Daniels College General

Office: Daniels College of Business, Suite 255, 2101 S. University Blvd., Denver, CO 80208
Phone: 303.871.3416
Web Site: http://daniels.du.edu/graduate/

Master of Business Administration in General Business

The Daniels College of Business Full-time MBA is a comprehensive 21-month program that immerses students in the study and practice of business. Students will gain the technical expertise and leadership skills required to navigate complex business situations with confidence and integrity.

Daniels has been continuously accredited by the Association to Advance Collegiate Schools of Business International (AACSB) since 1923.

Cohort
Cohort program—experience the MBA core classes with the same set of peers to maximize cross-learning, collaboration and networking.

Concentrations/Electives
Students will have 24 credits to concentrate on a specific business discipline. These concentrations include: Accounting, Business Analytics, Finance, Innovation and Entrepreneurship, Management, Marketing, Real Estate and the Built Environment, Values Based Leadership, and a Customized option.

Master of Business Administration in General Business in the Executive MBA Program

The Daniels Executive MBA (EMBA) at the University of Denver is a highly selective academic program designed for the mid-to-senior level professional. Strategically focused and integrated in approach, the EMBA classroom is a dynamic environment of leaders from a wide array of backgrounds and industries. Although the pace of the EMBA experience is accelerated and academically rigorous, it is offered in an efficient once-a-week format which allows for balance between career, school and personal life.

Daniels has been continuously accredited by the Association to Advance Collegiate Schools of Business International (AACSB) since 1923.

Cohort
A cohort MBA program with an integrated, lockstep curriculum of 24 courses (60 credit hours).

Class Schedule
Alternating Fridays and Saturdays once a week, from 8 a.m. to 5 p.m. 18 calendar months.

Master of Business Administration in General Business in the Professional MBA Program

The Daniels Professional MBA (PMBA) is an ideal fit for early- to-mid career professionals. It holds the same quality and rigor as our Full-time MBA with a curriculum focus suited for those with three to nine years of professional work experience. Students in the PMBA program are fully employed and enjoy a network of like-experienced peers. Gaining exposure to one another’s industries and challenges is a key benefit of this MBA option.

Daniels has been continuously accredited by the Association to Advance Collegiate Schools of Business International (AACSB) since 1923.

Cohort
A 24-month, cohort program with a sequential curriculum of 62 lockstep credit hours followed by 8 elective credits.

Evening PMBA Class Schedule
Two classes per evening, on Mondays and Wednesdays from 6 p.m. to 10 p.m.

MASTER OF BUSINESS ADMINISTRATION IN GENERAL BUSINESS IN THE ONE YEAR MBA PROGRAM

The One-year MBA is an intense, 11-month program for students seeking to immediately build upon their undergraduate business degree to acquire the MBA-level knowledge sought after in today’s competitive marketplace.

The Daniels College of Business is one of the few business colleges that offers a One-year MBA to recent college graduates.

Daniels has been continuously accredited by the Association to Advance Collegiate Schools of Business International (AACSB) since 1923.
Cohort
A 56-hour, 11-month, full-time program with 8 credit hours of intensive business review, 12 credit hours of advanced core classes, 12 credit hours of Daniels Compass courses and 24 credit hours of electives in a selected concentration. Experience the MBA core classes with the same set of peers to maximize cross-learning, collaboration and networking.

Concentrations/Electives
Students will have 24 credits to concentrate on a specific business disciple. These concentrations include: Accounting, Business Analytics, Customized, Finance, Innovation and Entrepreneurship, Management, Marketing, Real Estate and Construction Management, and Values Based Leadership.

Program Start date: August

MASTER OF BUSINESS ADMINISTRATION IN GENERAL BUSINESS
• Application fee $100 non-refundable
• GMAT or GRE Scores required. Applicants who wish to be considered for merit-based scholarships or graduate assistantships must take the GMAT. To have your GMAT or GRE scores reported to Daniels, please use the following codes: GMAT code MZR-GT-43 and the GRE code is 4842.
• Official Transcripts: Submit one official transcript from each higher educational institution you attended in officially sealed envelopes. A bachelor’s degree from a regionally accredited college or university is required.
• Submit a resume that focuses on your unique strengths and accomplishments.
• Two letters of recommendation are required from individuals (non-relatives) who can evaluate your academic and/or work performance as well as your potential for success in graduate school.
• Two required and one optional essay. Essays are assessed for clarity, organization, conciseness and grammar. Through the essays, you can communicate what you hope to achieve at Daniels and how you will contribute to the Daniels community.
• Admissions Interview: Applicants are contacted by a Daniels representative to schedule the admissions interview, which will be conducted in person, by phone, or via web cam.
• A minimum of three years of work experience is recommended for the Full-time MBA program.
• Tuition Deposit: If accepted into the program, a $500 deposit is due to reserve your seat. This deposit is non-refundable and is credited toward your first tuition payment.

MASTER OF BUSINESS ADMINISTRATION IN GENERAL BUSINESS IN THE EXECUTIVE MBA PROGRAM
• Application fee $100 non-refundable
• Ten or more years of professional work and management experience are required. Management is defined as people, project, financial or sales territory management experience, or a combination.
• GMAT or GRE Scores not required for candidates who have the required work and management experience.
• Official Transcripts: Submit one official transcript from each higher educational institution you attended in officially sealed envelopes. An undergraduate degree from a regionally accredited college or university is required.
• Submit a resume that focuses on your unique strengths and accomplishments.
• Two letters of recommendation are required from individuals (non-relatives) who can evaluate your academic and/or work performance as well as your potential for success in graduate school.
• Two required and one optional essay. Essays are assessed for clarity, organization, conciseness and grammar. Through the essays, you can communicate what you hope to achieve at Daniels and how you will contribute to the Daniels community.
• Admissions Interview: Applicants are contacted by a Daniels representative to schedule the
• Tuition Deposit: If accepted into the program, a $500 deposit is due to reserve your seat. This deposit is non-refundable and is credited toward your first tuition payment.

MASTER OF BUSINESS ADMINISTRATION IN GENERAL BUSINESS IN THE PROFESSIONAL MBA PROGRAM
• Application fee $100 non-refundable
• GMAT or GRE Scores required. Applicants who wish to be considered for merit-based scholarships or graduate assistantships must take the GMAT. To have your GMAT or GRE scores reported to Daniels, please use the following codes: GMAT code MZR-GT-43 and the GRE code is 4842.
• The PMBA selection committee will consider GMAT waiver requests from candidates who meet one of the following standards (on a case-by-case basis):
  • Identified as a high-potential employee by your company and have some combination of the above factors.
  • A business or quantitative undergraduate background.
  • Significant work experience.
• Official Transcripts: Submit one official transcript from each higher educational institution you attended in officially sealed envelopes. An undergraduate degree from a regionally accredited college or university is required.
• Submit a resume that focuses on your unique strengths and accomplishments.
• Two letters of recommendation are required from individuals (non-relatives) who can evaluate your academic and/or work performance as well as your potential for success in graduate school.
• Two required and one optional essay. Essays are assessed for clarity, organization, conciseness and grammar. Through the essays, you can communicate what you hope to achieve at Daniels and how you will contribute to the Daniels community.
• Admissions Interview: Applicants are contacted by a Daniels representative to schedule the admissions interview, which will be conducted in person, by phone, or via web cam.
• The average PMBA student has about six years of professional work experience, although the range is generally three to nine years.
• Tuition Deposit: If accepted into the program, a $500 deposit is due to reserve your seat. This deposit is non-refundable and is credited toward your first tuition payment.

MASTER OF BUSINESS ADMINISTRATION IN GENERAL BUSINESS IN THE ONE YEAR MBA PROGRAM

• Application fee $100 non-refundable
• GMAT or GRE Scores required. Applicants who wish to be considered for merit-based scholarships or graduate assistantships must take the GMAT.
  To have your GMAT or GRE scores reported to Daniels, please use the following codes: GMAT code MZR-GT-43 and the GRE code is 4842.
• An undergraduate business degree from any AACSB-accredited university is a prerequisite. Enrollment in the One-Year MBA must begin within one year of undergraduate graduation.
• Official Transcripts: Submit one official transcript from each higher educational institution you attended in officially sealed envelopes.
• Submit a resume that focuses on your unique strengths and accomplishments.
• Two letters of recommendation are required from individuals (non-relatives) who can evaluate your academic and/or work performance as well as your potential for success in graduate school.
• Two required and one optional essay. Essays are assessed for clarity, organization, conciseness and grammar. Through the essays, you can communicate what you hope to achieve at Daniels and how you will contribute to the Daniels community.
• Admissions Interview: Applicants are contacted by a Daniels representative to schedule the admissions interview, which will be conducted in person, by phone, or via web cam.
• Tuition Deposit: If accepted into the program, a $500 deposit is due to reserve your seat. This deposit is non-refundable and is credited toward your first tuition payment.

International Master of Business Administration in International Business

• Application fee $100 non-refundable
• GMAT or GRE Scores required. Applicants who wish to be considered for merit-based scholarships or graduate assistantships must take the GMAT.
  To have your GMAT or GRE scores reported to Daniels, please use the following codes: GMAT code MZR-GT-43 and the GRE code is 4842.
• Official Transcripts: Submit one official transcript from each higher educational institution you attended in officially sealed envelopes. A bachelor's degree from a regionally accredited college or university is required.
• Submit a resume that focuses on your unique strengths and accomplishments.
• Two letters of recommendation are required from individuals (non-relatives) who can evaluate your academic and/or work performance as well as your potential for success in graduate school.
• Two required and one optional essay. Essays are assessed for clarity, organization, conciseness and grammar. Through the essays, you can communicate what you hope to achieve at Daniels and how you will contribute to the Daniels community.
• Admissions Interview: Applicants are contacted by a Daniels representative to schedule the admissions interview, which will be conducted in person, by phone, or via web cam.
• A minimum of three years of work experience is recommended for the Full-time IMBA program.
• Tuition Deposit: If accepted into the program, a $500 deposit is due to reserve your seat. This deposit is non-refundable and is credited toward your first tuition payment.

Master of Business Administration in General Business

Core coursework requirements

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<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 4610</td>
<td>The Essence of Enterprise</td>
<td>4</td>
</tr>
<tr>
<td>BUS 4620</td>
<td>Ethics for the 21st Century Professional</td>
<td>4</td>
</tr>
<tr>
<td>BUS 4630</td>
<td>Creating Sustainable Enterprises</td>
<td>4</td>
</tr>
<tr>
<td>ACTG 4610</td>
<td>Financial Accounting and Reporting</td>
<td>4</td>
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<td>Course Code</td>
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<tr>
<td>ACTG 4660</td>
<td>Strategic Cost Management</td>
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<td>Business Statistics</td>
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<td>ITEC 4610</td>
<td>IT Strategy</td>
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<td>Law and Public Policy</td>
<td>4</td>
</tr>
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<td>Enterprise Solutions</td>
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<tr>
<td>MKTG 4100</td>
<td>Marketing Concepts</td>
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</table>

**Elective requirements**

Students will complete 24 credits in 4000-level general business courses.

**Total Credits**

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**Master of Business Administration in General Business with a Concentration in Accounting**

**Core coursework requirements**

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<td>MKTG 4100</td>
<td>Marketing Concepts</td>
<td>4</td>
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</table>

**Elective requirements**

24 credits in electives/concentration courses required.

**Concentration requirements**

A minimum of 16 of the 24 elective credits must be completed in 4000 level ACTG courses to complete a concentration. Must work directly with the ACTG Department on course selection.

**Total Credits**

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<tr>
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**Master of Business Administration in General Business with a Concentration in Business Analytics**

**Core coursework requirements**

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</table>
University of Denver

MGMT 4620 Organizational Dynamics 4
MGMT 4630 Strategic Human Resources Management 4
MGMT 4690 Strategic Management 4
MKTG 4100 Marketing Concepts 4

**Elective requirements**
24 credits in electives/concentration courses required.

**Concentration requirements**
A minimum of 16 of the 24 elective credits must be completed in 4000 level INFO courses to complete a concentration, including:

- INFO 4100 Business Intelligence, Data Warehousing, Corporate Decision Making and Leadership
- INFO 4140 Business Databases
- INFO 4300 Predictive Analytics
- INFO 4340 Data Mining and Visualization

Other 400-level INFO courses could be substituted for INFO 4300 and INFO 4340 with faculty approval.

**Total Credits** 80

**Master of Business Administration in General Business with a Concentration in Business - Customized**

**Core coursework requirements**

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<td>MKTG 4100</td>
<td>Marketing Concepts</td>
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**Elective requirements**
24 credits in electives/concentration courses required.

**Concentration requirements**
A minimum of 16 of the 24 elective credits must be completed in 4000 level Graduate courses approved by Advisor for specified customized concentration.


**Total Credits** 80

**Master of Business Administration in General Business with a Concentration in Finance**

**Core coursework requirements**

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<th>Course</th>
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<td>BUS 4610</td>
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ITEC 4610  IT Strategy  4
MBA 4610  Law and Public Policy  4
MBA 4690  Enterprise Solutions  4
MGMT 4620  Organizational Dynamics  4
MGMT 4630  Strategic Human Resources Management  4
MGMT 4690  Strategic Management  4
MKTG 4100  Marketing Concepts  4

Elective requirements
24 credits in electives/concentration courses required.

Concentration requirements
A minimum of 16 of the 24 elective credits must be completed in 4000 level FIN courses to complete a concentration, including:

FIN 4200  Financial Investments and Markets
FIN 4320  Security Analysis and Valuation
FIN 4330  Portfolio Management and Risk Analytics
FIN 4410  Financial Planning & Analysis
FIN 4420  Capital Expenditure Analysis
FIN 4500  Financial Modeling
FIN 4610  Multinational Financial Management
FIN 4700  Topics in Finance
FIN 4710  Marsico Investment Fund I
FIN 4720  Marsico Investment Fund II
FIN 4730  Marsico Investment Fund III
FIN 4740  Managerial Microeconomics
FIN 4750  Managerial Macroeconomics
FIN 4800  Organized Walk Down Wall St
FIN 4860  Derivatives
FIN 4870  Strategic Finance
FIN 4885  External Financing
FIN 4890  Fixed Income Analysis

Total Credits 80

Master of Business Administration in General Business with a Concentration in Innovation and Entrepreneurship

Core coursework requirements
BUS 4610  The Essence of Enterprise  4
BUS 4620  Ethics for the 21st Century Professional  4
BUS 4630  Creating Sustainable Enterprises  4
ACTG 4610  Financial Accounting and Reporting  4
ACTG 4660  Strategic Cost Management  4
STAT 4610  Business Statistics  4
FIN 4630  Managerial Finance  4
ITEC 4610  IT Strategy  4
MBA 4610  Law and Public Policy  4
MBA 4690  Enterprise Solutions  4
MGMT 4620  Organizational Dynamics  4
MGMT 4630  Strategic Human Resources Management  4
MGMT 4690  Strategic Management  4
MKTG 4100  Marketing Concepts  4

Elective requirements
24 credits in electives/concentration courses required.

Concentration requirements
A minimum of 16 of the 24 elective credits must be completed in 4000 level EVM courses to complete a concentration, including:
<table>
<thead>
<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>EVM 4350</td>
<td>Ent Opportunity &amp; Feasibility</td>
</tr>
<tr>
<td>EVM 4351</td>
<td>Ent Planning the New Venture</td>
</tr>
<tr>
<td>EVM 4700</td>
<td>Real Business: Cases in Entrep.</td>
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<tr>
<td>EVM 4704</td>
<td>Topics in EVM</td>
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<td>EVM 4710</td>
<td>Innovation/Creativity-Business</td>
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<tr>
<td>EVM 4991</td>
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<td>ITEC 4700</td>
<td>Topics in Inform. Technology</td>
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<td>INFO 4280</td>
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**Master of Business Administration in General Business with a Concentration in Management**

**Core coursework requirements**

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**Concentration requirements**

A minimum of 16 of the 24 elective credits must be completed in advisor-approved 4000 level MGMT courses to complete a concentration.

