Master of Business Administration in General Business: The Denver MBA

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

Class Schedule
Varies based upon course Monday through Friday. Additional required opportunities include Outdoor and International (trip) Experientials that may include weekends and holidays.

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

Master of Business Administration in General Business: 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 with ten or more years of professional work experience. 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
This is 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. Additional required opportunities include the Sailing Experience and the two-week global business travel seminar.

Master of Business Administration in General Business: 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 at least two years of professional work experience. Students in the cohort-based 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, as is the global business travel seminar.

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

Cohort
This is a 21-month, cohort program with a sequential curriculum of 60 lockstep credit hours.

Class Schedule
Two classes per evening, on Mondays and Wednesdays from 6 p.m. to 10 p.m., starting either Fall or Spring. Additional required opportunities are offered on some Saturdays, Tuesdays or Thursdays throughout the program, along with attendance at the week-long global business travel seminar and the Leading at the Edge Friday-Sunday weekend.

Master of Business Administration in General Business: MBA@Denver (Online)

The Daniels online MBA program—MBA@Denver—allows our students to earn an MBA while maintaining a balanced life. Our blended format of online classes and in-person immersions offers convenience and connection—not to mention an immediate return on investment. Our program goal is to make our students indispensable to their organization. As our students sharpen their skills and knowledge-base, they will also grow their network via our outstanding faculty and distinguished Daniels alumni.
Program Highlights

A Collaborative Online Environment. Class discussions are informed by current business issues and class assignments. You’ll meet face-to-face and on-screen to work on group projects and connect with your classmates. You’ll apply theory to solve current business problems together with your class and professor. Using a mobile app, you can work on your tablet or other mobile device from anywhere around the world, even offline.

A Deep Connection to your Faculty. MBA@Denver faculty are experienced not only in the graduate classroom, but also in business. Over one-half of our faculty have started and/or owned their own businesses and most consult as part of their portfolio. Our faculty teach both online and in class in our residential programs at Daniels, and care deeply about connecting with you. You can expect to receive extensive feedback on your work as well as quick responses to your emails.

Face-to-Face Experiences. To increase your network beyond the live sessions, you will attend two required in-person learning experiences, called immersions. Immersions are offered throughout the year and are held in a variety of locations including the DU campus, locations outside of Denver but within the continental U.S., and also international locations. These multi-day, weekend events give you the chance to push your leadership skills further and meet classmates, faculty and alumni in person.

An Extension Of The Campus Community. As an MBA@Denver student, you’ll be as much a part of the DU and Daniels communities as our on-campus students. You’ll have access to career coaching, case competitions, academic resources, mentorship programs, and student gatherings and networking events. MBA@Denver students also have the opportunity to take their electives on campus. All students—whether on campus or online—are invited to walk across the stage at Commencement to celebrate the hard work that goes into earning a graduate degree.

Live 90-Minute Online Classes

• Hosted via webcam at 6:30 p.m. or 8:30 p.m. during the week
• Approximate 18:1 student-to-professor ratio
• Lively peer-to-peer discussions
• Class recordings you can review later

Flexible Scheduling

• Students usually take two classes per quarter, though many choose to take only one class per quarter. The degree is 60 credit hours in length, so students have the flexibility to complete their coursework within 21 months alternatively they may take as long as five years to complete if their schedule demands that level of flexibility.
• Students may choose to complete the general MBA or to concentrate in one of the following areas:
  • Finance
  • Marketing
  • Executive Leadership

Master of Business Administration in General Business: The Denver MBA

Degree and GPA Requirements

• Bachelor’s degree: All graduate applicants must hold an earned baccalaureate from a regionally accredited college or university or the recognized equivalent from an international institution.
• Grade point average: The minimum undergraduate GPA for admission consideration for graduate study at the University of Denver is a cumulative 2.5 on a 4.0 scale or a 2.5 on a 4.0 scale for the last 60 semester credits or 90 quarter credits (approximately two years of work) for the baccalaureate degree. An earned master’s degree or higher from a regionally accredited institution supersedes the minimum standards for the baccalaureate. For applicants with graduate coursework but who have not earned a master’s degree or higher, the GPA from the graduate work may be used to meet the requirement. The minimum GPA is a cumulative 3.0 on a 4.0 scale for all graduate coursework undertaken.
• Program GPA requirement: The minimum undergraduate GPA for admission consideration for this program is a cumulative 2.5 on a 4.0 scale.

