions, and social harm.

## **MBA 4410 Global Challenge I (0-4 Credits)**

The Global Challenge represents the culmination of your Challenge work in the Denver MBA offering you the opportunity to apply your learning in an overseas setting. Working with a client organization, you will conduct an overseas consulting project. Beginning your work in Denver during the Fall quarter, you will work with your client to understand the scope of the project, conduct Denver-based research, plan your field research strategy, prepare for your overseas travel and prepare a pre-trip project deliverable that allows you to leverage your time in the field. During the interterm you will travel to your destination country, meeting local and global organizations, conducting research across cultures and managing your relationship with your client while in the field. Your in-country research will combine with your Denver-based research to support your final report and recommendations – to be delivered to your client in a written report and presentation - as you complete Global Challenge III in the Winter quarter. Enforced Prerequisites: MBA 4110, MBA 4210, and MBA 4310.

**MBA 4446 Advanced Sustainability (4 Credits)**

This course provides an overview of current corporate sustainability approaches and the strategies and tools that help them be effective. As businesses and corporations seek to create social and environmental impact along with shareholder value, they are developing strategic approaches to sustainability that can be measured, managed, and reported to investors, employees, and other stakeholders. Getting beyond sustainability basics to create real value and impact can build competitive advantage, attract capital investment, recruit talent and customers, and reduce negative externalities like poor water and air quality, greenhouse gas emissions, and social harm. How can organizations move beyond “check the box” sustainability to real impact and measurable value? They need to think strategically, integrate sustainable approaches into operations, create reporting structures for good data and accountability, and create a culture around steady sustainability improvement. While corporations may approach sustainability with different moral or economic motivations and rest along a spectrum of intention and commitment, the external landscape is shifting. In the business world, customers, employees, investors, and partner firms are placing more emphasis on transparency to guide their decision-making, and businesses need to communicate their sustainability efforts effectively to diverse stakeholders. In response, both large corporations and smaller ventures are designing strategic approaches for sustainable operations (including sourcing and supply chains), cost-effective measurement, and clear reporting and sharing with their many stakeholders. Students will gain an overview of the theory, practice, and challenges of corporate sustainability today, learn strategies and tools for designing effective approaches, and how corporations are measuring and managing sustainability outcomes to align with ESG and global development goals. The course will deepen students’ understanding of corporate sustainability strategy, the strengths and limitations of different frameworks to measuring outcomes, and highlight diverse career paths in sustainability and corporate social responsibility.

**MBA 4470 Introduction to International Business (2 Credits)**

International business is its own field of academic study with rich theories and frameworks. Facing a dynamic, and increasingly chaotic, external business environment, business students need to understand both the theories and how they can be applied. To that end, this course draws on the rich international business writings to better understand global business practices and to ultimately make better business decisions. Students will actively explore current international business issues, will interact with local international business leaders, and learn specific concerns facing key regions or countries globally. Prerequisite: MBA 4170.

**MBA 4510 Global Challenge II (2 Credits)**

The Global Challenge represents the culmination of your Challenge work in the Denver MBA offering you the opportunity to apply your learning in an overseas setting. Working with a client organization, you will conduct an overseas consulting project. Beginning your work in Denver during the Fall quarter, you will work with your client to understand the scope of the project, conduct Denver-based research, plan your field research strategy, prepare for your overseas travel and prepare a pre-trip project deliverable that allows you to leverage your time in the field. During the interterm you will travel to your destination country, meeting local and global organizations, conducting research across cultures and managing your relationship with your client while in the field. In-country research will combine with your Denver-based research to support your final report and recommendations to be delivered to your client in a written report and presentation (based on client preference) as you complete Global Challenge II in the Winter quarter.

**MBA 4540 Public Policy (2 Credits)**

MBA 4540 is a cornerstone graduate course delivering a comprehensive introduction to major topics, theories and issues relevant to business in its interactions with business & society.

**MBA 4610 Business Law and Public Policy (4 Credits)**

The political and legal risks confronting business are among the most serious and can even affect corporate survival, as demonstrated by the scandals and crises of the past three decades. This course attempts to equip managers with the tools and perspectives to manage such enterprise risks, to prevent conflicts from escalating into crises, and to properly respond to legal challenges and political controversies when they do occur. In particular, this course provides a background and foundation in the fundamental concepts of business law and public policy. It elevates your ability to (1) analyze important legal questions and problems facing business, and (2) analyze trends and forces in public policy that affect business.

**MBA 4615 Talent Management (2 Credits)**

Managing and developing talent is one of the top 3 issues on the minds of CEOs from around the world. In fact, CEOs cite managing and developing their leadership talent as the issue that is most important to the future success of their business, yet are least capable of addressing effectively. This course will provide you with the insights, frameworks and tools to effectively manage and develop talent in your teams and organizations.

