**MBA - GENERAL (MBA)**

**Courses**

**MBA 4000 Business Speaking Lab (4 Credits)**
Provides students whose primary language is not English the opportunity to enhance their English language skills. No credit toward degree.

**MBA 4001 Business Writing Lab (4 Credits)**
Provides students whose primary language is not English the opportunity to enhance their English language skills. No credit toward degree.

**MBA 4010 Business Speaking Lab II (1 Credit)**
Provides students whose primary language is not English the opportunity to enhance their English language skills. No credit toward degree.

**MBA 4011 Business Writing Lab II (1 Credit)**
Provides students whose primary language is not English the opportunity to enhance their English language skills. No credit toward degree.

**MBA 4050 Business Innovation Challenge I (4 Credits)**
Apply business skills to a live project in the form of a competition. Learn to work with remote teams using virtual collaboration software. Learn to use brainstorming and innovation techniques to design, recommend, and build break-through solutions to solve a problem or take advantage of an opportunity.

**MBA 4060 Business Innovation Challenge II (4 Credits)**
Apply business skills to a live project in the form of a competition. Learn to work with remote teams using virtual collaboration software. Learn to use brainstorming and innovation techniques to design, recommend, and build break-through solutions to solve a problem or take advantage of an opportunity.

**MBA 4110 Enterprise Challenge (2 Credits)**
In recognition of the special value that comes from deep immersion into a subject, students in this course will start a business. Students will incorporate their business, put together an advisory board, identify customers, write an executive business summary, and have a professional business presentation. The final class will consist of presentations to entrepreneurs, representatives from the financial sector, and industry representatives. Students will learn about business by starting a business. This is a highly unstructured class. Students have to structure their projects and present to investors just as an entrepreneur would do.

**MBA 4120 Strategic Transitioning from Uncertainty to Risk (2 Credits)**
Strategically Transitioning from Uncertainty to Risk is a course that introduces the student to the confluence of entrepreneurship and strategic management. Students will use an organized approach to rapid design leveraging their business ideas created for the Enterprise Challenge in order to develop a sustainable competitive advantage based upon iteration of the business model. Iteration that is discovered through an analysis of the existing business model and the competitive landscape that includes consideration of competitors, customers, suppliers, substitutes, and new entrants. Opportunities to create competitive advantage are analyzed through the design of generic competitive strategies in domestic and international markets, alliances and partnerships, and corporate diversification.

**MBA 4130 Corporate Financial Reporting (2 Credits)**
The purpose of this course is to provide students with an understanding of the financial statements issued by companies to external parties, such as shareholders and creditors. The course covers the fundamentals of accounting, from recording economic events in the accounting records to the preparation of the company’s financial statements, as well as major transaction categories and accounting policies of business firms and their financial statement implications. In addition, the course introduces students to publicly-traded companies’ Form 10-K annual reports.

**MBA 4140 Ethics in Practice (2 Credits)**
The fundamental purposes of the course is to 1) engage students in ongoing reflection and dialogue about their responsibilities as managers and leaders, 2) understand cognitive, behavioral, and principled approaches to ethics, and 3) advance your job prospects by focusing on ethical skills, practices, and exercises that will make you better managers and leaders. Of particular emphasis are the ethical and social responsibilities of managers and leaders, especially as it relates to numerous stakeholders. This course focuses on a systems-oriented approach to the ethical and social relationships of business leaders and business organizations in their communities. These roles will be examined by analyzing a variety of representative issues that characterize current concerns with business ethics. The goal is to provide students with generalized understanding and skills that can be employed in dealing with other issues that may emerge in their business careers. While the core of the curriculum will strengthen foundation business and management skills and competencies, the assumption of this course is that all of these skills and competencies must be grounded in a solid ethical and social commitment to values and principles. This course attempts to explore these values in various business contexts.
MBA 4150 Understanding Your Market (2 Credits)
This course focusing on "knowing your customer" through the Segment, Target and Position Model. The STP Model consists of three steps that help you analyze your offering(product or service) and the way you communicate its benefits and value to specific groups. STP stands for: Step 1: Segment your market. Step 2: Target your best customers. Step 3: Position your offering. This model is useful because it helps you identify your most valuable types of customer, and then develop products and marketing messages that ideally suit them. This allows you to engage with each group better, personalize your messages, and sell much more of your product. This course explores the development, evaluation, and implementation of marketing strategy in complex environments. The course deals primarily with an in-depth analysis of a variety of concepts, theories, facts, analytical procedures, techniques, and models. The course addresses strategic issues such as: -In what environment do we operate? What impact will the environment have on marketing decisions? -How should the market be segmented for best return on investment? -Which marketing models are most appropriately applied to the business problem at hand?.