Standardized Test Scores/Other Requirements

• Applicants may be contacted by a Daniels representative to schedule the admissions interview, which will be conducted on campus or via webcam.
• GRE or GMAT scores are optional for admission to this program. Applications submitted without scores will receive full consideration. Every application undergoes a comprehensive evaluation, including a careful review of all application materials.
• If you choose to submit test scores, you may upload your Test Taker Score Report PDF, which is considered unofficial. Official scores must be received directly from the appropriate testing agency upon admission to the University of Denver. The GMAT code for the Denver MBA (full-time) program is MZR-GT-43. The GRE code for the University of Denver is 4842.

English Language Proficiency Test Score Requirements

The minimum TOEFL/IELTS/C1 Advanced/Duolingo English Test score requirements for this degree program are:
• Minimum TOEFL Score (Internet-based test): 80
• Minimum IELTS Score: 6.5
• Minimum C1 Advanced Score: 176
• Minimum Duolingo English Test Score: 115

English Conditional Admission: No, this program does not offer English Conditional Admission.

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

Degree and GPA Requirements

• Bachelor’s degree: All graduate applicants must hold an earned baccalaureate from a regionally accredited college or university or the recognized equivalent from an international institution.
• Grade point average: The minimum undergraduate GPA for admission consideration for graduate study at the University of Denver is a cumulative 2.5 on a 4.0 scale or a 2.5 on a 4.0 scale for the last 60 semester credits or 90 quarter credits (approximately two years of work) for the baccalaureate degree. An earned master’s degree or higher from a regionally accredited institution supersedes the minimum standards for the baccalaureate. For applicants with graduate coursework but who have not earned a master’s degree or higher, the GPA from the graduate work may be used to meet the requirement. The minimum GPA is a cumulative 3.0 on a 4.0 scale for all graduate coursework undertaken.
• Program GPA requirement: The minimum undergraduate GPA for admission consideration for this program is a cumulative 2.5 on a 4.0 scale.

Other Requirements

• An admissions interview is required of all Executive MBA applicants. Applicants will be contacted for scheduling.

English Language Proficiency Test Score Requirements

The minimum TOEFL/IELTS/C1 Advanced/Duolingo English Test score requirements for this degree program are:

• Minimum TOEFL Score (Internet-based test): 80
• Minimum IELTS Score: 6.5
• Minimum C1 Advanced Score: 176
• Minimum Duolingo English Test Score: 115

English Conditional Admission: No, this program does not offer English Conditional Admission.

Master of Business Administration in General Business (IN THE Professional MBA Program)

Degree and GPA Requirements

• Bachelor’s degree: All graduate applicants must hold an earned baccalaureate from a regionally accredited college or university or the recognized equivalent from an international institution.
• Grade point average: The minimum undergraduate GPA for admission consideration for graduate study at the University of Denver is a cumulative 2.5 on a 4.0 scale or a 2.5 on a 4.0 scale for the last 60 semester credits or 90 quarter credits (approximately two years of work) for the baccalaureate degree. An earned master’s degree or higher from a regionally accredited institution supersedes the minimum standards for the baccalaureate. For applicants with graduate coursework but who have not earned a master’s degree or higher, the GPA from the graduate work may be used to meet the requirement. The minimum GPA is a cumulative 3.0 on a 4.0 scale for all graduate coursework undertaken.
• Program GPA requirement: The minimum undergraduate GPA for admission consideration for this program is a cumulative 2.5 on a 4.0 scale.

Standardized Test Scores/Other Requirements

• Applicants may be contacted by a Daniels representative to schedule the admissions interview, which will be conducted on campus or via webcam.
• GRE or GMAT scores are optional for admission to this program. Applications submitted without scores will receive full consideration. Every application undergoes a comprehensive evaluation, including a careful review of all application materials.
• If you choose to submit test scores, you may upload your Test Taker Score Report PDF, which is considered unofficial. Official scores must be received directly from the appropriate testing agency upon admission to the University of Denver. The GMAT code for the Part-time Professional MBA program is MZR-GT-07. The GRE code for the University of Denver is 4842.

English Language Proficiency Test Score Requirements

The minimum TOEFL/IELTS/C1 Advanced/Duolingo English Test score requirements for this degree program are:
• Minimum TOEFL Score (Internet-based test): 80
• Minimum IELTS Score: 6.5
• Minimum C1 Advanced Score: 176
• Minimum Duolingo English Test Score: 115

English Conditional Admission: No, this program does not offer English Conditional Admission.