**Master of Business Administration in General Business with a Concentration in Marketing**

**Core coursework requirements**

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<tr>
<td>BUS 4620</td>
<td>Ethics for the 21st Century Professional</td>
<td>4</td>
</tr>
<tr>
<td>BUS 4630</td>
<td>Creating Sustainable Enterprises</td>
<td>4</td>
</tr>
<tr>
<td>ACTG 4610</td>
<td>Financial Accounting and Reporting</td>
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<tr>
<td>ACTG 4660</td>
<td>Strategic Cost Management</td>
<td>4</td>
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<tr>
<td>STAT 4610</td>
<td>Business Statistics</td>
<td>4</td>
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</tr>
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<td>IT Strategy</td>
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<td>MBA 4610</td>
<td>Law and Public Policy</td>
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</tr>
<tr>
<td>MBA 4690</td>
<td>Enterprise Solutions</td>
<td>4</td>
</tr>
<tr>
<td>MGMT 4620</td>
<td>Organizational Dynamics</td>
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</tr>
<tr>
<td>MGMT 4630</td>
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<td>4</td>
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<td>MGMT 4690</td>
<td>Strategic Management</td>
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</tr>
<tr>
<td>MKTG 4100</td>
<td>Marketing Concepts</td>
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<td></td>
<td><strong>Total Credits</strong></td>
<td></td>
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<tr>
<td></td>
<td><strong>80</strong></td>
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</table>
### Elective requirements

24 credits in electives/concentration courses required

### Concentration requirements

A minimum of 16 of the 24 elective credits must be completed in 4000 level MKTG courses to complete a concentration, including:

<table>
<thead>
<tr>
<th>Integrated Marketing Communication (IMC) Courses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>MKTG 4810 Integrated Marketing Communication</td>
<td></td>
</tr>
<tr>
<td>MKTG 4820 Brand Management</td>
<td></td>
</tr>
<tr>
<td>MKTG 4850 Integrated Marketing Communication Campaign</td>
<td></td>
</tr>
<tr>
<td>MKTG 4805 Introduction to Digital Marketing</td>
<td></td>
</tr>
<tr>
<td>MKTG 4815 Social Media Marketing</td>
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<tr>
<td>MKTG 4825 Mobile Marketing</td>
<td></td>
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<tr>
<td>MKTG 4835 Search Engine Marketing</td>
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</table>

<table>
<thead>
<tr>
<th>Customer Experience Management (CEM) Courses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>MKTG 4220 Customer Experience Management</td>
<td></td>
</tr>
<tr>
<td>MKTG 4240 Customer Experience Management Integration</td>
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<tr>
<td>MKTG 4820 Brand Management</td>
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</table>

<table>
<thead>
<tr>
<th>Integrated Marketing Strategy (IMS) Courses</th>
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</thead>
<tbody>
<tr>
<td>MKTG 4510 Concepts of Buyer Behavior</td>
<td></td>
</tr>
<tr>
<td>MKTG 4530 Marketing Research</td>
<td></td>
</tr>
<tr>
<td>MKTG 4540 Product and Service Innovation</td>
<td></td>
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<tr>
<td>MKTG 4630 International Marketing</td>
<td></td>
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<tr>
<td>MKTG 4900 Advanced Marketing Strategy</td>
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</table>

<table>
<thead>
<tr>
<th>Supply Chain Management (SCM) Courses</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>MKTG 4360 Global Transportation Systems</td>
<td></td>
</tr>
<tr>
<td>MKTG 4370 Marketing Channels &amp; Logistics</td>
<td></td>
</tr>
<tr>
<td>MKTG 4375 Strategic Sourcing</td>
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<tr>
<td>MKTG 4380 Supply Chain Management</td>
<td></td>
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<tr>
<td>IMBA 4141 Managing Exports</td>
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<table>
<thead>
<tr>
<th>Additional Courses</th>
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</thead>
<tbody>
<tr>
<td>MKTG 4660 Sports &amp; Entertainment Marketing</td>
<td></td>
</tr>
<tr>
<td>MKTG 4705 Topics in Marketing</td>
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</table>

### Total Credits

80

---

**Master of Business Administration in General Business with a Concentration in Real Estate and the Built Environment**

### Core coursework requirements

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 4610</td>
<td>The Essence of Enterprise</td>
<td>4</td>
</tr>
<tr>
<td>BUS 4620</td>
<td>Ethics for the 21st Century Professional</td>
<td>4</td>
</tr>
<tr>
<td>BUS 4630</td>
<td>Creating Sustainable Enterprises</td>
<td>4</td>
</tr>
<tr>
<td>ACTG 4610</td>
<td>Financial Accounting and Reporting</td>
<td>4</td>
</tr>
<tr>
<td>ACTG 4660</td>
<td>Strategic Cost Management</td>
<td>4</td>
</tr>
<tr>
<td>STAT 4610</td>
<td>Business Statistics</td>
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<tr>
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<td>Managerial Finance</td>
<td>4</td>
</tr>
<tr>
<td>ITEC 4610</td>
<td>IT Strategy</td>
<td>4</td>
</tr>
<tr>
<td>MBA 4610</td>
<td>Law and Public Policy</td>
<td>4</td>
</tr>
<tr>
<td>MBA 4690</td>
<td>Enterprise Solutions</td>
<td>4</td>
</tr>
<tr>
<td>MGMT 4620</td>
<td>Organizational Dynamics</td>
<td>4</td>
</tr>
<tr>
<td>MGMT 4630</td>
<td>Strategic Human Resources Management</td>
<td>4</td>
</tr>
<tr>
<td>MGMT 4690</td>
<td>Strategic Management</td>
<td>4</td>
</tr>
<tr>
<td>MKTG 4100</td>
<td>Marketing Concepts</td>
<td>4</td>
</tr>
</tbody>
</table>

### Elective requirements

24 credits in electives/concentration courses required.
Concentration requirements

A minimum of 16 of the 24 elective credits must be completed in 4000 level REBE courses to complete a concentration, including:

Real Estate Courses
- REAL 4407 Income Property Finance
- REAL 4007 Real Estate Financial Analysis

Select two courses from the following:
- REAL 4477 Income Property Investment
- REAL 4417 Income Property Valuation and Appraisal
- REAL 4467 Property Development and Feasibility

Property Development Courses
- REAL 4407 Income Property Finance
- REAL 4467 Property Development and Feasibility
- REAL 4210 Planning, Entitlements, and Public Finance
- CMGT 4480 Const Project Management

Integrated Project Delivery Courses
- CMGT 4110 Preconstruction Integration and Planning
- CMGT 4200 Lean Construction Project Management
- CMGT 4230 Design Management and Schedule Control
- CMGT 4310 Cost Modeling and Trend Management

Total Credits 80

Master of Business Administration in General Business with a Concentration in Values Based Leadership

Core coursework requirements
- BUS 4610 The Essence of Enterprise 4
- BUS 4620 Ethics for the 21st Century Professional 4
- BUS 4630 Creating Sustainable Enterprises 4
- ACTG 4610 Financial Accounting and Reporting 4
- ACTG 4660 Strategic Cost Management 4
- STAT 4610 Business Statistics 4
- FIN 4630 Managerial Finance 4
- ITEC 4610 IT Strategy 4
- MBA 4610 Law and Public Policy 4
- MBA 4690 Enterprise Solutions 4
- MGMT 4620 Organizational Dynamics 4
- MGMT 4630 Strategic Human Resources Management 4
- MGMT 4690 Strategic Management 4
- MKTG 4100 Marketing Concepts 4

Elective requirements
24 credits in electives/concentration courses required.

Concentration requirements
A minimum of 16 of the 24 elective credits must be completed in the following 4000 level LGST courses to complete a concentration, including:

LGST 4198 E-Commerce Law and Ethics
- LGST 4700 International Law
- LGST 4760 CEOs and Corporate Governance
- LGST 4775 The Leader's Compass
- LGST 4780 Leadership, Teams & Values
- LGST 4790 Entrepreneur & Family Business-Organization, Governance Ethics & Leadership
- LGST4XXX (Advisor Approved Elective)

Total Credits 80
# Master of Business Administration in General Business in the Executive MBA Program

## Core coursework requirements

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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</thead>
<tbody>
<tr>
<td>XMBA 4102</td>
<td>Business &amp; Economic Context</td>
<td>2.5</td>
</tr>
<tr>
<td>XMBA 4340</td>
<td>Executive Leadership I</td>
<td>2.5</td>
</tr>
<tr>
<td>XMBA 4330</td>
<td>Financial Accounting</td>
<td>2.5</td>
</tr>
<tr>
<td>XMBA 4350</td>
<td>Executive Leadership II</td>
<td>2.5</td>
</tr>
<tr>
<td>XMBA 4341</td>
<td>Power and Influence</td>
<td>2.5</td>
</tr>
<tr>
<td>XMBA 4332</td>
<td>Accounting/Financial Reporting</td>
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</tr>
<tr>
<td>XMBA 4331</td>
<td>Foundations of Financial Analysis</td>
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</tr>
<tr>
<td>XMBA 4360</td>
<td>Strategic Marketing</td>
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<td>XMBA 4333</td>
<td>Statistical Decision Analysis</td>
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<tr>
<td>XMBA 4351</td>
<td>Innovation</td>
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<tr>
<td>XMBA 4336</td>
<td>Financial Decision Making</td>
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<tr>
<td>XMBA 4231</td>
<td>Achieving Strategic Advtg II</td>
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<tr>
<td>XMBA 4337</td>
<td>Strategic Finance</td>
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</tr>
<tr>
<td>XMBA 4720</td>
<td>Executive Business Law</td>
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</tr>
<tr>
<td>XMBA 4334</td>
<td>Strategic Management of Costs</td>
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</tr>
<tr>
<td>XMBA 4342</td>
<td>Human Capital Management</td>
<td>2.5</td>
</tr>
<tr>
<td>XMBA 4353</td>
<td>Global Business I</td>
<td>2.5</td>
</tr>
<tr>
<td>XMBA 4362</td>
<td>Strategic Management</td>
<td>2.5</td>
</tr>
<tr>
<td>XMBA 4354</td>
<td>Global Business II</td>
<td>2.5</td>
</tr>
<tr>
<td>XMBA 4365</td>
<td>Entrepreneurship</td>
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</tr>
<tr>
<td>XMBA 4361</td>
<td>Customer Relationship Management</td>
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<tr>
<td>XMBA 4355</td>
<td>Sustainability</td>
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<tr>
<td>XMBA 4343</td>
<td>The Discipline of Execution</td>
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<tr>
<td>XMBA 4364</td>
<td>Supply Chain Management</td>
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**Total Credits:** 60

# Master of Business Administration in General Business in the Professional MBA Program

## Core coursework requirements

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 4610</td>
<td>The Essence of Enterprise</td>
<td>4</td>
</tr>
<tr>
<td>BUS 4620</td>
<td>Ethics for the 21st Century Professional</td>
<td>4</td>
</tr>
<tr>
<td>BUS 4630</td>
<td>Creating Sustainable Enterprises</td>
<td>4</td>
</tr>
<tr>
<td>FIN 4740</td>
<td>Managerial Microeconomics</td>
<td>2</td>
</tr>
<tr>
<td>FIN 4750</td>
<td>Managerial Macroeconomics</td>
<td>2</td>
</tr>
<tr>
<td>ACTG 4610</td>
<td>Financial Accounting and Reporting</td>
<td>4</td>
</tr>
<tr>
<td>FIN 4630</td>
<td>Managerial Finance</td>
<td>4</td>
</tr>
<tr>
<td>MBA 4610</td>
<td>Law and Public Policy</td>
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<td>MKTG 4100</td>
<td>Marketing Concepts</td>
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<td>MGMT 4240</td>
<td>Global Business Imperative</td>
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<td>STAT 4610</td>
<td>Business Statistics</td>
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<tr>
<td>ITEC 4610</td>
<td>IT Strategy</td>
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<td>ACTG 4660</td>
<td>Strategic Cost Management</td>
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<tr>
<td>MGMT 4625</td>
<td>Managing Human Capital</td>
<td>6</td>
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<tr>
<td>MGMT 4690</td>
<td>Strategic Management</td>
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## Elective requirements

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>BUS 4600</td>
<td>Professional MBA Capstone Project</td>
<td>4</td>
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</table>

8 credits in 4000 level courses: 8

**Total Credits:** 70
**Master of Business Administration in General Business in the One Year MBA Program**

<table>
<thead>
<tr>
<th>Core Coursework Requirements</th>
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</thead>
<tbody>
<tr>
<td>MBA 4050  Business Foundations I</td>
<td>4</td>
</tr>
<tr>
<td>MBA 4060  Business Foundations II</td>
<td>4</td>
</tr>
<tr>
<td>BUS 4610  The Essence of Enterprise</td>
<td>4</td>
</tr>
<tr>
<td>BUS 4620  Ethics for the 21st Century Professional</td>
<td>4</td>
</tr>
<tr>
<td>BUS 4630  Creating Sustainable Enterprises</td>
<td>4</td>
</tr>
<tr>
<td>MBA 4205  Strategic Career Management</td>
<td>4</td>
</tr>
<tr>
<td>MBA 4690  Enterprise Solutions</td>
<td>4</td>
</tr>
<tr>
<td>MGMT 4280  Business Design</td>
<td>4</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Elective requirements</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>24 credits in electives/concentration courses required.</td>
<td>24</td>
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</table>

<table>
<thead>
<tr>
<th>Concentration requirements</th>
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</tr>
</thead>
<tbody>
<tr>
<td>A minimum of 16 of the 24 elective credits must be completed in 4000 level concentration courses to fulfill a concentration. The additional 8 credits may be 4000-level business electives or additional concentration courses</td>
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</tr>
</tbody>
</table>

| Total Credits                          | 56 |

**Master of business administration in general business in the one year mba program with a concentration in accounting**

<table>
<thead>
<tr>
<th>Core coursework requirements</th>
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</thead>
<tbody>
<tr>
<td>MBA 4050  Business Foundations I</td>
<td>4</td>
</tr>
<tr>
<td>MBA 4060  Business Foundations II</td>
<td>4</td>
</tr>
<tr>
<td>BUS 4610  The Essence of Enterprise</td>
<td>4</td>
</tr>
<tr>
<td>BUS 4620  Ethics for the 21st Century Professional</td>
<td>4</td>
</tr>
<tr>
<td>BUS 4630  Creating Sustainable Enterprises</td>
<td>4</td>
</tr>
<tr>
<td>MBA 4205  Strategic Career Management</td>
<td>4</td>
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<tr>
<td>MBA 4690  Enterprise Solutions</td>
<td>4</td>
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<tr>
<td>MGMT 4280  Business Design</td>
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<table>
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<tr>
<th>Elective requirements</th>
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</thead>
<tbody>
<tr>
<td>24 credits in electives/concentration courses required.</td>
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</table>

<table>
<thead>
<tr>
<th>Concentration requirements</th>
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</thead>
<tbody>
<tr>
<td>A minimum of 16 of the 24 credits must be completed in 4000 level ACTG courses to complete a concentration.</td>
<td></td>
</tr>
</tbody>
</table>

| Total Credits                          | 56 |

**Master of Business Administration in General Business in the One Year MBA Program with A Concentration in Business Analytics**

<table>
<thead>
<tr>
<th>Core coursework requirements</th>
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</tr>
</thead>
<tbody>
<tr>
<td>MBA 4050  Business Foundations I</td>
<td>4</td>
</tr>
<tr>
<td>MBA 4060  Business Foundations II</td>
<td>4</td>
</tr>
<tr>
<td>BUS 4610  The Essence of Enterprise</td>
<td>4</td>
</tr>
<tr>
<td>BUS 4620  Ethics for the 21st Century Professional</td>
<td>4</td>
</tr>
<tr>
<td>BUS 4630  Creating Sustainable Enterprises</td>
<td>4</td>
</tr>
<tr>
<td>MBA 4205  Strategic Career Management</td>
<td>4</td>
</tr>
<tr>
<td>MBA 4690  Enterprise Solutions</td>
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<tr>
<td>MGMT 4280  Business Design</td>
<td>4</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Elective requirements</th>
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</tr>
</thead>
<tbody>
<tr>
<td>24 credits in electives/concentration courses required.</td>
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</table>

<table>
<thead>
<tr>
<th>Concentration requirements</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A minimum of 16 of the 24 elective credits must be completed in 4000 level INFO courses to complete a concentration, including:</td>
<td></td>
</tr>
<tr>
<td>INFO 4100  Business Intelligence, Data Warehousing, Corporate Decision Making and Leadership</td>
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<tr>
<td>INFO 4140  Business Databases</td>
<td></td>
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</tbody>
</table>
INFO 4300  Predictive Analytics
INFO 4340  Data Mining and Visualization

Other 4000-level INFO course could be substituted for INFO 4300 and INFO 4340 with faculty approval.

### Master of Business Administration in General Business in the One Year MBA Program with a Concentration in Business - Customized

#### Core coursework requirements

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
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<td>Business Foundations I</td>
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<tr>
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<td>4</td>
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<td>BUS 4610</td>
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<td>BUS 4620</td>
<td>Ethics for the 21st Century Professional</td>
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<td>BUS 4630</td>
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<td>MBA 4205</td>
<td>Strategic Career Management</td>
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</tr>
<tr>
<td>MBA 4690</td>
<td>Enterprise Solutions</td>
<td>4</td>
</tr>
<tr>
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<td>Business Design</td>
<td>4</td>
</tr>
</tbody>
</table>

#### Elective requirements

24 credits in electives/concentration courses required.

### Master of Business Administration in General Business in the One Year MBA Program with a Concentration in Finance

#### Core coursework requirements

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>MBA 4050</td>
<td>Business Foundations I</td>
<td>4</td>
</tr>
<tr>
<td>MBA 4060</td>
<td>Business Foundations II</td>
<td>4</td>
</tr>
<tr>
<td>BUS 4610</td>
<td>The Essence of Enterprise</td>
<td>4</td>
</tr>
<tr>
<td>BUS 4620</td>
<td>Ethics for the 21st Century Professional</td>
<td>4</td>
</tr>
<tr>
<td>BUS 4630</td>
<td>Creating Sustainable Enterprises</td>
<td>4</td>
</tr>
<tr>
<td>MBA 4205</td>
<td>Strategic Career Management</td>
<td>4</td>
</tr>
<tr>
<td>MBA 4690</td>
<td>Enterprise Solutions</td>
<td>4</td>
</tr>
<tr>
<td>MGMT 4280</td>
<td>Business Design</td>
<td>4</td>
</tr>
</tbody>
</table>

#### Elective requirements

24 credits in electives/concentration courses required.