**MBA 4620 Leadership Capstone (2 Credits)**

This course is a capstone course to integrate students’ learning and development across the two-years of the Denver MBA. In it, students build their personal leadership framework that incorporates the three key dimensions of community, enterprise and self (which includes knowledge, skills, and abilities acquired through the full-time MBA course of study). The course helps students identify and fine tune their unique value proposition and integrate it with their desired spheres of influence. It also allows them to identify critical gaps in all three dimensions of their personal framework. Students will take stock of their learning and development and then prepare to move forward with research, critical thinking and analysis.

**MBA 4900 MBA 4900 Topics: (4 Credits)**

MBA 4900 is a topics course. That is, you may take this course up to a maximum of four times when registering for an extension elective. The extension elective follows an immersion and is generally, though not always, held in another country. In some instances, this course may be held in the U.S. You will notice that each topic on your transcript will have a different course title. You are not allowed to repeat the same title course. This course will introduce you to the application of international business practice in an international setting while offering opportunities for acquiring hands-on cross-cultural experience to participants in the course. Assigned work and online interaction during the quarter preceding the travel course will prepare students for the experience so that time on the ground can be leveraged for maximum impact. The countries visited offer an outstanding opportunity to learn about international business issues. Students will have the opportunity to meet first hand with a variety of business and other organizations as well as conduct field research to better understand the Italian business environment and its role in the global economy.

**MBA 4971 Leadership & Development 1 (0 Credits)**

Fall quarter, year 1 - All Denver MBA students are required to participate in leadership and development programs to satisfy their graduation requirement. Completion of the graduation requirement entails participating in the leadership retreat at The Nature Place in fall quarter of your first year, five quarterly Peak Leadership Days, and Team Launches for each of the four challenges, and team and individual coaching throughout the program and professional development workshops and opportunities. The program is for zero credits, but must be completed in order to graduate.

**MBA 4972 Leadership & Development 2 (0 Credits)**

Winter quarter, year 1 - All Denver MBA students are required to participate in leadership and development programs to satisfy their graduation requirement. Completion of the graduation requirement entails participating in the leadership retreat at The Nature Place in fall quarter of your first year, five quarterly Peak Leadership Days, and Team Launches for each of the four challenges, and team and individual coaching throughout the program and professional development workshops and opportunities. The program is for zero credits, but must be completed in order to graduate.

**MBA 4973 Leadership & Development 3 (0 Credits)**

Spring quarter, year 1 - All Denver MBA students are required to participate in leadership and development programs to satisfy their graduation requirement. Completion of the graduation requirement entails participating in the leadership retreat at The Nature Place in fall quarter of your first year, five quarterly Peak Leadership Days, and Team Launches for each of the four challenges, and team and individual coaching throughout the program and professional development workshops and opportunities. The program is for zero credits, but must be completed in order to graduate.

**MBA 4974 Leadership & Development 4 (0 Credits)**

Fall quarter, year 2 - All Denver MBA students are required to participate in leadership and development programs to satisfy their graduation requirement. Completion of the graduation requirement entails participating in the leadership retreat at The Nature Place in fall quarter of your first year, five quarterly Peak Leadership Days, and Team Launches for each of the four challenges, and team and individual coaching throughout the program and professional development workshops and opportunities. The program is for zero credits, but must be completed in order to graduate.

**MBA 4975 Leadership & Development 5 (0 Credits)**

Winter quarter, year 2 - All Denver MBA students are required to participate in leadership and development programs to satisfy their graduation requirement. Completion of the graduation requirement entails participating in the leadership retreat at The Nature Place in fall quarter of your first year, five quarterly Peak Leadership Days, and Team Launches for each of the four challenges, and team and individual coaching throughout the program and professional development workshops and opportunities. The program is for zero credits, but must be completed in order to graduate.

**MBA 4976 Leadership & Development XI - spring quarter - year 2 (0 Credits)**

Spring quarter, year 2 - All Denver MBA students are required to participate in leadership and development programs to satisfy their graduation requirement. Completion of the graduation requirement entails participating in the leadership retreat at The Nature Place in fall quarter of your first year, five quarterly Peak Leadership Days, and Team Launches for each of the four challenges, and team and individual coaching throughout the program and professional development workshops and opportunities. The program is for zero credits, but must be completed in order to graduate.

**MBA 4980 MBA Internship (0-10 Credits)**

Denver MBA students are required to secure and complete an internship during the summer between their first and second year. The internship is a graduation requirement, so if it is not completed during the summer, it will have to be completed at some other point during the program. This course is for zero credits unless approved otherwise. Note: If you choose to take your internship for credit, you will pay for the credits in the term in which you have your internship. Internships can provide students with "real world" experience within a business environment and prepare students for a full-time position when they graduate. Many companies now use internships as their source for full-time hires, and an internship can allow career switchers to get relevant work experience to add to their resume. For your internship to qualify, it must complement and strengthen your academic experience, provide relevant experiential learning, and help prepare you for a career in a chosen field, or allow you to explore a new industry. You can choose among the organizations that have listed their internship opportunities in Pioneer Careers or arrange for your own internship.

**MBA 4991 Independent Study (1-10 Credits)**