**Master of Business Administration in General Business: MBA@Denver**

**Degree and GPA Requirements**

- Bachelor’s degree: All graduate applicants must hold an earned baccalaureate from a regionally accredited college or university or the recognized equivalent from an international institution.
- Grade point average: The minimum undergraduate GPA for admission consideration for graduate study at the University of Denver is a cumulative 2.5 on a 4.0 scale or a 2.5 on a 4.0 scale for the last 60 semester credits or 90 quarter credits (approximately two years of work) for the baccalaureate degree. An earned master’s degree or higher from a regionally accredited institution supersedes the minimum standards for the baccalaureate. For applicants with graduate coursework but who have not earned a master’s degree or higher, the GPA from the graduate work may be used to meet the requirement. The minimum GPA is a cumulative 3.0 on a 4.0 scale for all graduate coursework undertaken.
- Program GPA requirement: The minimum undergraduate GPA for admission consideration for this program is a cumulative 2.5 on a 4.0 scale.

**Standardized Test Scores/Other Requirements**

- GRE or GMAT scores are optional for admission to this program. Applications submitted without scores will receive full consideration. Every application undergoes a comprehensive evaluation, including a careful review of all application materials.
- If you choose to submit test scores, you may upload your Test Taker Score Report PDF, which is considered unofficial. Official scores must be received directly from the appropriate testing agency upon admission to the University of Denver. The GMAT code to submit GMAT scores to the MBA@Denver (Online MBA) program is MZR-GT-43. The GRE code for the University of Denver is 4842.

**English Language Proficiency Test Score Requirements**
The minimum TOEFL/IELTS/C1 Advanced/Duolingo English Test score requirements for this degree program are:

- Minimum TOEFL Score (Internet-based test): 80
- Minimum IELTS Score: 6.5
- Minimum C1 Advanced Score: 176
- Minimum Duolingo English Test Score: 115

English Conditional Admission: No, this program does not offer English Conditional Admission.

**Master of Business Administration in General Business: The Denver MBA**

**Degree Requirements**

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>MBA 4110</td>
<td>Entrepreneurship Challenge</td>
<td>2</td>
</tr>
<tr>
<td>MBA 4120</td>
<td>Strategic Leadership</td>
<td>2</td>
</tr>
<tr>
<td>MBA 4130</td>
<td>Accounting I</td>
<td>2</td>
</tr>
<tr>
<td>MBA 4140</td>
<td>Ethics in Practice</td>
<td>2</td>
</tr>
<tr>
<td>MBA 4150</td>
<td>Marketing Strategy</td>
<td>2</td>
</tr>
<tr>
<td>MBA 4160</td>
<td>Statistical Learning</td>
<td>2</td>
</tr>
<tr>
<td>MBA 4170</td>
<td>Business &amp; Politics</td>
<td>2</td>
</tr>
<tr>
<td>MBA 4210</td>
<td>Social Good Challenge</td>
<td>2</td>
</tr>
<tr>
<td>MBA 4220</td>
<td>Leading Effective Organization</td>
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</tr>
<tr>
<td>MBA 4230</td>
<td>Accounting II</td>
<td>2</td>
</tr>
<tr>
<td>MBA 4235</td>
<td>Accounting III</td>
<td>2</td>
</tr>
<tr>
<td>MBA 4265</td>
<td>Introduction to Analytics</td>
<td>2</td>
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<tr>
<td>MBA 4280</td>
<td>Managerial Finance I</td>
<td>2</td>
</tr>
<tr>
<td>MBA 4285</td>
<td>Managerial Finance II</td>
<td>2</td>
</tr>
<tr>
<td>MBA 4290</td>
<td>Microeconomics</td>
<td>2</td>
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</table>
MBA 4310 Corporate Challenge 2
MBA 4340 Sustainable Enterprises 2
MBA 4360 Introduction to Data Mining 2
MBA 4410 Global Challenge I 4
MBA 4470 Introduction to International Business 2
MBA 4490 Global Macroeconomics 2
MBA 4510 Global Challenge II 2
MBA 4540 Public Policy 2
MBA 4545 Business Law: Principal, Strategy & Tactics 2
MBA 4550 Product Management 2
MBA 4615 Talent Management 2
MBA 4620 Leadership Capstone 2
MBA 4971 Leadership & Development 1 0
MBA 4972 Leadership & Development 2 0
MBA 4973 Leadership & Development 3 0
MBA 4974 Leadership & Development IV - Fall quarter - year 2 0
MBA 4975 Leadership & Development 5 0
MBA 4980 MBA Internship 0

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

Total Credits 80

Minimum number of credits required: 80

Non-Coursework Requirements
Denver MBA students must meet the following non course requirements in addition to their coursework requirements in order to graduate:

a. Career Checkpoint 1
b. Career Checkpoint 2
c. Career Checkpoint 3
d. Career Checkpoint 4

Concentration in Accounting: The Denver MBA

Concentration Requirements

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

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 24

Concentration in Business Analytics: The Denver MBA

Concentration Requirements

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

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

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
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</thead>
<tbody>
<tr>
<td>INFO 4120</td>
<td>Python Programming</td>
</tr>
<tr>
<td>INFO 4140</td>
<td>Business Databases</td>
</tr>
<tr>
<td>INFO 4300</td>
<td>Predictive Analytics</td>
</tr>
</tbody>
</table>
Choose from INFO 4340, INFO 4390 or INFO 4590.