#### Concentration requirements

A minimum of 16 of the 24 elective credits must be completed in 4000 level FIN courses to complete a concentration, including:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIN 4200</td>
<td>Financial Investments and Markets</td>
</tr>
<tr>
<td>FIN 4320</td>
<td>Security Analysis and Valuation</td>
</tr>
<tr>
<td>FIN 4330</td>
<td>Portfolio Management and Risk Analytics</td>
</tr>
<tr>
<td>FIN 4410</td>
<td>Financial Planning &amp; Analysis</td>
</tr>
<tr>
<td>FIN 4420</td>
<td>Capital Expenditure Analysis</td>
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<tr>
<td>FIN 4500</td>
<td>Financial Modeling</td>
</tr>
<tr>
<td>FIN 4610</td>
<td>Multinational Financial Management</td>
</tr>
<tr>
<td>FIN 4700</td>
<td>Topics in Finance</td>
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<tr>
<td>FIN 4710</td>
<td>Marsico Investment Fund I</td>
</tr>
<tr>
<td>FIN 4720</td>
<td>Marsico Investment Fund II</td>
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<tr>
<td>FIN 4730</td>
<td>Marsico Investment Fund III</td>
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<tr>
<td>FIN 4740</td>
<td>Managerial Microeconomics</td>
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<td>Course Code</td>
<td>Course Title</td>
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<tr>
<td>FIN 4750</td>
<td>Managerial Macroeconomics</td>
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<tr>
<td>FIN 4800</td>
<td>Organized Walk Down Wall St</td>
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<tr>
<td>FIN 4860</td>
<td>Derivatives</td>
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<tr>
<td>FIN 4870</td>
<td>Strategic Finance</td>
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<tr>
<td>FIN 4885</td>
<td>External Financing</td>
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<tr>
<td>FIN 4890</td>
<td>Fixed Income Analysis</td>
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</tbody>
</table>

**Total Credits** 56

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**Master of Business Administration in General Business in the One Year MBA Program with a Concentration in Innovation and Entrepreneurship**

**Core coursework requirements**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>MBA 4050</td>
<td>Business Foundations I</td>
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<tr>
<td>MBA 4060</td>
<td>Business Foundations II</td>
</tr>
<tr>
<td>BUS 4610</td>
<td>The Essence of Enterprise</td>
</tr>
<tr>
<td>BUS 4620</td>
<td>Ethics for the 21st Century Professional</td>
</tr>
<tr>
<td>BUS 4630</td>
<td>Creating Sustainable Enterprises</td>
</tr>
<tr>
<td>MBA 4205</td>
<td>Strategic Career Management</td>
</tr>
<tr>
<td>MBA 4690</td>
<td>Enterprise Solutions</td>
</tr>
<tr>
<td>MGMT 4280</td>
<td>Business Design</td>
</tr>
</tbody>
</table>

**Elective requirements**

24 credits in electives/concentration courses required.

**Concentration requirements**

A minimum of 16 of the 24 elective credits must be completed in 4000 level EVM courses to complete a concentration, including:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>EVM 4350</td>
<td>Ent Opportunity &amp; Feasibility</td>
</tr>
<tr>
<td>EVM 4351</td>
<td>Ent Planning the New Venture</td>
</tr>
<tr>
<td>EVM 4700</td>
<td>Real Business:Cases in Entrep.</td>
</tr>
<tr>
<td>EVM 4704</td>
<td>Topics in EVM</td>
</tr>
<tr>
<td>EVM 4710</td>
<td>Innovation/Creativity-Business</td>
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<tr>
<td>EVM 4991</td>
<td>Independent Study</td>
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<tr>
<td>ITEC 4700</td>
<td>Topics in Inform. Technology</td>
</tr>
<tr>
<td>INFO 4280</td>
<td>Project Management</td>
</tr>
<tr>
<td>MGMT 4280</td>
<td>Business Design</td>
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</tbody>
</table>

**Total Credits** 56

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**Master of Business Administration in General Business in the One Year MBA Program with a Concentration in Management**

**Core coursework requirements**

<table>
<thead>
<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>MBA 4050</td>
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<td>Enterprise Solutions</td>
</tr>
<tr>
<td>MGMT 4280</td>
<td>Business Design</td>
</tr>
</tbody>
</table>

**Elective requirements**

24 credits in electives/concentration courses required.

**Concentration requirements**

A minimum of 16 of the 24 elective credits must be completed in advisor-approved 4000 level MGMT courses to complete a concentration.

**Total Credits** 56
Master of Business Administration in General Business in the One Year MBA Program with a Concentration in Marketing

Core coursework requirements
- MBA 4050  Business Foundations I  4
- MBA 4060  Business Foundations II  4
- BUS 4610  The Essence of Enterprise  4
- BUS 4620  Ethics for the 21st Century Professional  4
- BUS 4630  Creating Sustainable Enterprises  4
- MBA 4205  Strategic Career Management  4
- MBA 4690  Enterprise Solutions  4
- MGMT 4280  Business Design  4

Elective requirements
24 credits in electives/concentration courses required.

Concentration requirements
A minimum of 16 of the 24 elective credits must be completed in 4000 level MKTG courses to complete a concentration, including:

Integrated Marketing Communication (IMC) Courses
- MKTG 4810  Integrated Marketing Communication
- MKTG 4820  Brand Management
- MKTG 4850  Integrated Marketing Communication Campaign
- MKTG 4805  Introduction to Digital Marketing
- MKTG 4815  Social Media Marketing
- MKTG 4825  Mobile Marketing
- MKTG 4835  Search Engine Marketing

Customer Experience Management (CEM) Courses
- MKTG 4220  Customer Experience Management
- MKTG 4240  Customer Experience Management Integration
- MKTG 4820  Brand Management

Integrated Marketing Strategy (IMS) Courses
- MKTG 4510  Concepts of Buyer Behavior
- MKTG 4530  Marketing Research
- MKTG 4540  Product and Service Innovation
- MKTG 4630  International Marketing
- MKTG 4900  Advanced Marketing Strategy

Supply Chain Management (SCM) Courses
- MKTG 4360  Global Transportation Systems
- MKTG 4370  Marketing Channels & Logistics
- MKTG 4375  Strategic Sourcing
- MKTG 4380  Supply Chain Management
- IMBA 4141  Managing Exports

Additional courses
- MKTG 4660  Sports & Entertainment Marketing
- MKTG 4705  Topics in Marketing

Total Credits  56

Master of Business Administration in General Business in the One Year MBA Program with a Concentration in Real Estate and the Built Environment

Core coursework requirements
- MBA 4050  Business Foundations I  4
- MBA 4060  Business Foundations II  4
- BUS 4610  The Essence of Enterprise  4
- BUS 4620  Ethics for the 21st Century Professional  4
Master of Business Administration in General Business in the One Year MBA Program with a Concentration in Values Based Leadership

**Core coursework requirements**
- MBA 4050 Business Foundations I
- MBA 4060 Business Foundations II
- BUS 4610 The Essence of Enterprise
- BUS 4620 Ethics for the 21st Century Professional
- BUS 4630 Creating Sustainable Enterprises
- MBA 4205 Strategic Career Management
- MBA 4690 Enterprise Solutions
- MGMT 4280 Business Design

**Elective requirements**
24 credits in electives/concentration courses required.

**Concentration requirements**
A minimum of 16 of the 24 elective credits must be completed in 4000 level LGST courses to complete a concentration, including:
- LGST 4198 E-Commerce Law and Ethics
- LGST 4700 International Law
- LGST 4760 CEOs and Corporate Governance
- LGST 4780 Leadership, Teams & Values
- LGST 4790 Entrepreneur & Family Business-Organization, Governance Ethics & Leadership

**Total Credits** 56
Accounting Courses

ACTG 4155 Accounting Information Technology Systems and Business Environment (4 Credits)
This course will introduce you to the study of Accounting Information Systems (AIS) that utilize a Database Management System (DBMS) specifically Microsoft Access (MSA). You will gain a basic understanding of how to develop a beginning-to-intermediate AIS data and processes using system flow charts (SEC), entity relationship diagrams (ERDs) and data flow diagrams (DFDs) utilizing MS Visio software. Cross-listed with ITEC 3155, ITEC 4155.

ACTG 4176 DB Sys Devlpmnt, Audit & Ctrl (4 Credits)

ACTG 4220 Financial Actg & Analysis (4 Credits)
Cross-listed with ACTG 3230.

ACTG 4222 Understanding Financial Stmts (4 Credits)
At the conclusion of this course the student should understand: 1) management decisions that impact published financial statements, 2) fundamentals of interpretation and analysis of financial statements, 3) economic and ethical issues relating to financial reporting, and 4) management attempts to enhance reported operating results. Cross listed with ACTG 3220.

ACTG 4240 Topics & Cases-Financial Actg (4 Credits)

ACTG 4281 Intermediate Financial Actg I (4 Credits)
Introduces key accounting concepts such as revenue recognition, matching principle, and accounting cycle. How to account for various transactions and learn role and purpose of balance sheet, income statement, and statement of cash flows. How various transactions affect these statements and how statements interrelate. Cross-listed with 3281. Prerequisite: MBA 4110, MBA 4111, or MS finance degree student.

ACTG 4282 Intermediate Financial Actg II (4 Credits)
Enhances understanding of financial statements and develops insight into treatment of such advanced financial accounting topics as consolidated financial statements, accounting for leases, currency translation, and options and futures impacts. GAAP (Generally Accepted Accounting Principles) to restate financial statements for differences between companies. Emphasis on impact of financial transactions and how to better evaluate firms’ performances. Reflects a user's perspective rather than a preparer's perspective. Not open to MAcc students. Cross listed with ACTG 3068. Prerequisite: ACTG 4281. Cross-listed with ACTG 3068.

ACTG 4284 Consolidated Financial Sttmnt (2 Credits)
This course covers consolidation procedures, issues in the preparation and presentation of consolidated information, and interpretation of consolidated financial statements. Cross-listed with ACTG 3284. Prerequisite: ACTG 4282, ACTG 3282 or ACTG 3068.

ACTG 4285 Actg. for Foreign Operations (2 Credits)
Topics covered in this course include the financial statement impact of doing business in a foreign currency, having foreign subsidiaries or operations, and certain hedging activities. Prerequisite: ACTG 4282, ACTG 3282 or ACTG 3068.

ACTG 4340 Topics & Cases-Managerial Actg (4 Credits)
Research and presentation (oral and written) of cases in managerial accounting involving internal reporting, internal uses of financial data, and effects on and considerations of interpersonal and interorganizational relationships. Cross-listed with ACTG 3340. Prerequisite: ACTG 4354 or permission of instructor.

ACTG 4354 Cost Accounting (4 Credits)
Accounting information in manufacturing enterprises, standard costs, and budgets. Open to students not having ACTG 3354 or equivalent. Prerequisite: MBA 4110, MBA 4111, or equivalent.

ACTG 4400 Tax Aspects of Busi Decision (4 Credits)
Prerequisite: ACTG 4610.

ACTG 4410 Federal Income Taxation (4 Credits)
Cross-listed with ACTG 3461.

ACTG 4462 Corp Partnership & Taxation (4 Credits)
Cross-listed with ACTG 3462.

ACTG 4520 Forensic Accounting & Auditing (4 Credits)
Opportunity to learn, study, and discuss practical aspects of accounting as it is used to detect and prosecute fraud. Students will be exposed to and shown how to deal with improprieties, common fraud schemes, illegalities, and harassments. Prerequisite: ACTG 3551.

ACTG 4551 Auditing (4 Credits)
This course covers professional ethics and legal environment, generally accepted auditing standards (GAAS), internal control, audit documentation and auditors reports. Cross listed with ACTG 3551.

ACTG 4552 Advanced Auditing (4 Credits)
This course is designed to build on the foundation of auditing knowledge developed in ACTG 4551 and apply that knowledge to specific accounts and assertions in a financial statement audit. Students also examine selected SEC enforcement actions and discuss what audit procedures may have been beneficial to prevent the misstatement. Prerequisite: ACTG 4551 or ACTG 3551.
ACTG 4557 Fair Value Auditing (4 Credits)
The purpose of this course is to expose students to the accounting, economic and valuation concepts and challenges that are relevant to auditing fair value measurements and disclosures in financial statements. The role of the FASB, PCAOB, SEC and other standards setters on fair value accounting and measurements are explored. Prerequisite: ACTG 4551 or ACTG 3551.

ACTG 4575 AIS Risk, Control and Audit (4 Credits)
This course covers the topics of risk, associated internal controls and IT audit of accounting information systems. The course outcomes are the skills to analyze and document AIS, perform a risk assessment, evaluate and document current IC and articulate the best practice in internal control frameworks such as COSO, COSO ERM, Cobit 4.1, etc. Student also recommend revised/new IC based on the frameworks, understand CPA risk-based audit standards SAS 104-109 and demonstrate knowledge and skills concerning IT audit techniques known as Computer Assisted Audit Techniques (CAATs) requiring general audit software such as IDEA. Prerequisite: ACTG 4155 or ITEC 3155.

ACTG 4607 Not-For-Profit & Gov Actg (4 Credits)
Accounting methods for governmental bodies and public and private not-for-profit institutions. Cross listed with ACTG 3607. Prerequisite: ACTG 3038, ACTG 3281 or ACTG 4281.

ACTG 4610 Financial Accounting and Reporting (4 Credits)
The purpose of this course is to provide you with an understanding of financial statements issued by companies to external parties, such as shareholders, creditors, and government agencies such as the Securities and Exchange Commission (SEC). To achieve this purpose, the course will: 1) introduce students to the most important issues relating to the assets, liabilities, and stockholders' equity accounts reported on the balance and income statement reporting issues; 2) provide students with sufficient understanding of the reporting mechanics to locate and interpret relevant information in the financial statements; 3) assist students in developing skills that can be used in analyzing financial information provided by companies; and 4) examine major transaction categories and accounting policies of business firms and their financial statement implications. Upon completion of the course, students should be able to appreciate both the usefulness and the limitations of accounting information. The perspective of the course is at all times that of the USER, rather than a PREPARERE, of financial statements.

ACTG 4620 Accounting Ethics (4 Credits)
This course focuses on the idea of community and the ethical and social relationships of accounting leaders and business organizations in their communities. The course focus is on the role of the accounting professional and the unique and special responsibilities associated with that role. This is examined by analyzing a variety of issues that students will face during their careers. The goal is to provide students with generalized understanding and skills that can be employed in dealing with other issues that emerge directly relate to the state Code of Professional Conduct applicable to CPAs, the Code provisions are discussed and analyzed. Cross-listed with BUS 4620. Prerequisite: BUS 4610.

ACTG 4660 Strategic Cost Management (4 Credits)
Strategic cost management methods and practices focus on how to help the firm succeed in contemporary business. Topics in the course include balanced scorecard, cost-volume-profit analysis, target costing, standard costing, and management control. The course will enable students to apply strategic thinking to management planning, decision-making, and management reporting. Prerequisite: ACTG 4610.

ACTG 4700 Graduate Seminar in Accounting (1-17 Credits)

ACTG 4701 Special Topics in Accounting (1-5 Credits)

ACTG 4702 Special Topics in Accounting (1-5 Credits)

ACTG 4703 Special Topics in Accounting (1-5 Credits)

ACTG 4704 Special Topics in Accounting (1-5 Credits)

ACTG 4705 Topics in Accounting (1-4 Credits)

ACTG 4710 Managing the Family Business (4 Credits)
Explores the business, personal, and interpersonal issues of family-owned and managed businesses. Strengths and weaknesses of family businesses and behavioral issues special to these settings; analytical skills pertinent to these issues; ability to manage effectively and cope interpersonally within these complex and offer emotionally charged situations; understand family patterns and dynamics and their relationship to family-owned businesses; consider impact that a family business may have on a student's career.

ACTG 4740 Valuation and Modeling (4 Credits)
The ultimate purpose of the course is to improve professional decision-making skills. Professional decisions are made using a combination of judgment and analysis. Even skilled professionals (in any field) will make incorrect decisions when working with incorrect or insufficient information. Thus, one key to improving decision-making is improving analytical insights and skills. This course emphasizes the definition, construction, uses and limitations of popular financial models and instruments. Further, the class focuses on how the instruments are used, why they are used and how decisions to use such instruments and tools/techniques to value them are made.

ACTG 4750 Valuing a Business (4 Credits)
This course explores all major aspects of business valuation. Students not only study valuation theory, they appraise an actual business and draft a valuation report in compliance with the American Institute of Certified Public Accountants Statement on Standards for Valuation Services (SSVS) and Reporting Standards of the National Association of Certified Valuation Analysts (NACVA). Prerequisite: ACTG 3068 or ACTG 4282.
ACTG 4760 CEOs & Corporate Governance (4 Credits)
This course examines the current and pressing issue of corporate governance, in its ethical, legal, and social dimensions. Students read the latest views of scholars and experts and gain the perspectives of corporate CEOs and other organization leaders. Topics explored include the history of various governance models, public policy on corporate governance, corporate board functions and responsibilities, the dynamics between CEOs and boards, ethical leadership and corporate culture, ethics and compliance programs, executive liability, nonprofit corporate governance, board and audit committee responsibilities, restructuring and governance, executive compensation problems and solutions, shareholder activism, and corporate governance reforms. Cross-listed with LGST 4760. Prerequisite: BUS 4620. MSAcc students only.

ACTG 4795 Graduate Research Sem-Actg (1-17 Credits)
ACTG 4880 Internship - Graduate (0-4 Credits)
Hours and times arranged by student.
ACTG 4991 Independent Study (1-10 Credits)
Hours and times arranged by student.
ACTG 4992 Directed Study (1-10 Credits)

Business Core Courses

BUS 4310 Business Communication for Accounting Professionals (4 Credits)
This course emphasizes critical communications skills for future accounting, tax, auditing and consulting professionals. The course develops written communication skills including but not limited to technical writing, reporting the results of research and explaining complex issues. Oral communication assignments include formal presentations, development of debate skills and boardroom presence. Assignments incorporate business etiquette and teambuilding.