MBA 4160 Opportunities with Data Skills I (2 Credits)
Develop an understanding of the basic concepts of probability and statistics, and how they relate to managerial type problems and decision making. Develop experience performing and interpreting standard data analysis methodologies. Obtain familiarity with a statistical software package.

MBA 4170 Navigating the Global Economy (2 Credits)
Businesses today, whether domestic or multi-national, are part of a complex global economy. The challenges firms face today—global financial crises, corruption, and finite resources, to name a few—are impossible to tackle without a solid understanding of the broader political and economic institutions and environment. This class will provide a foundation to students’ understanding of the international political economy, international institutions, and trends and patterns across developed, emerging, and developing countries. Students will explore some of the myths of the global economy, the variations of capitalism that exist across time and space, as well as the role of international institutions and emerging economies in shaping the business environment.

MBA 4205 Strategic Career Management (4 Credits)
Strategic Career Management offers graduate business students a theoretical and practical understanding of career management within the context of the current and projected labor market. The course facilitates the development of personal short- and long-term career action plans, and provides students with the tools and frameworks for developing other employees' careers once they are in managerial roles. This course is offered in conjunction with the Suitts Center for Career Services. Major components of the course include in-depth self-assessment, labor market assessment (macro and micro), creating a career development and action plan, positioning and branding oneself within the marketplace, and lifelong career management. Prerequisite or Corequisite: BUS 4610.

MBA 4210 Creating Community Capital: The Social Good Challenge (2 Credits)
Creating Community Capital: The Social Good Challenge is a Challenge Driven Educational (CDE) course that builds off prior foundational and experiential courses. The course is a practicum designed to address social issues; its purpose is to provide the opportunity for students to address a social issue with the discipline of business tools and techniques. Through the Challenge experience, students learn first-hand how to use business skills for social change as they design organizational initiatives to address social problems. The goal for students will be to create a novel response to a social problem that is more effective, efficient, sustainable, or just than current responses. The course emphasizes learning by doing, supported by intensive faculty coaching and field work. A small number of formal class sessions will provide structure in the course, and will focus on collaborative problem solving; the remainder of time students will engage with community for-profit, non-profit, and government organizations to design and execute a social good initiative.

MBA 4220 Leading Effective Organizations (2 Credits)
This course introduces the human side of organizations. Its theme is leading people and organizations for high performance in changing times. It includes traditional organizational behavior concepts such as motivation, power and politics, organizational design and culture. The global context of business is emphasized as a central factor in leading organizations; and the course includes integrating themes of sustainability, engagement, and inclusion − creating organizations that are sustainable, that attract and engage talented people, and that exemplify inclusive excellence. Critical and analytical thinking skills are developed and reinforced throughout the course.

MBA 4230 Managing Cost Information (2 Credits)
Managing cost information is essential for the execution of a business strategy because it enables managers to understand the financial implications of their decisions. In this course, students will learn how to measure, report, interpret, and use cost information. Topics in the course include (traditional and advanced) costing system design; breakeven analysis; cost information for decision making. Prerequisites: MBA 4130.

MBA 4235 Profit Planning and Measuring Performance (2 Credits)
Profit Planning and Measuring Performance provides students with the necessary skills to effectively perform planning and performance evaluation processes. In this course, students will learn how to prepare operating and capital budgets, analyze budget variances, identify key performance indicators, and design management control systems. Prerequisite: MBA 4234. Concurrent enrollment allowed.

MBA 4250 Values in Global Marketplace (4 Credits)
This course examines the ethical, legal, and public policy dimensions of business in the global marketplace. Prerequisite: BUS 4200.

MBA 4260 MBA Internship (0-8 Credits)
The internship typically is taken in either the third or fourth quarter of the MBA program and is a full-time work experience (roughly 400 hours of work) at a sponsoring company. A participant can register for additional courses beyond the internship with approval of the sponsoring company. Prerequisites: MBA 4220, MBA 4231, BUS 4300.
MBA 4270 Integrative Challenge (4 Credits)
Field study experience at end of MBA program to provide students with exposure to current, relevant and challenging issues faced by Colorado businesses; practical application of business knowledge, managerial skills, professional competencies designed to integrate all graduate program elements and provide distinctive advantage in career development. Prerequisites: MBA 4221, 4232.

MBA 4280 Mastering Managerial Financial Competencies I (2 Credits)
This course and Mastering Managerial Financial Concepts I discusses basic principles of finance and provides practical tools for financial decisions and valuation. The purpose of these two courses is to give students a thorough introduction to the basics of finance. You will learn how to value distant and uncertain cash flows. You will learn how to apply the tools to make investment decisions for a firm. You will also survey the fundamental drivers of financing policy in a corporation and learn how financial markets interact with businesses. Unless you understand finance, you cannot have a thorough understanding of a company’s decision-making process. Prerequisites: MBA 4130. Concurrent enrollment allowed.