Total Credits 24

### Concentration in Business - Customized: The Denver MBA

#### Concentration Requirements

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>Elective requirements</td>
<td>24 credits in electives/concentration courses required.</td>
<td>24</td>
</tr>
<tr>
<td>Concentration requirements</td>
<td>A minimum of 16 of the 24 elective credits must be completed in 4000 level Graduate courses approved by Advisor for specified customized concentration.</td>
<td>24</td>
</tr>
</tbody>
</table>

Total Credits 24

### Concentration in Finance: The Denver MBA

#### Concentration Requirements

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<tr>
<th>Code</th>
<th>Title</th>
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<tbody>
<tr>
<td>Elective requirements</td>
<td>24 credits in electives/concentration courses required.</td>
<td>24</td>
</tr>
<tr>
<td>Concentration requirements</td>
<td>A minimum of 16 of the 24 elective credits from either Corporate Finance, Investments, or Investments Banking:</td>
<td>24</td>
</tr>
</tbody>
</table>

**Corporate Finance Courses**

- FIN 4410 Financial Planning & Analysis
- FIN 4500 Financial Modeling

In addition, choose two courses from the following:

- FIN 4150 Advanced Business Valuation
- FIN 4420 Capital Expenditure Analysis
- FIN 4885 Investment Banking and External Financing
- FIN 4700 Topics in Finance
- FIN 4991 Independent Study

**Investment Courses**

- FIN 4200 Financial Investments and Markets
- FIN 4500 Financial Modeling

In addition, choose two courses from the following:

- FIN 4330 Portfolio Management and Risk Analytics
- FIN 4710 Marsico Investment Fund I
- FIN 4720 Marsico Investment Fund II
- FIN 4860 Derivatives
- FIN 4890 Fixed Income Analysis
- FIN 4700 Topics in Finance
- FIN 4991 Independent Study

**Investment Banking Courses**

- FIN 4410 Financial Planning & Analysis
- FIN 4500 Financial Modeling

In addition, choose two courses from the following:

- FIN 4885 Investment Banking and External Financing
- FIN 4150 Advanced Business Valuation
- FIN 4700 Strategic Finance
- FIN 4320 Equity Analysis
- FIN 4700 Topics in Finance
- FIN 4991 Independent Study

Total Credits 24
### Concentration in Marketing: The Denver MBA

**Concentration Requirements**

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<tr>
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<td><strong>Elective requirements</strong></td>
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<td></td>
<td>24 credits in electives/concentration courses required</td>
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<tr>
<td></td>
<td><strong>Concentration requirements</strong></td>
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<td></td>
<td>A minimum of 16 of the 24 elective credits must be completed from the Digital Marketing or Brand Management tracks below:</td>
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<tr>
<td></td>
<td><strong>Digital Marketing Courses</strong></td>
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<tr>
<td>MKTG 4815</td>
<td>Social Media Marketing</td>
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<tr>
<td>MKTG 4825</td>
<td>Mobile Marketing</td>
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<td>MKTG 4835</td>
<td>Search Engine Marketing: Google Analytics &amp; Google Ads</td>
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<tr>
<td>MKTG 4845</td>
<td>Tech in Marketing: Design Tools and Digital Foundations</td>
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<td></td>
<td><strong>Brand Management Courses</strong></td>
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<tr>
<td>MKTG 4530</td>
<td>Marketing Research</td>
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<tr>
<td>MKTG 4820</td>
<td>Brand Management</td>
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<tr>
<td>MKTG 4880</td>
<td>Insights to Innovation</td>
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<td>In addition, choose one course from the following:</td>
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<tr>
<td>MKTG 4815</td>
<td>Social Media Marketing</td>
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<tr>
<td>MKTG 4825</td>
<td>Mobile Marketing</td>
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<td>MKTG 4835</td>
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<td>Tech in Marketing: Design Tools and Digital Foundations</td>
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<td><strong>Total Credits</strong></td>
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### Concentration in Real Estate and the Built Environment: The Denver MBA