BUS 4330 International Business (2 Credits)
BUS 4444 Global Bus, Governance & CSR (4 Credits)
In an increasingly globalized world, civil society, states and businesses are trying to discern how to govern business conduct across the borders of nation-states. Many of the issues our society faces today—global financial crises, environmental degradation, and corruption, to name a few—are impossible to tackle within a given country. Instead, these issues require collaboration and coordination across a variety of actors spread around the globe. Within this framework, businesses are aware of increased pressure to behave responsibly and adopt a corporate social responsibility (CSR) approach to their conduct. Yet, businesses are unsure how to integrate these goals into their business strategy and engage meaningfully with stakeholders. Likewise, governments recognize the importance of having business at the table, but do not have a clear understanding of how to best engage with the private sector. The response to this conundrum is a focus on global governance, which refers broadly to the way in which global affairs are managed. After a brief overview of economic trends and trajectories around the globe, the course will focus on global governance as a mechanism for change. The class will first explore the opportunities and shortcomings of global governance efforts. The class will build on this scholarship by discussing the role business plays in global governance mechanisms. As society has become aware of, and is acutely concerned with, business conduct, the role of the manager and business strategy in these realms has also changed. Students will analyze these trends and study their implications for government, business, or civil society strategy and practice. The final portion of the course will focus on specific issue areas, including: human rights, labor standards, the natural environment, corruption, and microfinance.

BUS 4600 Professional MBA Capstone Project (4 Credits)
The Capstone Project enables the practical application of organizational leadership and management competencies necessary to demonstrate mastery of the core content of the Professional MBA program and provide students with a material edge in the development of their professional capabilities. The capstone Project effectively integrates Daniels' desired learning outcomes and professional work experiences and applies them to "real-world" business challenges, problems and dilemmas, to support the development and presentation of proposed solutions for the client enterprise.

BUS 4610 The Essence of Enterprise (4 Credits)
Today's business environment is increasingly characterized by complex questions without clear black and white answers that span well beyond the historically narrow focus on the enterprise. Managers of tomorrow must be equipped with analytical and conceptual skills that allow them to see connections between social and environmental challenges and opportunities from local to global levels and how they interact and influence enterprise level value creation and innovation in a responsible manner. This course provides a perspective, i.e. worldview, that appropriately places the enterprise in the context of an interconnected world where success, organizationally and personally, is determined by how well one applies the necessary functional skills and organizational understanding to opportunities and challenges framed by globalization, both shared and disparate values, and the need for creativity, innovation, and entrepreneurial spirit. This course draws on the history of business practice and leadership to provide a foundation for personal self-discovery and professional direction.
BUS 4615 Leading at the Edge (2 Credits)
Connects values, globalization, and innovation through a mix of classroom and outdoor experiential learning formats. The course is a two credit hour complement to The Essence of Enterprise course. Using the metaphor of the 10th Mountain Division, the course builds a foundation for learning at Daniels through introductory looks at leadership, team building, and creative problem solving. Through metaphor and experience, the course bonds the cohorts to each other and enhance self confidence to succeed under difficult and changing conditions. The 10th Mountain Division was created out of a global crisis and trained at Camp Hale Colorado, located between Leadville and Vail, during the 1940s. This experience resulted in fourteen patents, including predecessors to the snow cat, snowmobile, and various other forms of outdoor equipment. Following WWII, members of the 10th were responsible for building the country’s most famous ski resorts, such as Aspen and Vail, along with the 10th Mountain Hut System. Individual members became successful businessmen, social entrepreneurs, and civil servants forming companies such as NIKE, leading organizations like the Sierra Club, and founding the Colorado Outdoor Education Center (where training for this course takes place). The group is renowned for exemplary leadership, passion, team dynamics, innovation, and ethics within a global environment.

BUS 4620 Ethics for the 21st Century Professional (4 Credits)
A fundamental purpose is to engage students in ongoing reflection and dialogue about their responsibilities as managers and leaders. Of particular emphasis are the ethical, professional and social responsibilities of managers and leaders, especially as it relates to numerous stakeholders and communities. This course focuses on the idea of “community” and the social relationships of managers and business organizations in their communities. Roles and responsibilities of managers and business firms are examined by analyzing a variety of issues that managers will face during their careers. These specific issues will be examined in terms of their legal, public policy, and ethical dimensions. 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. Cross-listed with ACTG 4620.

BUS 4630 Creating Sustainable Enterprises (4 Credits)
A sustainable enterprise is defined as any human endeavor with integrity in three interconnected dimensions (environmental, cultural, and economic) and whose collective actions meet the needs of the enterprise and its stakeholders today without compromising the ability of future generations to meet their needs. The fundamental purpose of this course is to help prepare students for careers in which success requires a worldview that extends beyond the enterprise level in order for managers to create sustainable cultural, social, and financial value for the organization and society in a responsible manner.

BUS 4635 Global Enterprise Challenges (2 Credits)
As students complete the integration of material from the Compass sequence, this class provides an opportunity for the students to extensively apply the material through: case analysis, presentation, critique of other presentations, and integration of MBA Compass material and first year MBA Core material as appropriate.

BUS 4640 Innovation Design & Execution (4 Credits)
In the last century, the technologies of the industrial age (telegraph, railroads, electricity, radio, telephone, television, automobiles, airplanes, computers) have dramatically altered not only the way business is conducted, but the way we live and learn. These technologies have also enabled undesirable and unintended consequences: urban sprawl, global warming, terrorism, weapons of mass destruction, stress, obesity. Where is technology taking us? In this course, students look at innovation, creativity, entrepreneurship and design, and the role each can play in creating a better business world, a business world less driven by science fiction than inspired by social fiction, a business world which begins to shift from an industrial age of ever more encompassing technology to a creative economic environment based less on stuff and more on people and their needs.

BUS 4700 Special Topics in Business (1-4 Credits)
BUS 4701 Special Topics in Business (1-6 Credits)
BUS 4702 Special Topics in Business (1-6 Credits)
BUS 4703 Special Topics in Business (1-6 Credits)
BUS 4704 Topics in Business (1-6 Credits)
BUS 4705 Topics in Business (1-6 Credits)
BUS 4802 Executing in a PM Enterprise (4 Credits)
This course is the second course in a three-part required series. Pre-requisite: Must be a Lockheed employee.

BUS 4804 Kaiser Leadership Edge - People Leadership (4 Credits)
The People Leadership course is part of the Leadership Edge program designed specifically for the Kaiser Permanente Colorado organization. The program grows the internal leadership capacity necessary to reach their goal of becoming the best solution in health care. By exploring topics and cases from multiple perspectives and across business areas, participants develop a deeper understanding of the challenges and opportunities that Kaiser faces. Signature needed to register. Must be a Kaiser employee to register.

BUS 4805 Kaiser Leadership Edge - Financial Acumen (4 Credits)
The Financial Acumen course is part of the Leadership Edge program designed specifically for the Kaiser Permanente Colorado organization. The program grows the internal leadership capacity necessary to reach their goal of becoming the best solution in health care. By exploring topics and cases from multiple perspectives and across business areas, participants develop a deeper understanding of the challenges and opportunities that Kaiser faces. Signature required to register. Must be a Kaiser employee to register.
BUS 4806 Kaiser Permanente Strategy, Innovation, and Execution (4 Credits)
The Strategy, Innovation and Execution course is part of the Leadership Edge program designed specifically for the Kaiser Permanente Colorado organization. The program grows the internal leadership capacity necessary to reach their goal of becoming the best solution in health care. By exploring topics and cases from multiple perspectives and across business areas, participants develop a deeper understanding of the challenges and opportunities that Kaiser faces. Signature required to register. Must be a Kaiser employee to register.

BUS 4980 Internship (0-10 Credits)
Faculty supervised Internship.

BUS 4991 Independent Study (1-10 Credits)

BUS 4995 Independent Thesis (6 Credits)

BUS 9000 Study Abroad Tongji University (0-18 Credits)
This course facilitates study abroad through an exchange agreement with Tongji University School of Economics and Management in Shanghai China. University of Denver exchange students may take only graduate level courses at Tongji University and only graduate level courses from Tongji are counted for graduate credit at the University of Denver.

BUS 9001 Study Abroad Doshisha University (0-18 Credits)
This course facilitates study abroad through an exchange agreement with Doshisha University, Global Business and Management Studies, Kyoto, Japan.

BUS 9002 Study Abroad University of Stockholm (0-18 Credits)
This course facilitates study abroad through an exchange agreement with the University of Stockholm Business School, Stockholm, Sweden.

Business Ethics Legal Studies Courses

LGST 3730 Values Based Leadership in Practice (4 Credits)
This course is a practical focus on leadership culture through analysis of real leaders applying theory to their personal experiences and practice. The course utilizes speakers in the Voices of Experience Speaker Series and outstanding literature to facilitate discussion. The course is offered in two-credit-hour sequences over two quarters. Prerequisites: LGST 2000 and degree checkpoint 2.

LGST 4198 E-Commerce Law and Ethics (4 Credits)
The changes in technology and business over the past 20 years have been dramatic and far-reaching. Navigating the even more astonishing changes in the future requires some perspective on the developments of the recent past. How did we get to where we are? What technological, economic and political forces have generated the current state of e-commerce? How are these forces likely to change into the future? What are the basic features of e-commerce as it exists today?

LGST 4550 Business Law for Accountants (4 Credits)
This course provides students with a detailed review of the legal considerations in forming, operating, and dissolving the most common forms of business entities: partnerships, limited liability companies, and corporations. The rights, duties and liabilities of the managers, owners and accountants (internal and external) of these entities are extensively examined. The course also provides an overview of federal securities laws impacting these organizations. Prerequisite: ACTG 4620 or BUS 4620 or LGST 2000 (concurrent registration OK).

LGST 4700 International Law (4 Credits)
Offers both an introduction to public international law (the rights and duties of states and intergovernmental organizations [IGOs]) and to private international law (the rights and duties of individuals, businesses, and non-governmental organizations [NGOs] in their international affairs). Majority of course devoted to key international issues of business law and public policy such as alternative dispute resolution (ADR), privatization, intellectual property, international sales, the Foreign Corrupt Practices Act, trade (GATT and WTO), and the international facilities that deal with the adjudication and resolution of legal issues related to business.

LGST 4701 Topics in Ethics & Legal Study (1-5 Credits)
This course examines complexities, paradoxes, and dangers of leadership. The platform for the course is a Core Leadership Model (and logical deviations from it) which can result in Great Leadership. At the heart of Great Leadership one finds a values base. Through in-depth analysis of the key dimensions of the Core Model and its accompanying deviations, participants gain a deep understanding of - and practical experience with - Values Based Leadership in today’s world.

LGST 4730 Values Based Leadership in Practice (4 Credits)
The course examines the complexities, paradoxes, and dangers of leadership. The platform for the course is a Core Leadership Model (and logical deviations from it) which can result in Great Leadership. Through in-depth analysis of the key dimensions of the Core Model and its accompanying deviations, participants gain a deep understanding of - and practical experience with - Values-Based Leadership in today’s world.

LGST 4740 Science & Mgmt. of Org. Ethics (4 Credits)
This course examines our knowledge regarding ethical decision making and behavior in organizational contexts. The course also explores the implications of such knowledge for effectively creating and managing ethical organizations. The course will be conducted as a graduate seminar with students playing a central role in identifying topics, researching content areas, and deciding on course outcomes. We will examine conceptual and theoretical models of ethical behavior in organizations, research empirical studies, and develop managerial implications. The overarching goal is to increase knowledge and understanding so as to strengthen capacities to be ethical leaders and managers. Prerequisite: BUS 4100. Non-business students may take the course with permission.
LGST 4760 CEOs and Corporate Governance (4 Credits)
In the wake of the Sarbanes-Oxley and Dodd-Frank laws, corporate governance has become a compelling issue for business students and executives. Corporate board members and leaders of institutional investors share their insights concerning corporate governance from strategic, financial and legal perspectives. CEO/board dynamics are explored, along with leadership development and executive succession policies. The roles of major board committees, such as the audit, compensation, nominating, and legal compliance committees are given special emphasis. Board responsibilities in corporate crises and re-structuring are examined, along with the legal liabilities of executives, board members, and the corporation. Public policy pressures on corporate governance, including the roles played by the Securities and Exchange Commission and other regulatory bodies are discussed, along with the responses by business organizations, political interest groups, and self-regulatory bodies. Shareholder activism and litigation, along with pressures from other corporate stakeholders are also emphasized in the course. Examples of topics include corporate scandals, executive compensation, global corporate governance systems, and governance reforms. Students engage in a number of case analyses over the course of the quarter, produce a four-part case study, and discuss actual real world solutions with business leaders who have been involved in the issues. Cross-listed with ACTG 4760.

LGST 4775 The Leader’s Compass (4 Credits)
This course qualifies for the four course requirement for the MBA Values Based Leadership concentration. By reading the works of great philosophers and using the Socratic Method, students come to understand the role of values in business and society, and learn to respectfully listen to, and learn from, those with different values. Students synthesize the readings and class discussions by writing a paper describing what (a) “a good society” and (b) “a good work organization” would look like to them personally, and what would be needed in terms of leadership to create each condition. Prerequisite: BUS 4620.

LGST 4780 Leadership, Teams & Values (4 Credits)
This course is designed for Daniel Scholars (who have completed the first quarter of their MBA program including Value Based Leadership) to provide both challenging intellectual discussion and physical engagement around the fundamental ethical dilemma of competition and/or cooperation. The venue for the course is Harbor Island, San Diego, California, and the adjacent waters of San Diego Bay and the Pacific Ocean. Both traditional classrooms and the untraditional learning environment of the off-shore sail boat provide the context of dynamic learning about values, teams and self. Prerequisite: BUS 4100.

LGST 4790 Entrepreneur & Family Business-Organization, Governance Ethics & Leadership (4 Credits)
This course covers the most current legal and ethical issues involving the creation of value, strengthening and growing family businesses through the process of best practices in business governance, coupled with ethical conduct and values based leadership, and legal compliance. Cross listed with LGST 3790. Prerequisite: BUS 4100.

LGST 4980 Internship (1-5 Credits)

LGST 4991 Independent Study (1-10 Credits)

LGST 4992 Directed Study (1-4 Credits)

LGST 4995 Independent Research (1-10 Credits)

Business InformationAnalytics Courses

INFO 4100 Business Intelligence, Data Warehousing, Corporate Decision Making and Leadership (4 Credits)
This course provides an overview of business intelligence: how data are generated, collected, actively warehoused and analyzed to support decision making. It addresses how to combine data with corporate processes and culture to gain new insights to empower corporate strategy and improve daily operations.

INFO 4140 Business Databases (4 Credits)
This is an introductory database course which covers enterprise database design, modeling and implementation.

INFO 4200 Business Analytics Capstone Planning (2 Credits)
This course provides the foundation for the capstone course. Students begin the planning phase for their culminating project, identifying a business need and company with which to partner. Students then outline the problem, determine objectives and project deliverables, create a document of understanding, and produce a work plan. Prerequisite: STAT 4610.

INFO 4240 Data Warehousing (4 Credits)
This course addresses how to extract and time stamp data from many different business databases, transform it into a common compatible format, and load it into the data warehouse. The course includes using the data warehouse for real time queries as well as generating longer period reports for strategy considerations. Data marts and data mining are also included as part of this course. Prerequisites: INFO 4100 and INFO 4140.

INFO 4280 Project Management (4 Credits)
In this course students examine the science, practice the art, and discuss the folklore or project management to enable them to contribute to and manage projects as well as to judge when to apply this discipline. The course also covers the use of MS Project Professional as a management tool and Crystal Ball as a Monte Carlo simulator for project exercises. Students also learn the fundamentals of process and project simulation for business decision-making. Prerequisite: INFO 4100.
INFO 4300 Predictive Analytics (4 Credits)
This course is designed to prepare students for managerial data analysis and data mining, predictive modeling, model assessment and implementation using large data sets. The course addresses the how, when, why and where of data mining. The emphasis is on understanding the application of a wide range of modern techniques to specific decision-making situations, rather than on mastering the theoretical underpinnings of the techniques. The course covers methods that are aimed at prediction, forecasting, classification, clustering and association. Students gain hands-on experience in using computer software to mine business data sets. Prerequisite: STAT 4610.

INFO 4340 Data Mining and Visualization (4 Credits)
In this course, students create business intelligence tools such as balanced scorecards, data visualization and dashboards to inform business decisions. The course focuses on the identification of metrics, measures, indicators and key performance indicators for a variety of business operations. The focus is on the advantages and disadvantages of various modeling methodologies and implementations moving towards performance improvement. Prerequisite: STAT 4610.

INFO 4360 Complex Data Analytics (4 Credits)
This course explores the concepts of the considerations and management of big data projects. It also explores technical aspects of performing text analytics and natural language processing, network analysis, as well as geographic data analysis. We will focus on social data for some of the examples and also explore how disparate data sources can be combined to provide insight for business decisions. Prerequisite: STAT 4610 preferred but not required.

INFO 4380 Decision Processes (4 Credits)
This course addresses the process of decision making in the enterprise: who makes what decisions based on what information and for what purpose. Business Intelligence is premised on the HP motto: “In God we trust. All others bring data.” But what is the cost of collecting and analyzing the data and presenting the results, and what decisions justify that cost? Is the transformation from data to decision always rational, and what are the common pitfalls for human decision makers? We examine the results of recent experiments from behavior economics and their relevance to making business decisions. Prerequisite: INFO 4100.