MBA 4285 Mastering Managerial Financial Competencies II (2 Credits)
This course and Mastering Managerial Financial Concepts I discusses basic principles of finance and provides practical tools for financial decisions and valuation. The purpose of these two courses is to give students a thorough introduction to the basics of finance. You will learn how to value distant and uncertain cash flows. You will learn how to apply the tools to make investment decisions for a firm. You will also survey the fundamental drivers of financing policy in a corporation and learn how financial markets interact with businesses. Unless you understand finance, you cannot have a thorough understanding of a company’s decision-making process. Prerequisites: MBA 4280. Concurrent enrollment allowed.

MBA 4290 Economics for Decision Making (2 Credits)
MBA 4290 emphasizes the standard tools of microeconomic analysis for the business manager. The focus is on managerial decision-making, and to emphasize real world economic decision makers for firm managers. The goal is for students to understand the current business environment and possess the tools to make sound managerial choices. The course will emphasize analytical problem solving to highlight the decisions managers must make under constrained conditions. There will be a series of short quizzes to emphasize these skills based on class lecturers and homework. We will also use case studies to develop practical insights into managing the firm’s resources to achieve competitive advantage.

MBA 4310 Experiencing Strategic Management through Corporate Challenges (2 Credits)
Experiencing Strategic Management through Corporate Challenges is a Challenge Driven Educational (CDE) course that builds off several previous foundational and experiential courses. Students will leverage the content from accounting, finance, management, marketing, economics, globalization, business stats and analysis in order to engage with corporate partners to examine real-world problems. Students will address issues involving vision / mission / values of the organization, the key industry forces that influence the corporate environment, ways of maintaining and sustaining a core competency, and critical strategy implementation issues that lead to a competitive advantage. The course will be offered in a work-shop atmosphere in which students will meet in class once a week and the remaining time outside of the classroom where students are expected to apply the various aspects of strategic analysis and management.

MBA 4340 Creating Sustainable Enterprise (2 Credits)
All students should be able to demonstrate an understanding of: (1) the concept of sustainability as a decision-making model; (2) the environmental, cultural, social justice, equity, and economic issues inherent in principles of sustainability; (3) the intra- and inter-generational aspects of sustainability; and (4) the roles that multiple academic disciplines and perspectives play in identifying, understanding, and addressing issues of sustainability. All students should be able to demonstrate the ability to: (1) apply critical thinking and analysis toward understanding and solving problems related to sustainability; (2) communicate about issues of sustainability across academic disciplines and to non-academics.

MBA 4350 Bien's Int Bus Exp in Europe (1-4 Credits)
The objective of this course is to provide an international experience to our students who are interested in international business. This is achieved through field trips, academic and professional presentations, journaling and cultural immersion. Students reflect on similarities and differences in business practices and broader cultural issues that exist between the U.S. and Scandinavian countries.

MBA 4351 Doing Business in Europe (4 Credits)
The objective of this course is to expose students to issues of international business and cultural diversity through field trips and academic and professional presentations in four Scandinavian countries. Topics to be covered include managing production and operations, international marketing, the European Union, personnel development, cross-cultural aspects of international management, and the role of government. The course includes office visits and plant tours of both large and small production facilities and presentations by industry management. The course is intended also to be an interesting and informative cultural experience with visits to a Viking museum, a ship museum, several castles, and with time for individualized travel in Europe after the course is over. A research project of 15-20 pages is required and due at the end of the summer quarter.

MBA 4360 Opportunities with Data Skills II (2 Credits)
Develop an understanding of more complex concepts of probability and statistics, and how they relate to managerial type problems and decision making. Develop experience performing and interpreting complex analysis methodologies. Obtain further familiarity with statistical software packages. Develop experience integrating data skills with project for Corporate Challenge. Prerequisites: MBA 4160.

MBA 4410 Global Challenge I (4 Credits)
This course provides you with the opportunity to apply what you have learned in the first year of your Denver MBA program with a live client. You will work on a project focused on entrepreneurship, social good, or a corporate partner. Scoping the project will be a key learning outcome, as will learning about cross-cultural issues. Students will design an on the ground itinerary and travel to a foreign country. Enforced Prerequisites: MBA 4110, MBA 4210, and MBA 4310.
MBA 4470 International Business Theory in Practice (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 4490 Global Macroeconomics (2 Credits)
Managerial macroeconomics covers the theory and practice of modern macroeconomics. It teaches students how private market forces and government policy decisions drive fluctuations in the global economy and affect the business environment. It explores issues related to inflation, interest rates, business cycles, and monetary and fiscal policies. The course will use case studies to analyze real-life macroeconomic issues. Students are encouraged to investigate the potential and limitations of macroeconomic theory with real-world problems, and the goal is to understand the macroeconomic environment. Prerequisites: MBA 4290.