INFO 4400 Business Analytics Capstone (4 Credits)
This course gives students an opportunity to apply the knowledge and skills learned in this program to a real-world problem submitted by a partner business. Students take a business problem from model construction and data collection through an analysis and presentation of results to recommendations for specific business decisions. Prerequisite: INFO 4200.

INFO 4520 Health Informatics (4 Credits)
Annual health care spending in the United States exceeds 16% of GDP ($2 Trillion) and is expected to continue to increase. The effective use of information technology is perceived as an important tool in increasing the access to and quality of health care delivery in a cost effective manner. This course examines the role of health informatics in the health care deliver and management process. The objectives of this course are to familiarize students with the critical issues and challenges faced by those in the health care environment, what technologies are or will soon be available to potentially address these issues and challenges, potential barriers professionals employed in the health care field may face deploying and managing these technologies, and possible strategies to assist these professionals in addressing and overcoming these barriers. This course focuses on four major areas related to health informatics: the role of electronic health records, clinical decision support systems, analytics, and other e-health initiatives such as mobile technologies and telehealth.

INFO 4700 Topics in Business Analytics (0-10 Credits)
Exploration of current trends and topics in business analytics. Prerequisite: INFO 4100.

INFO 4991 Independent Study (0-10 Credits)
INFO 4992 Directed Study (1-4 Credits)

Construction Management Courses

CMGT 4110 Preconstruction Integration and Planning (4 Credits)
This course examines the role of preconstruction services, team integration, and joint design planning in various Integrated Project Delivery (IPD) approaches. Various tools and techniques associated with preconstruction services and design planning from the proposal stage through the design stages of a project are considered.

CMGT 4120 Construction Planning and Scheduling (4 Credits)
Understanding and applying scheduling and control to construction projects is essential to successful construction management. Project scheduling emphasizes network-based schedules, such as critical path management (CPM), network calculations, critical paths, resource scheduling, probabilistic scheduling and computer applications. Project control focuses on goals, flow of information, time and cost control, and change management. Prerequisite: CMGT 4410.

CMGT 4155 Sustainable Development/LEED (4 Credits)
The course includes many case studies of historic and contemporary structures exemplifying various sustainability features. Emphasis is placed on how LEED project certification influences the overall construction project. Topics include LEED certification techniques for sustainable sites, water efficiency, energy and atmosphere, materials and resources, indoor environmental quality, innovation and design. The following topics are covered from a LEED perspective: ventilation, air conditioning, heating, electrical lighting, energy efficiency, and building control systems. The student studies and analyzes how management and LEED techniques are applied to current construction projects.
CMGT 4177 Environmental Systems and MEP Coordination (4 Credits)
A study of electrical and mechanical systems used in the construction of buildings. Course content includes system design, component selection and utilization for energy conservation, cost estimating or systems, coordination and management of installation. Specific systems include electrical, air conditioning, heating, ventilation and plumbing, fire protection, life safety, communication, power systems and lighting. The course also considers coordination of MEP systems and explores emerging technology and environmental issues related to mechanical and electrical systems in buildings. Cross listed with CMGT 3177 and XRCM 4177.

CMGT 4180 Construction Layout/Surveying (4 Credits)
Designed to provide the student with the theory, principles and techniques of construction layout and surveying. Includes field procedures in fundamental land surveying as well as site and foundation layout. Cross listed with CMGT 3180.

CMGT 4200 Lean Construction Project Management (4 Credits)
This advanced course focuses on cutting edge lean tools and other productive strategies for the management of people and processes in the construction industry. The tools and strategies presented draw on the very successful Toyota Production System adapted to the construction industry. Lean construction methodologies such as the Last Planner System, the Lean Project Delivery System, and Integrated Project Delivery are discussed. Topics also include sustainability and the emerging interest in “green construction,” as well as the use of Building Information Modeling to enhance the development and management of integrated projects. This course also looks at the human element in relation to motivation, safety, and environmental stresses. A number of case studies are presented to highlight best practices in Lean Construction Project Management.

CMGT 4230 Design Management and Schedule Control (4 Credits)
This course examines the various strategies and techniques associated with managing the design delivery process to align with the construction budget and schedule needs in an integrated fashion. Design planning, scheduling, and resource allocation are considered along with design value determination and management of the design-construct interfaces. Constructability, value engineering, design performance.

CMGT 4250 Construction Contract Administration (4 Credits)
This course addresses how a successful construction project is managed and administered from design through construction to closeout. Emphasis will focus on how to unite the key stakeholders (contractors, architects, engineers, etc.) to provide them with a workable system for operating as an effective project team. The latest technology, laws and regulations associated with contract administration will be presented. Topics pertinent to each stage of a project are introduced and discussed as they occur throughout the life of the project. Numerous real-world examples will be utilized throughout the course. Various electronic project administration tools and techniques will be demonstrated including Building Information Modeling.

CMGT 4310 Cost Modeling and Trend Management (4 Credits)
This course covers various approaches to construction cost estimating at the conceptual stages of planning and design through detailed construction. Students learn parametric estimating techniques and how they are applied to construct and predict reliable budgets at the earliest stages of design. Students build cost models and refine those models with greater detail as design develops through a project. Building information modeling is introduced and used to create massing models to demonstrate design impacts on project costs. Cost trending techniques are presented to manage, monitor and document project performance relative to cost.

CMGT 4320 Architectural Planning and Design Management (4 Credits)
This course introduces students to the significant value that architecture brings to real estate and the built environment and the various services and professions associated with it. Students will be introduced to principles, protocols and the planning process related to the design function and the link between the architect’s vision and the finished physical structure. Students will be introduced to design, thinking, theory and application. Student will learn to read and interpret the various graphical and written construction documents as well as know how they are developed and what information they contain. Architectural, structural, mechanical, electrical, plumbing and civil drawings and specifications are covered. The business model for design services will be explored as well as the unique risks and challenges associated with managing the design throughout the various stages of development and construction.

CMGT 4401 Residential Practicum I (4 Credits)
A three course sequence designed to emphasize the practical application of the theories and concepts of residential development. The courses provide a capstone experience for seniors. Students are expected to apply their knowledge of general business, real estate and construction management practices by forming a student business entity, acquiring land, building and selling a residential property. Students will apply accounting, finance, marketing, real estate and construction management techniques in the development of a single family residence. Cross listed with CMGT 3401.

CMGT 4410 Construction Building Systems (4 Credits)
A survey of residential and commercial construction materials, means, and methods associated with the various structural and architectural systems used to design and construct buildings. Project plans and specifications are incorporated to teach the basic sequencing and overall construction process. The influence of sustainability in construction is introduced.

CMGT 4420 Construction Estimating (4 Credits)
Integrated approach addressing construction accounting, estimating, purchasing, and management reporting systems. Cross listed with CMGT 3100, XRCM 4420. Prerequisite: CMGT 4400 or permission of instructor.

CMGT 4438 Legal Issues & Risk Management (4 Credits)
General contract and real estate law, including property rights, title concepts, deeds, purchase contracts, law of agency, environmental issues and disclosures, basics finance concerns, tax law, landlord-tenant law, construction contracts, indemnity agreements, rights and remedies of property owners, contractors and subcontractors issues, and various areas of liability for real estate practitioners and property owners.
CMGT 4480 Const Project Management (4 Credits)
Principles and techniques of construction project management, use of systems analysis, internal and external procedures, planning, programming, budgeting and staffing, controlling major projects, emphasis on construction scheduling techniques with case application. Cross listed with CMGT 3120.

CMGT 4490 Residential Development (4 Credits)
A seminar-style capstone course that integrates various aspects of the construction management curriculum. Emphasis is on topics in the construction and development industries. Cross listed with CMGT 3190. Prerequisite: CMGT 4410.

CMGT 4560 Relational Constructing and Risk Mitigation (4 Credits)
Relational contracting is a construction project delivery framework for multidisciplinary, integrated projects that focuses on aligned goals, high performance, innovation, mutual respect, open communication and a “no blame” culture between Client, Contractor, and Design Team. This approach to contracting, also known as Alliance Contracting, is becoming more prevalent in the United States and is often applied when using integrated project delivery systems. This course compares and contrasts transactional contracting methods with relational contracting methods and the influences on the project team and projects outcomes. Relational contracting is also considered in the context of risk mitigation and project optimization.

CMGT 4580 Integrated Teaming and Project Leadership (4 Credits)
This course examines the unique leadership skills and talents associated with leading and facilitating multidisciplinary, integrated design and construction teams. The focus of the course is on applying strategic intelligence and a system of leadership in the development of integrated solutions for the built environment. This leadership model is driven by a compelling purpose and supported by people who share practical values and have excellent processes, to look into the future, create a vision, and bring that vision to reality. Effective strategies for supporting high performance teams are explored.

CMGT 4700 Topics in Construction Mgmt (1-4 Credits)
CMGT 4980 Construction Mgmt Internship (0-8 Credits)
CMGT 4991 Independent Study (1-10 Credits)
CMGT 4992 Directed Study (1-10 Credits)
CMGT 4995 Independent Research (1-10 Credits)

Entrepreneurship Venture Mgt Courses

EVM 4040 Social Entrp in Global Mrkt (4 Credits)
This is a dynamic hybrid course with online readings, cases, quizzes, and blogs, as well as in-class experiential interactions with social enterprises in the community. The distance component of this course is guest speakers from other countries. Students will have the opportunity to network, interact, and work with local social enterprises. A value added component of this course is the coverage of global and cross-cultural concepts and issues critical for successfully running social enterprises in a global context.

EVM 4350 Ent Opportunity & Feasibility (4 Credits)
Refine the concepts of business ideas, critically evaluate the market for new products/services, and assess the market feasibility of ideas for new ventures. Cross listed with EVM 3350.

EVM 4351 Ent Planning the New Venture (4 Credits)
Write business plans for their ventures and present plans to a juried panel of entrepreneurs and venture capitalists for review. The objective is to enable each student to create a truly fundable, realistic business plan. Cross listed with EVM 3351.

EVM 4700 Real Business:Cases in Entrep. (2,4 Credits)
The Real Business course is designed to provide students with an opportunity to examine entrepreneurial business challenges through case studies, guest speakers, discussions and field experience. In addition to standard entrepreneurial start-ups, the course will cover international start-ups, gender issues related to start-ups as well as fostering an entrepreneurial spirit in large organizations. Throughout the course, entrepreneurship will be examined from the perspective of business challenge as well as career choice.

EVM 4704 Topics in EVM (1-8 Credits)
EVM 4710 Innovation/Creativity-Business (4 Credits)
Cross listed with EVM 3710.

EVM 4980 Internship (1-5 Credits)
EVM 4991 Independent Study (1-10 Credits)
EVM 4992 Directed Study (1-4 Credits)
Finance Courses

FIN 4110 Ethics in Finance (4 Credits)
This second course in the Compass is specifically designed for the Master of Science Finance (MSF) curriculum and focuses on the ethical, professional, social, and legal responsibilities of finance professionals, organizations and markets. Financial institutions are facing a crisis of confidence. Trust is an essential ingredient to maintaining efficient and effective financial markets. The finance industry has acquired a reputation for unethical and unsavory activity and has lost the trust of much of society. Many financial professionals believe they are encouraged and rewarded for engaging in unethical activity. We discuss the ethical issues facing financial institutions and professionals and explore solutions for resolving these issues and restoring trust.

FIN 4120 Quantitative Methods in Stock Selection (4 Credits)
This course introduces quantitative methods and techniques applied to alpha generation in stock selection. It enables students to better understand and conceptualize the entire quantitative investment process in the context of a simulated long/short equity portfolio. The student learns to set investment objectives, test investment hypotheses, define security selection criteria and construct portfolios using quantitative techniques. This is a practical class held in a lab environment using financial industry tools and data with a strong emphasis on student participation. Students have to define and defend a quantitative investment strategy and implement it in a simulated portfolio environment.

FIN 4130 Financial Risk Management Strategies (4 Credits)
This course applies risk management, quantitative approaches and investment theoretical models to derivatives markets. It examines the proven risk management and revenue enhancement strategies in derivatives and equity markets, creates innovated derivatives investment styles, validates quantitative strategies in options markets, and implements investment models. This course is to offer advanced graduates in finance a well-rounded exposure to the theory and practice of risk management and derivatives investment strategies. It focuses on four aspects: (1) essential risk management theories regarding asset pricing, portfolio construction, and financial statistics; (2) the approaches to develop risk management and derivatives investment strategies based on the fundamental analysis, statistical analysis, and behavioral finance; (3) the rigorous test of various options investment strategies; and (4) the implementation of risk management and investment strategies based on The Reiman Fund. Prerequisites: FIN 4200 and FIN 4500.

FIN 4140 Enterprise Risk Management (4 Credits)
This course introduces the fundamentals of enterprise risk management (ERM). The purpose of this course is to give students an overview of the current approaches used to identify, evaluate and monitor the key risks that an organization faces. Students learn that there are numerous approaches that organizations take in addressing ERM. Over the course of the quarter, a number of outside ERM experts address the class on various aspects of ERM. Students then apply newly gained ERM knowledge to a mock risk assessment developed from a real-life corporate scenario from Newmont Mining Corporation.

FIN 4150 Advanced Business Valuation (4 Credits)
The objective of this course is to present advanced valuation techniques to deepen students' understanding and enhance their knowledge of valuation theory and practical application.

FIN 4160 Treasury Management (4 Credits)
The objective of the course is to provide students with a comprehensive understanding of how various treasury functions are managed in a corporation and build students’ capabilities to assume the role of a proficient treasury manager.

FIN 4170 Quantitative Methods in Finance (4 Credits)
This course introduces students to the mathematical and statistical methods needed in order to succeed in the quantitative discipline of modern finance. Topics include differential calculus, optimization techniques, linear algebra, probability, and statistical methods. Data analysis software is used when appropriate to facilitate the analysis. Emphasis is on applications, analytic reasoning, and proper interpretation of results.

FIN 4200 Financial Investments and Markets (4 Credits)
Introduction to financial markets, securities, instruments, and other factors that determine the financial environment. Prerequisites: FIN 4630 and STAT 4610 or Fin 4170.

FIN 4320 Security Analysis and Valuation (4 Credits)
Examination of statistical and theoretical foundation for determination of market prices and market returns. Includes theoretical implications for investment management of options, futures, stocks and bonds. Prerequisite: FIN 4200.

FIN 4330 Portfolio Management and Risk Analytics (4 Credits)
Case and project approach to foundation of investment portfolio management. Prerequisite: FIN 4200.

FIN 4410 Financial Planning & Analysis (4 Credits)
Advanced course in financial planning and decision-making focusing on capital structure, working capital management, long-range and short-term financial planning, and mergers. Prerequisite: MBA 4112.

FIN 4420 Capital Expenditure Analysis (4 Credits)
Advanced course in capital budgeting examining capital allocation processes and procedures and the theory and applied techniques of capital spending and divestment under conditions of certainty and uncertainty. Related issues of cost of capital and leasing also included. Prerequisite: FIN 4630.

FIN 4500 Financial Modeling (4 Credits)
Use of erect functions and macros to construct financial models from corporate finance, investments and financial markets. Prerequisites: FIN 4170.
FIN 4610 Multinational Financial Management (4 Credits)
Financial analysis of multinational corporation operating in international markets, including exchange rates, international instruments, markets, institutions and futures. Prerequisite: MBA 4112.

FIN 4620 Financial Forecasting (4 Credits)

FIN 4630 Managerial Finance (4 Credits)
Analytical skills and tools of finances; theoretical concepts and practical applications. Topics include ratio analysis, breakeven analysis and leverage, securities valuation, capital budgeting, financial forecasting, and working capital management.

FIN 4700 Topics in Finance (4 Credits)
Topics vary each quarter. Course may be taken more than once if topics are different.

FIN 4701 Topics in Finance (1-10 Credits)
Topics vary. For new/experimental courses taught within the Reiman School of Finance.

FIN 4710 Marsico Investment Fund I (4 Credits)
A securities analysis and portfolio management practicum in which students manage a University endowment gift donated by Tom and Cydney Marsico. Prerequisite: Permission of instructor. (First part of two-quarter course.).

FIN 4720 Marsico Investment Fund II (4 Credits)
A securities analysis and portfolio management practicum in which students manage a University endowment gift donated by Tom and Cydney Marsico. Prerequisite: FIN 4710. (Second part of two-quarter course.).

FIN 4730 Marsico Investment Fund III (4 Credits)
This course is an elective course that is the third in the series of classes involving the Graduate investment fund class: Marsico Investment Fund I & II. This course allows students to apply the investment, security analysis, and portfolio management tools and techniques that they have learned in their Finance classes. The students manage an actual portfolio, a portion of the University's endowment originally gifted by Tom and Cydney Marsico. The selection of students for this class is competitive. Students must agree to participate for 2 consecutive quarters, and they must be willing to address portfolio issues during the between-quarter periods if necessary. Because the course involves the application of tools and concepts learned in other classes, the best time to take the course is in the last year of a student's program. Prerequisites: FIN 4710 and FIN 4720.

FIN 4740 Managerial Microeconomics (2 Credits)
This course combines the standard tools of microeconomic analysis with a well-rounded appreciation of the important perspectives that form the business environment in the contemporary world. The goal is to provide students with the tools from microeconomics, game theory, and industrial organization that they need to make sound managerial decisions. The course uses case studies to develop practical insights into managing the firm's resources to achieve competitive advantage. The course is divided into two principle modules based on market structure: perfect competition and imperfect competition. Both modules cover optimal behavior and strategies.

FIN 4750 Managerial Macroeconomics (2 Credits)
This course 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, foreign exchange rate, business cycles, and monetary and fiscal policies. The course uses case studies to analyze real-life macroeconomic issues, and students are encouraged to investigate the potential and limitations of macroeconomic theory with real-world problems. The course is divided into two principle modules: the economy in the long run, and the economy in the short run. Both modules cover impacts of government policies on the business environment in a closed economy and an open economy.

FIN 4800 Organized Walk Down Wall St (4 Credits)
Participants will spend five days in New York visiting exchanges, brokerage firms, investment bankers, commercial banks and other institutions. Prerequisite: MBA 4112.

FIN 4830 Econometrics for Finance (4 Credits)
This course focuses on econometric and statistical modeling with an emphasis on finance applications. Prerequisite: STAT 4610 or FIN 4170.

FIN 4860 Derivatives (4 Credits)
This course provides a theoretical foundation for the pricing of contingent claims and for designing risk-management strategies. It discusses more advanced material in financial derivatives and is intended for students who have a quantitative background and are interested in enhancing their knowledge of the way in which derivatives can be analyzed. This course covers option pricing models, hedging techniques, and trading strategies. It also includes portfolio insurance, value-at-risk measure, multistep binomial trees to value American options, interest rate options, and other exotic options. Prerequisite: FIN 4200.

FIN 4870 Strategic Finance (4 Credits)
Addresses theory, concepts, and techniques associated with asset management and creation of value from a strategic orientation. Links financial theory and practice to strategic and operational objectives of the firm, prepares student to incorporate risk and uncertainty into analytical decision-making process and to analyze divestiture, restructuring, and liquidation decisions. Prerequisites: MS/ Finance students only and FIN 4840.

FIN 4885 External Financing (4 Credits)
Considers the blend of theory and practice with regard to designing the appropriate capital structure of the firm as well as appropriate use of securities and process for raising capital in different financial markets. Prerequisites: MS/Finance students only and FIN 4840.
FIN 4890 Fixed Income Analysis (4 Credits)
Emphasizes valuation and management of fixed income securities in prevailing environment of complex and innovative financial arrangements. Study of the nature of evolving markets, both domestically and internationally. Prerequisites: MS/Finance students only and FIN 4860.

FIN 4980 Finance Internship (1-10 Credits)
Permission of instructor required. Hours and times arranged by student.

FIN 4991 Independent Study (1-10 Credits)
Individual study and report. Hours and times arranged by student.

FIN 4992 Directed Study (1-4 Credits)

Info Tech E-Commerce Courses

ITEC 4155 Intro to Database Apps in Acct (4 Credits)
Introduces database technology and appropriate Accounting Information Systems applications to undergraduate students. Upon completion of this course, the student should be able to design, create, de-bug, and operate a simple/intermediate accounting application using the Microsoft Access Database. Course is cross-listed with ITEC 3155, ACTG 4155.

ITEC 4270 Emerging Technologies (4 Credits)
Emerging Technologies and Strategies investigates new information technologies. Having a broad view of emerging technologies as they relate to business can provide an organization with a valuable strategic advantage. Those organizations that can most effectively grasp the deep currents of technological evolution can use their knowledge to protect themselves against sudden and fatal technological obsolescence.

ITEC 4280 Intro Software Engineering II (4 Credits)
A continuation of ITEC 4270, this course covers systems development in a client-server Internet/Intranet environment using the Java programming language. Principles of event-driven systems, remote database access, and building GUI (Graphical User Interface) prototypes for interfacing with desktop systems are included. Prerequisite: ITEC 4270 or instructor’s permission.

ITEC 4310 Electronic Commerce (4 Credits)
This course is an overview of electronic commerce (EC) trends and techniques including the underlying technical infrastructure, traditional EDI techniques such as electronic data interchange (EDI) and commerce at light speed (CALS), Internet use for EC, business models for business-to-consumer EC, marketing on the Internet, payment and fulfillment mechanisms, security and regulatory issues, and global implications. Uses lectures, cases, outside speakers from industry and field trips.

ITEC 4320 Networks & Telecommunication (4 Credits)
This course examines network-enabling technologies and concepts, including LANs and WANs. Network design, management, and trouble-shooting issues will be covered. Network design in the age of the Internet will be emphasized, including intranets, extranets, design issues, security and firewalls. Pros and cons of private networks, including virtual private networks, will be discussed. Alternative technologies such as wire line, wireless, satellite and cable will be covered. Cross listed with ITEC 3810. Prerequisite: ITEC 4475.

ITEC 4350 Practicum (1-4 Credits)
This course will consist of an information systems project performed by small teams of students and tailored to individual students' needs. It will be undertaken for a "client" in the business community. Supervised by a faculty member, each project will permit students to apply what they have learned in a live setting and focus on project management planning, reporting, and problem discovery and resolution. Prerequisite: ITEC 4300 or ITEC 4330.

ITEC 4476 Business Process Analysis and Design (4 Credits)
This course starts with the traditional information technology systems analysis and design and broadens this approach to include analysis and design of better business processes - innovative processes which deliver greater value to customers and enterprises alike through creative uses of information technology. We will analyze past and current examples and look for ways to build on and extend these successful exploitations of information technology to other companies and industries. In short, this course is about exploring innovative ways to create greater business value by analyzing and designing not only the systems, but also the business processes these systems are created to support.

ITEC 4477 Database-Driven Websites (4 Credits)
Using state of the art technologies, this course focuses on the development of dynamic web pages. Technologies include PEARL, ASP, ColdFusion, SQL, Access, and Oracle. Cross listed with ITEC 3477. Prerequisite: ITEC 4475 or current enrollment.

ITEC 4478 XML (4 Credits)
This programming course is the second of a five series Web Services course track designed to prepare the student for the certification exam offered by Microsoft in the development of .NET applications. The second module of the series, XML, provides a thorough understanding of the main techniques surrounding the development of XML applications. Up until now, it has been very difficult to communicate and transfer data between different platforms. The surge of XML as a universal text-based standard readable and interpreted by any other system available, has opened the channel to enhance the development of cross-platform applications. Students will learn to write the codes describing the data, processes it and prepare it for presentation, as well as modeling and designing functional components that will later be used to drive the applications. Topics include: creating well-formed and valid XML documents, parsing the documents and creating the format to display it through the client's browser, design functional components and the interconnections among them. Some of the tools that the student will learn to use in this course are XML Syntax, DTD, Schema, CSS, XSL, XSLT, DOM, SAX, SOAP, WSDL, and UDDI. Prerequisite: ITEC 4477 or concurrent enrollment.
ITEC 4480 ASP.NET (4 Credits)
The goal of this course is to provide students with the knowledge and skills that are required to develop XML Web services-based solutions to solve common problems in the distributed application domain. The course focuses on using Microsoft Visual Studio .NET, Microsoft ASP.NET, and Universal Description, Discovery, and Integration (UDDI) to enable students to build, deploy, locate and consume Extensible Markup Language (XML) Web services.

ITEC 4481 C#.NET (4 Credits)
The goal of this course is to provide students with the knowledge and skills needed to develop C# applications for the Microsoft .NET Platform. The course focuses on C# program structure, language syntax, and implementation details. C# was created to be the programming language best suited for writing .NET enterprise applications. C# combines the high productivity of Microsoft Visual Basic with the raw power of C++. It is a simple, object-oriented, and type-safe programming language that is based on the C and C++ family of languages.

ITEC 4486 Information Technology Management (4 Credits)
This course focuses on issues central to the effective management of the IT function including, but not limited to: managing the IT organization, IT’s changing role in the enterprise, and managing internal and external relationships.

ITEC 4500 Strategic Info Technologies (4 Credits)
How organizations are using information technologies for competitive advantage.

ITEC 4610 IT Strategy (4 Credits)
Businesses run on information, organized data about customers, markets, competition, and environments. Information systems (interconnected computers, data, people, and processes) are critical to capture, organize, and disseminate that information in ways that provide stakeholder value. This course is designed to help managers, technical and non-technical alike, to explore how to derive greater value and satisfaction, both personally and professionally, from information systems.

ITEC 4700 Topics in Inform. Technology (1-10 Credits)
New topic area discussion in information technology.

ITEC 4980 Internship (1-4 Credits)
Permission of instructor required. Hours and times arranged by student.

ITEC 4991 Independent Study (1-8 Credits)
Individual study and report. Hours and times arranged by student.

ITEC 4992 Directed Study (1-4 Credits)

ITEC 4995 Independent Research (1-8 Credits)

MBA - General 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 Foundations I (4 Credits)
OMBA students only.

MBA 4060 Business Foundations II (4 Credits)
OMBA students only.

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 Suits 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 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 fulltime 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 4310 Profiles in Leadership (4 Credits)

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 4610 Law and Public Policy (4 Credits)
This course is designed as a survey to cover a broad scope of basic concepts, along with their application to three major policy areas in the final weeks of the course. The course begins with an exploration of the role of business in the public policy environment. The course then examines the legal environment of business, including key elements of private law (contracts, agency, torts, and business organization law) and public law (employment law, administrative law, antitrust law, environmental law, and intellectual property law). In so doing, the course finally applies basic concepts from law and public policy, along with some concepts from economics, to examine three policy areas related to business: regulatory policy, competition policy, and natural resource policy.

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 4991 Independent Study (1-10 Credits)

MBA 4992 Directed Study (1-5 Credits)

Management Courses

MGMT 4240 Global Business Imperative (4 Credits)
Conducting business outside the United States involves a unique set of challenges. Diverse cultures, laws, languages and currencies add to the complexity of putting together and managing international business ventures. This course will help you to prepare for these activities by exploring ten questions, which focus critical aspects of international business. The primary vehicle for accomplishing this will be class discussions built around presentations by the instructors as well as cases and exercises dealing with a range of issues, countries, and industries.

MGMT 4280 Business Design (4 Credits)
Each student learns an organized approach to rapid design of a business with a sustainable competitive advantage based upon innovations(s) to the business model. That innovation(s) is discovered through an investigation of the existing business models and the competitive landscape including: suppliers, customers, competitors, substitutes and barriers of entry. Specific opportunities are identified through investigation of the following: industry, market, and competition. Opportunities to create competitive advantages are investigated through the design of strategies in: marketing, sales, operations, human capital, social responsibility, financing, corporate governance and technology. The course offers a workshop atmosphere in which students are expected to apply and discuss the various aspects of business planning. The result is a written business plan and presentation to funding sources reflecting a sustainable competitive advantage and creation of a defensible market.

MGMT 4340 Strategic Human Resource Mgmt (4 Credits)
This course focuses on the effective management of human resources in order to create sustained competitive advantage. The course covers the major policy areas of employee influence mechanisms, staffing, training and development, performance appraisal, reward systems, and work design so that students are better prepared to provide direction to the creation and implementation of effective management systems. Prerequisite: MGMT 3900 or permission of instructor.

MGMT 4345 Performance & Rewards System (4 Credits)
Measuring and improving human performance, techniques of individual objective settings including MBO, appraisal and feedback systems, creating and managing compensation programs, job design, analysis and redesign of reward systems in various organizational contexts. Prerequisite: MBA 4121 or equivalent.
MGMT 4490 Global Strategy (4 Credits)
Management of multinational enterprises; identification, analysis, and discussion of key policy issues for the international manager within various functional areas; home and host country relationships including assessment of political risk, selection of foreign locations, entry and ownership strategy, personnel and staffing considerations, technology transfer, multinational labor relations, organizing for international operations. Prerequisite: Should be taken in the last possible quarter before graduation and after completion of all advanced requirements and ITEC 3900, MGMT 3900, MKTG 3900, STAT 3910, and FIN 4610.

MGMT 4503 Comparative Management (2 Credits)
Exploration of similarities and dissimilarities of management practices in various cultures, determination of political, economic and cultural factors primarily affecting management theory and practice, transferability of certain management practices to other cultures. Introduction to basic assumptions and approaches of comparative research methodology. Prerequisite: MBA 4121.

MGMT 4515 Introduction to Sport and Entertainment Management (4 Credits)
The purpose of this course is to provide students with a very broad but significant exposure to the business of sports, which represents a global, multi-billion dollar industry. By critically analyzing numerous facets within this business from the perspective of a manager, student come away with knowledge that is wide enough but deep enough to foster a solid understanding of this dynamic and exciting industry. At the same time, this course provides students with specific and valuable insights that foster and stimulate deeper interest in a particular aspect within this industry through subsequent and additional coursework, independent study, and/or internship opportunities.

MGMT 4520 Managing Sport & Entertainment Contracts (4 Credits)
This is a comprehensive and interactive seminar on managing sports and entertainment contracts. The class covers intellectual property; the role of entertainment and sports managers and agents; general contract principles and theory; contract negotiation; management and operating agreements; and sponsorship, endorsement, and licensing agreements.

MGMT 4525 Facility Management (4 Credits)
What is a Public Assembly Facility? Public assembly facilities such as arenas, stadiums, convention centers, and theatres evolved out of the need by social communities to build permanent structures for public assembly, for political and commercial activities, religion, sports, spectacles, artistic expression and for commercial and educational assemblies. This course examines the specific areas of responsibility that one must acknowledge and understand to operate a successful venue of this type. We discuss the core competencies required and the unique areas of concentration that separate a public assembly facility from other venue types. Students realize the significant impact and benefit that facilities like these have on the social, educational and economic environment of communities.

MGMT 4530 Technologies for Sport & Entertainment Management (2 Credits)
This is a specialized course for the MBA student interested in expanding their knowledge of the sports industry as a business and as a world economic force. It provides students with a framework for understanding the scope of the sports business across various venues, as it relates to information technology. Management Sport Technology focuses on understanding the practical uses of computer applications as a tool in sport management activities. Emphasis is placed on demonstrated proficiency in project management, spreadsheet management, database management, and Web page development.

MGMT 4535 Managing Sponsorships for Sport & Entertainment Events (2 Credits)
The purpose of this course is to give students an understanding of sports sponsorship from the perspective of the corporate sponsor and the sports entity. The course identifies and describes the several media distribution channels that are used in corporate sports sponsorship. In addition, students learn how to use sports media distribution properties to create an effective sports marketing plan for corporate sponsors. Students put together a corporate sports marketing plan with a sample sports team.

MGMT 4540 Advanced Seminar in Sports and Entertainment Management (4 Credits)
The purpose of this seminar is to consider current topics in sport and entertainment management. Topics vary by quarter depending on timeliness of topics and interest of students. Potential topics may include public policy questions; ethical issues; current economic impacts and analysis; sport and entertainment management factors and how the various segments (professional, amateur, collegiate, high school, recreational and others) relate; environmental impacts; global issues and other issues that impact the current and future fields of sport and entertainment management.

MGMT 4560 Organizational Dynamics (4 Credits)
In this course, you will: (1) understand and develop a set of management and leadership skills critical for effectiveness in high performance work environments; (2) develop the ability to analyze organizations and environments from multiple perspectives; (3) explore policies and practices for facilitating organizational change; (4) become a valued and effective member of a work team; and (5) learn how to incorporate effective communication, critical thinking, creative problem solving, and technology, into organizational behaviors and processes.

MGMT 4625 Managing Human Capital (6 Credits)
This course focuses on the effective management of people, every organization’s most critical resource. Employees’ knowledge, skills, commitment, creativity, and effort are the basis for sustained competitive advantage. It is people who deal directly with customers, have creative ideas for new products or for process improvements, who devise marketing strategy or take technologies to the next level. In this course, the class approaches the people side of business from a general management perspective, integrating concepts from organizational behavior, human resource management, strategy, and organizational design. Course topics include motivation, reward systems, engagement; feedback; processes by which work is done and decisions are made, including attention to teams, power dynamics, conflict, and negotiations; the structure of the organization and its systems, including job and organizational design and system and policies affecting human capital; the organization’s culture and history; and the external environment within which the organization operates, including legal, regulatory, demographic, economic and national cultural factors.
MGMT 4630 Strategic Human Resources Management (4 Credits)
This course advances the argument that effective human resource policies will create sustained competitive advantage. To that end, this course will address the effective management of human resources in various policy areas: staffing, diversity, training and development, voice and influence, performance appraisal, and reward systems. Rather than taking a traditional, staff personnel perspective, we will discuss human resource management from the strategic perspective of a general manager. Prerequisite: MGMT 4620.

MGMT 4690 Strategic Management (4 Credits)
This course builds from the premise that managers make decisions that influence the overall success of their organizations. We will concentrate on how top managers create and maximize value for their stakeholders. You will learn about how companies compete against each other in the quest of achieving high performance and market victories. You will learn about how and why some companies are successful while others are not. This course is about strategy. The primary task of strategy is the allocation and commitment of critical resources over relatively long periods of time in pursuit of specific goals and objectives. Strategic decisions take account of the conditions that prevail within the industry environment, both positive and negative, and the resources and capabilities available to managers for meeting environmental challenges. Strategy also requires establishing and managing an internal organizational system that creates and sustains strategic value.

MGMT 4700 Stress Management (1-4 Credits)

MGMT 4710 Sustaining Family Enterprises (4 Credits)
Family enterprises have a tremendous impact on our local, national and global economies. Today, the definition of the family enterprise extends beyond just the business entity. It includes family offices, family "banks," family councils, trusts, and family foundations, just to name a few. Further, what happens in, and how decisions are made by, family enterprise affects not only the active family members but other key stakeholders such as inactive family members, in-laws, non-family managers and employees, professional advisors, customers, suppliers and competitors. This course gives students insight into the universe of possibilities that families, enterprises and their advisors face when engaged in systemic transition planning. This highly interdisciplinary course is appropriate for anyone who intends to work in or with family enterprises. This includes family members, accountants, attorneys, estate planners, financial or wealth managers, family office professionals, insurance consultants, business advisors, management consultants, organizational and leadership development experts, international business professionals, psychologists, social workers, and family therapists.