MBA 4510 Global Challenge II (2 Credits)
This course provides you with the opportunity to apply what you have learned in the first year of your Denver MBA program, plus what you learned on the ground during your travel, on a project with a live client. You will work on a project focused on entrepreneurship, social good, or with a corporate partner. The key learning outcome is how to pivot based on your learning while in the host country.

MBA 4540 Business, Government and Society (2 Credits)
This course 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 4550 Strategic Marketing Decision-Making (2 Credits)
Strategy sets the direction for an enterprise, all of its employees, programs, tasks and activities. All must be planned and executed “on strategy”. Marketing Strategy essentially is the overall company’s strategy applied and executed within the Marketing Department. Deciding upon a strategy offering the best opportunities for the organization to succeed is critical. Being able to implement it effectively is essential. Marketing informed strategic marketing decisions in the real world is highly complex, challenging and demanding. Choosing among strategic alternatives requires qualitative and quantitative analysis of options, making tough choices and trade-offs, and assessing requirements for executing a bona fide option successfully. Case analysis provides the primary learning methodology for the course. This is a case-based course. This course effectively approaches strategic decision-making through the lens of Marketing; that is, through marketing-focused cases and decisions, although making successful decisions in a marketing context requires evaluating them in a larger strategic perspective and company context. It also requires thorough understanding and application of basic marketing concepts, industry (external) and company (internal) situation analyses, and identification of critical issues and success factors, and the application of basic financial analysis—all of which are foundation blocks for making successful strategic decisions out in the real world. Each case features a specific marketing situation that serves as a “portal” for strategic decision-making. The specific situations include pricing, distribution, new product introductions, branding, communications, sales and distribution and the like. Every case evaluation, like every real-world decision, requires financial analysis. Students must be able to analyze income statements and selective balance sheet factors. Marketing and financial metrics play roles in case strategic decision-making. (Students will be provided with a financial “refresher” package in the first class that includes problems representative of those the cases contain. A student who struggles with the practice financial problems is likely to struggle analyzing cases in the course. The good news is that this course provides a great opportunity to learn how to use financial analytical tools before it really counts—later in your careers. Suggestion: seize this opportunity to improve your financial skill set; you will need it someday.) The course involves identification, synthesis, integration and application of basic marketing concepts within strategic decision-making contexts. Core marketing concepts are reviewed in classes on a high level. (PowerPoint slides on each review topic will be posted in Canvas, and these become the de facto “textbook” and reference for course content.) Prerequisites: MBA 4150.

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 4620 Leadership Capstone: Integration and Transition (2 Credits)
This course is a capstone course to integrate the leadership learning and development across the two-years of the MBA. In it, students will explore further their three core areas of development as a leader: 1) Emotional Intelligence; 2) Self-Leadership, and 3) Capacity to Develop Teams. These areas of study are reflective of interconnected areas of development within the Daniels Leadership Development (p3) model. At its core the model investigates purpose, principles, and presence, and in its outer ring explores perspective, partnerships, and practices. Students in this course will deepen their understanding and fluency with the P3 model by exploring the particular areas of emotional intelligence, self-leadership, and team building. They will conclude the course with a study of models of organizational and individual change and transition, in preparation for their own professional transition and deepening of capacity to lead change. The course is designed to be experiential – work will be done in the context of a team – and reflective, with an emphasis on self-reflection and individual learning. The course is organized to provide students with a platform for integrating learning during the last quarter of the MBA.

MBA 4670 Global Issues (2 Credits)
Develop a personal viewpoint regarding the “Global Tilt.” Explore current global issues and their implications for business and careers. Develop future scanning strategy/skills to keep up with global issues. Assess the changing “permeability” of national borders. Prerequisites: MBA 4470.
**MBA 4690 Enterprise Solutions (4 Credits)**
A practical application of key business and managerial knowledge, skills, and competencies designed to integrate all graduate program elements and provide students with a distinctive advantage in career development.

**MBA 4691 Project Analysis 1 (2 Credits)**
Capstone class for MBA program. Students should be full-time MBA students in their final 2 quarters of the program or receive faculty permission.

**MBA 4692 Project Analysis 2 (2 Credits)**
Students should be full-time MBA students in their final 2 quarters of the program or receive faculty permission. Students must have taken Project Analysis 1 to enroll.

**MBA 4980 MBA Internship (0-10 Credits)**
Denver MBA students have an opportunity to take for-credit internships. You and your supervising professor should develop an internship proposal which contains (a) a description of the experience and why it is important, (b) a detailed outline of the paper you will submit. You may or may not get paid for the internship work.

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

**MBA 4992 Directed Study (1-5 Credits)**