MGMT 4790 Managing Strategic Alliances (4 Credits)
The purpose of this course is to examine and expand upon the current understanding of the challenges of developing and managing strategic alliances. Reflecting the breadth of the novel features of the structure, the course draws from both strategic management and organizational behavioral disciplines. To order the discussion, we take a process view in addressing why and then how to use a strategic alliance. We initially focus on when to use an alliance. We then turn to the formation of an alliance - examining how to select a partner, which structure to choose and how to negotiate. Following, we discuss post-formation issues of partner relationships, management of the alliance, performance evaluation and alliance termination. We conclude the course with sessions devoted towards managing a portfolio of alliances and network management in general.

MGMT 4890 Graduate Internship in Mgmt (1-10 Credits)
Hours and times arranged by student.

MGMT 4991 Independent Study (1-10 Credits)
Individual research and report. Hours and times arranged by student.

MGMT 4992 Directed Study (1-4 Credits)

MGMT 4995 Independent Research (1-10 Credits)

Marketing Courses

MKTG 3495 Tech in Marketing: Design Tools and Digital Foundations (4 Credits)
We will be learning how to use HTML, CSS, Adobe Photoshop, and Adobe Illustrator.

MKTG 4100 Marketing Concepts (4 Credits)
Ever wonder what’s behind those Super Bowl ads we love to watch? Or, how Apple decides the price of its newest electronic wonder? Did you notice you can almost always find what you are looking for at the grocery store, whether it’s in season or out? How does that happen? This course provides students with a lens through which they may view the world as a consumer and as a marketer, relating marketing principles and models to consumer and business actions. The course investigates marketing strategy and tactics using contemporary examples from the headlines, active class discussion, and a marketing strategy simulation.

MKTG 4220 Customer Experience Management (4 Credits)
In their best-selling book, The Experience Economy, Pine and Gilmore set the stage for what today’s organizations are facing—customers that connect with brands on the basis of the experiences they receive: products and service are no longer a sufficient differentiator. This course takes the student beyond the ‘better product, better service’ approach to the cutting edge concepts of customer experience management (CEM). It provides an understanding of CEM, its best practices, and the tools for its implementation and evaluation. The course considers the challenges of creating and delivering customer experiences in a variety of settings—in-store operations, branded products, and web-based operations. One of the special features of this course is the use of live, case studies from a variety of companies. Among the companies recently represented by guest speakers are Charles Schwab, Comcast, Starbucks, and others.
MKTG 4230 Financial Aspects of Customer Experience Management (4 Credits)
Successful customer experience management requires knowledge of the tools and techniques to assess the costs, benefits, and return on investment in customer relationships. This course shows students how to conceptualize, design, implement, and evaluate information and financial systems that support successful customer experience operations. A particular focus of this course is the determination of the optimal investment in customer experience, including insights from concepts such as lifetime value of customers. Prerequisite: MKTG 4220.

MKTG 4240 Customer Experience Management Integration (4 Credits)
A key component of every successful customer experience management (CEM) program is the ability to integrate CEM, marketing, financial, and information systems information, concepts, and processes into a successful operation for the customer and the company. This course provides the student with the tools to evaluate the success of customer experience management systems through conducting the CEM Audit. Students apply the CEM Audit to evaluate the level of company achievement of CEM goals and objectives. This course builds on the courses in the CEM and IMC programs (primarily MKTG 4220) as well as other courses in marketing and business. In this sense, it is a capstone course, integrating the knowledge and experience acquired through other courses and your life and business experiences. Developing skills in assessment of an organization against CEM standards is the primary objective of this course. Prerequisite: MKTG 4220.

MKTG 4360 Global Transportation Systems (4 Credits)
Managing a global supply chain involves applying increased discipline to a process with many parts. The key parts of the supply chain over which a company has the least control are the transportation carriers that connect a company with its customers and suppliers in all parts of the world. Global Transportation Systems covers the various modes of transportation including ocean vessel, barge, railroads, truck and air freight. The course will touch on the operating characteristics, service, infrastructure, sustainability, ownership, finances, prices and each mode’s place in the global supply chain both across borders and domestically in several target countries including the U.S. In addition Global Transportation Systems will provide the student with an understanding of how public policy affects transportation infrastructure investment, security, cost and service around the world. The course provides a solid foundation for other supply chain courses. Cross listed with MKTG 3360. Prerequisites: MKTG 4100.

MKTG 4370 Marketing Channels & Logistics (4 Credits)
Of the four Ps (product, price, promotion, and place), MKTG 4370 explores the “place” in a firm’s marketing efforts to gain sustainable competitive advantage. Marketing channels are the routes to market used to sell every product and service that consumers and business buyers purchase everywhere in the world. Logistics is the other half; delivering the right product at the right time to the right place in the right quantities to keep satisfied loyal customers, a crucial element in making the sale. In this course, students learn the design of marketing channels to deliver sustainable competitive advantage while building channel power and managing channel conflict. Sound strategic and tactical channels decisions are taught via an on-line computer simulation. Logistics design and execution includes best practices for demand management, order management, customer service, inventory strategy, transportation, and distribution, all of which are taught through lecture, hands-on exercises, and case studies of the world’s best supply chains. Cross listed with MKTG 3370. Prerequisites: MKTG 4100.

MKTG 4375 Strategic Sourcing (4 Credits)
Current businesses face relentless pressure to provide additional value in an ever more competitive world. Globalization of world markets has reconfigured supply networks across the globe, causing increasing complexities and challenges in sourcing. In this course, the student learns about the strategic sourcing process, from the development of a sourcing strategy to establishing, managing, and optimizing the firm’s supply base. A framework for aligning corporate, business unit and functional department objectives with a sourcing strategy for each commodity purchased by the firm will be presented, along with spend analysis, portfolio analysis, and other best practices (supply base optimization, supplier scorecards, supplier development programs, reverse cost analysis, B2B Auctions, learning curves, value analysis, total cost of ownership, and gain sharing) for improving a firm’s cost and financial performance through improved supply chain performance. Cross listed with MKTG 3375. Prerequisites: MKTG 4100.

MKTG 4380 Supply Chain Management (4 Credits)
Today’s economy of globally sourced manufacturing, developing markets, synchronized e-commerce, international trade lanes, and intertwined economies demand supply chains of global reach to bring goods and services from around the world to local stores or even the consumer’s front door. This course addresses the challenges and illustrates the tools required to build, maintain, and expand global supply chains. The course develops the ability to make sound strategic, tactical, and operational supply chain decisions via an on-line simulation tool, and superior supply chain design and performance is taught through in-depth case studies from the world’s top 25 supply chains. Students are able to connect improvements in supply chain design and performance to the financial performance of a firm. Cross listed with MKTG 3380. Prerequisites: MKTG 4100.

MKTG 4510 Concepts of Buyer Behavior (4 Credits)
What makes consumers tick? This course draws on a variety of sources, including concepts and models from psychology, sociology, anthropology, and economics, to offer helpful frameworks for understanding why consumers buy what they buy. These concepts are applied to real-world situations to give students practice at making better product, promotion, pricing, and distribution decisions based on consumer insights. Prerequisites: MKTG 4100.

MKTG 4520 Marketing Metrics (4 Credits)
There’s no escape; even marketing managers need to understand financials. This course is designed to introduce MS Marketing students to the principles of financial decision-making and the use of marketing metrics, including customer lifetime value (CLV) and media mix modeling. Students learn how to compute marketing ROI and how to make marketing decisions that enhance the bottom line. Prerequisites: MKTG 4100, MKTG 4610 or MKTG 3900, and MKTG 4545 or permission of the instructor.
MKTG 4530 Marketing Research (4 Credits)
Understanding consumers requires careful observation and thoughtful questions. Marketing research represents a methodology for getting the answers needed to be successful in business. This course introduces students to a broad array of marketing research tools, including focus groups, ethnographic studies, survey research, and experiments. Students will learn how and when to apply these tools, as well as how to interpret the results to make sound marketing decisions. Highly recommended students take statistics prior to taking this course. Prerequisites: MKTG 4100.

MKTG 4540 Product and Service Innovation (4 Credits)
Developing and introducing new products and services are the lifeblood for companies and a primary responsibility of product management. This course focuses on the timeframe beginning with identifying market opportunities for new products and services through to market launch, with particular attention paid to managing project and processes milestones from inception to introduction. The course addresses how marketing managers can overcome the poor success rates for most introductions and increase odds for achieving higher success rates more frequently. Prerequisites: MKTG 4100.

MKTG 4545 Marketing Planning Foundations (2 Credits)
Prerequisite: MKTG 4100.

MKTG 4550 Marketing Planning (4 Credits)
It has been said that "planning without action is futile, and action without planning is fatal." The objective of this course is to enable students to utilize a rigorous planning process to develop action-oriented marketing programs. This activity involves an integrated application of concepts and theories characterized by the logical use of facts -- leading to alternatives -- leading to actions. By the end of the course students should be able to develop effective marketing programs, and to understand the strength and limitations of the principal planning tools a marketing manager has at his/her disposal. The skills developed in this class are particularly important because many organizations now use the marketing plan as the basis for developing the business plan. In fact, marketing-developed plans often must precede the subsequent decisions in planning production, finance, and other corporate activities. Each student will apply the planning process, develop an action plan, and identify specific marketing outcomes for an existing or prospective enterprise. The course utilizes current practices, contemporary exemplars, and rigorous communication/presentation platforms. Course must be taken within one quarter of graduation or instructor's permission. Prerequisites: any two graduate-level marketing courses.

MKTG 4560 Pricing Strategy (4 Credits)
This course provides an overview of all aspects of Pricing, a key driver of growth and profitability. As one of the 4 "Ps" of Marketing, attention and interest in Pricing is growing. This is not surprising, given that Price is the one "P" that drives the topline, with a direct impact on revenue growth, customer growth, market share, and profitability. This Pricing survey course examines established and emerging pricing strategies and principles. In addition, students learn some basic analytical tools that can be applied to pricing strategy decisions and explore approaches to optimize the impact of pricing strategies and tactics, including segmentation, addressing the competition, and communicating value. Prerequisite: MKTG 4100 or equivalent.

MKTG 4630 International Marketing (4 Credits)
The shrinking planet and constant pressure to maintain a firm's growth mean that global marketing continues to grow in importance. This course introduces the various economic, social, cultural, political, and legal dimensions of international marketing from conceptual, methodological and application perspectives, and emphasizes how these factors should affect, and can be integrated into, marketing programs and strategies. This course provides students with methods for analyzing world markets and their respective consumers and environments, and to equip students with the skills in developing and implementing marketing strategies and decision making in international contexts. It includes a combination of lectures and discussions, case analyses of real global marketing issues, videos and readings from the business press, country snapshots, and a group research project in which student teams launch a discrete product in a foreign country of their choice. Prerequisites: MKTG 4100.

MKTG 4660 Sports & Entertainment Marketing (4 Credits)
There are few products for which consumers are more passionate than their sports and entertainment expenditures, so this topic is always an exciting one in marketing. This course provides an in-depth look at the processes and practices of marketing sports, concerts, film and other entertainment. The course emphasizes the practical use of advertising, promotion and public relations in creating athlete or entertainer images, providing a quality fan experience, promoting sponsorships or driving event ticket sales. Participation in a current sports marketing project provides context for graduate students to apply the theories to real situations. Cross listed with MKTG 3660. Prerequisites: MKTG 4100.

MKTG 4670 Competitive Strategies (4 Credits)
This course will examine what is happening in the world of corporate marketing today. Which companies’ marketing strategies are working and why? Which are not working and why? Who is winning in the competitive marketplace and who is losing? How do you know? What is the connection between a company’s marketing strategy and its financial strategy? Prerequisites: MKTG 4100.

MKTG 4705 Topics in Marketing (1-4 Credits)
TOPIC CHANGES EACH TERM.

MKTG 4800 Global Integrated Marketing Communication (4 Credits)
The Global IMC class is for graduates who have worked in marketing communications or have taken marketing communications classes and want to gain an understanding of how use this knowledge in the global marketplace. It helps students to understand similarities and differences between markets and how to most effectively approach them. What are the IMC tools that work best and how do you use them with cultural sensitivity? The class features a number of guest speakers and at least one off-site agency visit. The finale to this high-intensity class will have competing teams creating a global campaign. Prerequisites: MKTG 4100.
MKTG 4805 Introduction to Digital Marketing (4 Credits)
Knowing how to use digital marketing tools as part of an integrated marketing strategy is critical in today's marketplace. This course provides the knowledge and skills to plan and implement a digital marketing strategy, create and manage digital marketing campaigns, and select and use the most effective tools and technologies to achieve the business' objectives. Students learn how to successfully integrate online tools including search engine optimization, pay per click advertising, email marketing, blogs, viral marketing, social media, and online PR within the overall marketing mix. Through team projects and class assignments, students get applied knowledge in developing an e-marketing plan. In addition, students acquire firsthand experience using twitter, blogs, web site graders, keyword research software tools and online media measurement services. Previous guest speakers have included industry leaders and agencies like Theo Mandel, Ph.D, a highly acclaimed author on web site user experience, design and usability, as well as leading email marketing firm, Emma. Cross listed with MKTG 3480.

MKTG 4810 Integrated Marketing Communication (4 Credits)
Marketers must successfully communicate to consumers to be successful. Integrated Marketing Communications represents the latest approach to this process. This course focuses on how to integrate marketing messages by using brand management as the foundation of creating effective marketing communications. To get a broad perspective on the topic, students read and discuss both classic and contemporary books on marketing communications. Looking at more than traditional advertising, the class also discusses how social media, outdoor, mobile, product placement, and event marketing are all changing the marketing communications process. The course work focuses on three cases, including a presentation of a proposed advertising campaign. Prerequisites: MKTG 4100.

MKTG 4815 Social Media Marketing (4 Credits)
Social media marketing is an evolving field with consumers driving the changes marketers are seeing. Based on students' business model, social media may be more than just distribution and prosumers may be a part of your long-term business strategy. This class illuminates the increasing importance of social media as it relates to consumer behavior and the purchase cycle. This course also develops a strategic model for a diverse range of businesses (B2B, B2C, Product, Service, Online, Online with Brick and Mortar) that will empower students as a marketer to determine their best strategy. Cross listed with MKTG 3490. Prerequisites: MKTG 4100.

MKTG 4820 Brand Management (4 Credits)
Brands are valued assets for businesses. Building and maintaining strong, valuable brands represent core responsibilities of brand managers. Brand management encompasses brand audits, elements, attitudes, beliefs, images and equity that customers associate with a company's branded offerings. This course focuses on concepts, tools, techniques and strategies for creating, building, measuring, maintaining and managing strong, valuable brands in today's complex marketing landscape. Prerequisite: MKTG 4100.

MKTG 4825 Mobile Marketing (4 Credits)
Due to the explosion of Smartphones, Mobile Commerce, Social Media and Location-based Services such as Foursquare, mobile marketing is the next frontier! Learning to harness this ever-evolving field is essential for business students. This course enables students to build creative mobile marketing campaigns that complement digital and traditional marketing strategies. This fast-paced course is a must for people interested in marketing and business. Cross-listed with MKTG 3475. Prerequisites: MKTG 4100.

MKTG 4830 Integrated Marketing Communication Cases (4 Credits)
Using the Harvard case method, students analyze marketing communication and brand building campaigns and processes used to acquire and retain customers, generate sales, and increase profits. The presence (and absence) of IMC strategies and practices are identified and discussed. Course concludes with presentations of cases created (based on working with real companies) by student teams. Prerequisites: MKTK 4100 and MKTG 4810.

MKTG 4835 Search Engine Marketing (4 Credits)
The digital marketing landscape has hundreds of tools that marketers can utilize to increase revenue, execute on strategies and develop deep brands. This course reviews the most essential of those tools; Google Analytics and Google AdWords. Our goal is to enable students to attain individual certification. By partnering with the businesses in our internship program, this course ensures students are mastering those most sought after tools/skills. This course is fast-paced and has a real world focus! Cross listed with MKTG 3485. Prerequisites: MKTG 4100 and MKTG 4810.

MKTG 4850 Integrated Marketing Communication Campaign (4 Credits)
This course builds on all of the courses in the IMC program/concentration as well as other courses offered through the Department of Marketing. In this sense, it is a capstone course, integrating the knowledge and experience acquired through these other courses. Integration is the primary objective of this course—that is, to develop skills in integrating content from other courses into a complete IMC campaign for a brand of the student's choice. IMC Campaign is a major project course with a single significant outcome, the IMC Campaign. The project is conducted in a team environment with the guidance of the instructor. Prerequisites: MKTG 4810 or instructor permission.

MKTG 4900 Advanced Marketing Strategy (4 Credits)
Making sound strategic marketing decisions in the real world is complex and challenging, even for seasoned executives. Determining sound strategies is critical. Implementing them effectively and profitably is essential. How can managers increase their chances for making better strategic marketing decisions leading to more successful outcomes more often? This course applies concepts, constructs and learning acquired in prior marketing courses to complex strategic decisions. Cases are at the heart of the course, challenging teams and individuals to make specific marketing decisions in the context of larger strategic marketing and company contexts, including accounting for top- and bottom-line impact. Students are required to be within two quarters of graduation. Prerequisites: any two graduate-level marketing courses, one of which must be MKTG 4100.
MKTG 4980 Marketing Internship (1-8 Credits)
We learn by doing. That’s what a marketing internship at Daniels is all about. Recent studies show that one to three internships on a resume go a long way towards landing that first job in marketing. At Daniels, we network with some of the top marketers in Denver and across the US. Our marketing students have worked at National CineMedia, Integer Advertising, Bank of America, Enterprise, Northwestern Mutual Insurance, eBags, Crispin-Porter + Bogusky, Einstein’s, Johns Manville, Ski Magazine, the Pepsi Center, 15 Million Elephants, Flextronics, Merrill Lynch, Dish Network, AEG Live, Altitude Sports & Entertainment, and the list goes on. Not only will students earn school credit, they may very well land a paid internship, and eventually a full-time job. Course requirements include an internship report that covers your experience on the job, a study of the industry, and what they learned from their company. It’s a win-win course where you put into practice the marketing concepts you’ve learned at DU, and discover new marketing tactics from your company co-workers. “Thanks to the University of Denver for fostering this partnership and providing such great students” (NCM Media Networks).

MKTG 4991 Independent Study (1-10 Credits)
Hours and times arranged by student.

MKTG 4992 Directed Study (1-4 Credits)

MKTG 4995 Independent Research (1-10 Credits)

MKTG 4999 Marketing Capstone Assessment (0 Credits)
Surveys graduating MS Marketing students and assesses the level of learning obtained by these students. This class is to be taken during the final quarter of study. Prerequisites: MKTG 4100, MKTG 4510, MKTG 4520, MKTG 4530, plus 12 additional hours of graduate marketing classes.

Real Estate Courses

REAL 4000 Business of the Built Environment (4 Credits)
The emphasis of this course is on the importance of real estate and the built environment and its impacts and influences on how we live, work, and play. The course employs a full life cycle sustainable model that links the various phases, functions, and professions of real estate, project delivery, and asset/facility management to create holistic, value generating solutions for society. Professional practices/skillsets associated with the many career options that engage the built environment are explored.

REAL 4002 The Business of Real Estate (2 Credits)
This is an introduction to home ownership, real estate industry and its markets; legal aspects of home ownership from consumer's point of view, including property rights, title, concepts, deeds, and purchase contracts. Listing contracts, law of agency, types of mortgages, basics of home loan finance, appraisal, investment and tax benefits are also covered in this class. Partially satisfies Colorado Real Estate sales licensing requirements.

REAL 4007 Real Estate Financial Analysis (4 Credits)
Alternative analysis formats that can be applied to a wide array of real estate analysis issues; simulates working/decision-making environment; structured overview of analysis tools focused on specific facets of multidimensional real estate decision-making environment; applications in investment analysis, feasibility analysis, valuation, market analysis, and report writing and presentation. Prerequisite: REAL 4407.

REAL 4010 Real Estate Capital Markets (4 Credits)
This course will expose students to the Commercial Real Estate Capital Markets that have evolved from exclusively private in the 1980s to a mix of private and public, including commercial mortgage backed securities (CMBS) and real estate investment trusts (REITs), in the 1990s. Any person involved in real estate today must understand all the alternative capital sources available and their requirements. Students will be exposed to the positives and pitfalls of all the capital market products. This course will provide students with the general concepts and definitions. A combination of lectures, guest lectures from industry experts, text & article readings, class discussions, and case studies using real life examples. Cross listed with REAL 3010. Prerequisite: REAL 4007.

REAL 4110 Advanced Issues in Real Estate & Construction Management (4 Credits)
This course concentrates on five advanced real estate and construction management topics; the design build environment, negotiation skills in real estate and construction management, real estate capital markets, the entitlement process -- urban planning, zoning, PUDs and underutilized tax advantages in real estate. Cross listed with REAL 3110. Prerequisite: REAL 4407.

REAL 4140 Global Perspectives in Real Estate (4 Credits)
This course focuses on inbound U.S. and outbound U.S. real estate transactions and the cultural issues that impact these transactions. This can also be taken as a Burns Global Delegation travel course. Cross listed with REAL 3140, XRCM 4140.

REAL 4210 Planning, Entitlements, and Public Finance (4 Credits)
Real estate development, place making, and community building require the combined efforts of the public, for-profit, and non-profit sectors. Participants in the real estate development process need to understand and appreciate the sometimes competing and sometimes collaborative interests of governments, agencies, and the private developer. This course is designed to familiarize students with the overall context of urban planning and land use. Students discover the variety of participants in the development process and also become familiar with the project entitlement process, zoning, and land use regulation. Students also examine public/private financing structures such as public-private-partnerships (P3s) and become familiar with detailed calculations relating to Tax Incremental Financing (TIF) and Metropolitan Districts.

REAL 4337 RE Securities/Syn/Entrep (4 Credits)
Introduction to real estate securities; emphasis on private offerings; determining whether a contemplated transaction involves a security, and what happens if it does; exemptions from registration (Reg D); registration requirements; investor suitability, how to syndicate, acquisition of property, marketing or the property, tax structure and formation of syndication, compensation to syndicators, real estate tax considerations. Cross listed with REAL 3337, XRCM 4337.
REAL 4347 Mgmt of Income Properties (4 Credits)
Explore the complexities of managing apartments, condominiums, office buildings, industrial property and shopping centers. This course covers rental markets, development of rental schedules, leasing techniques and negotiations, repairs and maintenance, tenant relations, merchandising, selection and training of personnel, accounting, and owner relations. Cross listed with REAL 3347.

REAL 4369 Real Estate Taxation (4 Credits)
Tax factors affecting investments and operations in real estate; special attention is given to legal forms of ownership, depreciation, tax basis, tax impacts of exchanges, syndications, real estate securities, and other federal tax laws affecting real estate. Cross listed with REAL 3369.

REAL 4400 Real Estate Principles and Practices (4 Credits)
Principles of real estate, real estate industry and its markets; legal aspects of home ownership from consumer's point of view, including property rights, title concepts, deeds, purchase contracts, listing contracts, law of agency, environmental issues and disclosures, types of mortgages, basics of home loan financing, appraisal investment and tax benefits. Partially satisfies Colorado real estate broker licensing requirements. Cross listed with REAL 1777.

REAL 4407 Income Property Finance (4 Credits)
This course explores conventional and alternative financing, mortgage banking, law and markets, loan underwriting analysis and the impact of monetary and fiscal policies on the real estate and mortgage markets, with emphasis on decision making from the equity investors point of view. Specific topics include an overview and history of real estate finance, the taxation and legal aspects of real estate finance, compounding and discounting, functions of interest and real estate capital markets and securities. Specific areas of focus are residential property finance, income property finance, and construction and development financing. Cross listed with REAL 3307.

REAL 4417 Income Property Valuation and Appraisal (4 Credits)
Residential/Commercial appraising, including market cost and income approaches to value, gross rent multiplier analysis, neighborhood and site analysis, valuation of income properties including market cost and income approaches to value, capitalization theory and techniques, mortgage-equity analysis, and investment value concepts. Prerequisite: REAL 4407.

REAL 4467 Property Development and Feasibility (4 Credits)
Commercial real estate development analysis and feasibility includes economic base analysis, tenant demand analysis, development and construction cost analysis, lease-up analysis, financial feasibility, leasing and property management practices. Five major property types (office, industrial, retail, apartment and hotel) are covered. Prerequisite: REAL 4007.

REAL 4477 Income Property Investment (4 Credits)
Comprehensive analytical framework for real estate investment decision-making, equity investment decisions via discounted cash flow, and risk analysis models and strategic planning concepts, structuring parameters to maximize rates of return while controlling downside risks; emphasis on theory, concept building, and practical application to various types of investment properties. Cross listed with REAL 3377. Prerequisite: REAL 4007.

REAL 4500 Argus Financial Analysis (4 Credits)
This course concentrates on practical applications of the Argus (TM) Real Estate Financial Software through interactive examples and case studies. Participants will be exposed to the software's capabilities, fundamentals, and unique nuances. Cross listed with REAL 4500, XRCM 4702. Prerequisite: REAL 4007.

REAL 4701 Topics in Real Estate (1-5 Credits)
REAL 4705 Risk Management in the Built Environment (4 Credits)
Decision making and risk analysis concepts in the context of real estate and the built environment. This includes, but is not limited to, liability issues as to persons and property, casualty and property damage questions, employee and employer insurance areas, auto insurance, professional liability insurance, directors' and owners' liability issues, medical insurance, life insurance, environmental risks, and much more in areas of exposure that one can face in the business world. The course further examines means to minimize such areas of exposure.

REAL 4800 NAIOP Challenge (4 Credits)
A unique non-traditional course, where the students will work on a complex real estate problem culminating in an internal competition and external competition which includes a written report and an oral presentation. Cross listed with CMGT 3800, CMGT 4800, REAL 3800.

REAL 4890 Internship (0-8 Credits)
REAL 4980 Adv Valuation/Report Writing (1-10 Credits)
Advanced cutting-edge techniques not yet institutionalized nor commonly practiced in the field. Includes writing skills workshops appropriate to specialized nature of appraisal reports, and composition of a complex field problem report to prepare student for writing "demonstration" report required for MAI professional designation. Prerequisite: REAL 4417.

REAL 4991 Independent Study (1-10 Credits)
REAL 4992 Directed Study (1-10 Credits)
REAL 4995 Independent Research (1-10 Credits)
Statistics Courses

STAT 3920 Strategic Management of Operations (4 Credits)
The operations function is the unit of the organization that produces the products and/or delivers the service for which the company earns revenue. It is the largest unit of the organization with which all other units interact. Therefore, efficient management of this function is a critical success factor for any company. This course focuses on an organization's management (planning, organizing, staffing, directing, and controlling) when converting inputs into products and services. Companies today must remain competitive in the global marketplace, and careful consideration of various options regarding cost containment and use of technology are required. This course will explore how operations managers meet these challenges in the manufacturing and services firms in response to changes in economic conditions. Students will be exposed to a number of quantitative tools as well as becoming familiar with new systems and methods in the operations management field. When appropriate, optimization software such as Microsoft Solver will be utilized to conduct analysis. Prerequisite: STAT 3900.

STAT 4040 Basic Math-Graduate Students (2 Credits)
STAT 4045 Basic Math-Evening MBA Stdnt (1 Credit)
STAT 4050 Basic Statistics-Grad Students (2 Credits)

STAT 4100 Quantitative Methods I (4 Credits)
An introduction to the methods of quantitative analysis commonly used in business, with an emphasis on finance applications. Topics include descriptive statistics, probability, probability distributions, fundamentals of statistical inference, correlation, and simple and multiple regression analysis.

STAT 4200 Quantitative Methods II (4 Credits)

STAT 4300 Production & Operation Mgmt (3 Credits)

STAT 4350 Statistical Computing (4 Credits)
Introduction to and training in the use of modern statistical software packages. Exposure to several of SAS, STATISTICA, S-PLUS, and SPSS with focus on one to best fit student needs. Data acquisition, management, graphs, analyses, reports, customizing and programming. Cross listed with STAT 3350.

STAT 4400 Risky Business (4 Credits)
An interterm travel course to Las Vegas that deals with the theory, practice, and business of gambling.

STAT 4500 Prob Thry Math Gamb (4 Credits)
This course covers the theory of probability and the formal study of mathematics underlying gambling and games of chance. Topics include probability concepts, probability rules, expectation, permutations and combinations, the law of large numbers, the law of "averages," history of gambling, house advantage, fallacies and betting systems, volatility and operations, game odds and price setting, games of pure chance, games with a skill component. Prerequisite: a previous course in statistics or permission of instructor. Cross listed with STAT 3350.

STAT 4510 Applied Decision Theory (4 Credits)
Application of classical and Bayesian decision theory and game theory to practical problems. Prerequisite: MBA 4111, MBA 4112, or permission of instructor.

STAT 4610 Business Statistics (4 Credits)
This course introduces students to basic analytical tools in statistics and operations management, and provides theoretical concepts and skills that are building blocks for future courses. The approach is to present students with a "corporate" view of how statistical tools are used to analyze data and facilitate business decision-making. Students will familiarize themselves with all of the statistical techniques and models presented in the course and will demonstrate knowledge in applying the appropriate techniques and models to various data sets and interpreting the results of the analysis. The Microsoft Excel Data Analysis and Solver Toolkits will be used to conduct statistical analyses, allowing students to become more proficient overall in using Microsoft Excel and to place their emphasis on applications to core business disciplines, statistical reasoning, and proper interpretation of results. A rich variety of such problems and settings will be discussed in class.

STAT 4640 Regrsn/Correlation Analysis (4 Credits)
Simple linear regression analysis, methods of estimation, multivariate multiple regression and correlation, tests of reliability and significance, simultaneous equations model and applications. Prerequisite: MBA 4111, MBA 4112, or permission of instructor.

STAT 4650 Applied Multivariate Analysis (4 Credits)
The introduction and application of multivariate analytical techniques and model building for problem solving in business and other settings. Cross listed with STAT 3650. Prerequisite: MBA 4111, MBA 4112, or permission of instructor.

STAT 4680 Sampling Theory & Application (4 Credits)
Simple and stratified random sampling; multistage, cluster, and sequential sampling; optimum allocation and economic efficiency; ratio estimation methods; design of sample studies of various human and physical populations; financial auditing by probability sampling. Prerequisite: MBA 4111, MBA 4112, or permission of instructor.

STAT 4687 Advanced Statistics (4 Credits)
Deterministic and probabilistic model structures, planning models, heuristics and artificial intelligence, Monte Carlo methods, simulation programming languages, model design, experimentation, and verification. Prerequisite: MBA 4111, MBA 4112, or permission of instructor.

STAT 4700 Intro Computer Simulation (4 Credits)

Various topics including travel courses.
STAT 4709 Computer Simulation Methods for Business (4 Credits)
Large-scale simulation in business and economics, deterministic and probabilistic model structures, corporate planning models, heuristics and artificial intelligence; Monte Carlo methods, model design, experimentation and verification, tactical problems in total systems simulation. Cross listed with STAT 3709.

STAT 4710 Statistical Quality Control (4 Credits)
Applies the basic concepts of statistics to quality improvement in the business environment. Topics include a summary of Total Quality Management (TQM) and where Statistical Quality Control fits in, the tools of Statistical Process Control, Deming's Continuous Improvement Cycle, as well as the evaluation of Process Capability and Sampling. Cross listed with STAT 3710. Prerequisite: MBA 4111, MBA 4112, or permission of instructor.

STAT 4780 Design & Analysis Exp & Survey (4 Credits)

STAT 4783 Forecasting-Financial Envirn (4 Credits)
Cross listed with FIN 3610, STAT 3620.

STAT 4793 Sem: Statistical Methods (1-5 Credits)

STAT 4794 Sem: Operations Research (1-5 Credits)

STAT 4795 Grad Research Sem-Statistics (1-5 Credits)

STAT 4800 Design & Analysis Exp & Survey (4 Credits)
Designing experiments, analysis of results of experiments, nonparametric and parametric tests, randomization, factorial and nonfactorial designs, Latin squares, survey methodology, survey techniques for field investigations. Prerequisite: MBA 4111, MBA 4112, or permission of instructor.

STAT 4810 Nonparametric Statistics (4 Credits)
Statistical procedures applicable in many situations where standard normal theory methods are not. Especially useful when data are of categorical or rank type or when sampled population is excessively skewed. Emphasis will be on applications, making use of the laws of probability. Cross listed with STAT 3110. Prerequisite: MBA 4111, MBA 4112, or permission of instructor.

STAT 4830 Stats-Econ & Bus Forecasting (4 Credits)
Methods to explain, discover, and predict business and economic forces, bases for evaluating such methods. Prerequisite: STAT 4100 or equivalent. Cross-listed with FIN 4620.

STAT 4840 Decision Sciences (4 Credits)
Decision-making techniques, processes, and support systems; basic decision models dealing with certainty, uncertainty, and static and dynamic time frames; emphasis on viewing all decision problems from perspective of a generalized decision-making structure; introduction to computerized decision support systems. Prerequisites: MBA 4111, MBA 4112, or permission of instructor.

STAT 4850 Operations Research I (4 Credits)
Linear programming, including transportation, warehousing, assignment models, and sensitivity analysis, integer programming and game theory. Permission of instructor required.

STAT 4860 Operations Research II (4 Credits)
Non-linear models and optimization, Kuhn Tucker conditions, quadratic and dynamic programming, inventory and queuing models, simulation. Permission of instructor required.

STAT 4870 Advanced Statistics (4 Credits)
Discrete and continuous probability distributions, sampling distributions, estimation methods, moment generating functions, analysis of variance, test of reliability, and significance by parametric and non-parametric methods. Prerequisites: MBA 4111, MBA 4112, or permission of instructor.

STAT 4930 Sem: Statistical Methods (1-5 Credits)

STAT 4940 Sem: Operations Research (1-5 Credits)

STAT 4950 Grad Research Sem-Statistics (1-5 Credits)

STAT 4970 Intern/Case Study: Statistics (1-10 Credits)

STAT 4980 Intern/Case Study: Statistics (1-4 Credits)
Hours and times arranged by student.

STAT 4981 Intern/Case Study: Ops Res (4 Credits)

STAT 4991 Independent Study (1-4 Credits)
Individual research and report. Hours and times arranged by student.

STAT 4992 Directed Study (1-10 Credits)

STAT 4995 Independent Research (1-10 Credits)