**Concentration Requirements**

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<td></td>
<td>24 credits in electives/concentration courses required</td>
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<tr>
<td></td>
<td><strong>Concentration requirements</strong></td>
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<td></td>
<td>A minimum of 16 of the 24 elective credits must be completed in 4000 level REBE courses to complete a concentration, including:</td>
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<td></td>
<td><strong>Real Estate Courses</strong></td>
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<tr>
<td>REAL 4407</td>
<td>Income Property Finance</td>
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<tr>
<td>REAL 4007</td>
<td>Real Estate Financial Analysis</td>
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<td>Select two courses from the following:</td>
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<tr>
<td>REAL 4477</td>
<td>Income Property Investment</td>
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<tr>
<td>REAL 4417</td>
<td>Income Property Valuation and Appraisal</td>
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<tr>
<td>REAL 4467</td>
<td>Property Development and Feasibility</td>
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<tr>
<td></td>
<td><strong>Property Development Courses</strong></td>
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<tr>
<td>REAL 4407</td>
<td>Income Property Finance</td>
<td></td>
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<tr>
<td>REAL 4210</td>
<td>Planning, Entitlements, and Public Finance</td>
<td></td>
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<tr>
<td>CMGT 4490</td>
<td>Residential Development</td>
<td></td>
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<tr>
<td>CMGT 4480</td>
<td>Const Project Management</td>
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<td></td>
<td><strong>Integrated Project Delivery Courses</strong></td>
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<tr>
<td>CMGT 4110</td>
<td>Preconstruction Integration and Planning</td>
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<td>CMGT 4200</td>
<td>Lean Construction Project Management</td>
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<tr>
<td>CMGT 4230</td>
<td>Design Management and Schedule Control</td>
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<tr>
<td>CMGT 4310</td>
<td>Cost Modeling and Trend Management</td>
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<td><strong>Total Credits</strong></td>
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# CONCENTRATION IN SUSTAINABILITY: THE DENVER MBA

## Concentration Requirements

<table>
<thead>
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<tr>
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<tr>
<td></td>
<td>24 credits in electives/concentration courses required.</td>
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</tr>
<tr>
<td></td>
<td>Concentration requirements</td>
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<tr>
<td></td>
<td>A minimum of the 16 of the 24 elective credits must be completed in 4000 level Sustainability courses to complete a concentration. Work directly with your academic advisor on course selection.</td>
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<tr>
<td></td>
<td>Required Courses include:</td>
<td></td>
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<tr>
<td>BUS 4444</td>
<td>Global Bus, Governance &amp; CSR</td>
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<tr>
<td>MBA 4446</td>
<td>Advanced Sustainability</td>
<td></td>
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<tr>
<td></td>
<td>Choose 2 additional 4-credit electives (suggested options include TRAN 4100, TRAN 4180, EPM 4200, EPM 4233, INTS 4220, INTS 4339, INTS 4972, INTS 4653)</td>
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<tr>
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## Master of Business Administration in General Business: The Executive MBA Program

## Degree Requirements

<table>
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<tr>
<th>Code</th>
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<td>Integration: The CFO’s Perspective</td>
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<td>XMBA 4019</td>
<td>Social Impact Project</td>
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<td>Mastering Fourth Industrial Revolution</td>
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<td>Management Accounting</td>
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<td>XMBA 4340</td>
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<tr>
<td>XMBA 4342</td>
<td>Talent, People, &amp; Culture</td>
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<td>XMBA 4343</td>
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<td>4704</td>
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</table>
Total Credits 60

Minimum number of credits required: 60

**Master of Business Administration in General Business: The Professional MBA Program**

**Degree Requirements**

<table>
<thead>
<tr>
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<th>Title</th>
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<tr>
<td>Core coursework requirements</td>
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<tr>
<td>FIN 4760</td>
<td>Managerial Economics</td>
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<td>BUS 4610</td>
<td>Business Ethics for the Public Good</td>
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<td>BUS 4611</td>
<td>Leading Self &amp; People</td>
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<td>ACTG 4610</td>
<td>Financial Accounting and Reporting</td>
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<td>MKTG 4100</td>
<td>Marketing Concepts</td>
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<tr>
<td>FIN 4630</td>
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<td>MGMT 4690</td>
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<td>MGMT 4240</td>
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<td>BUS 4600</td>
<td>Professional MBA Capstone Project</td>
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**Advance Core / Elective requirements**

20 credits in 4000 level courses

Total Credits 60

Minimum number of credits required: 60

**Advance Core**

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<tr>
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<tr>
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<td>Strategic Cost Management</td>
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<tr>
<td>MGMT 4625</td>
<td>Leading People &amp; Organizations</td>
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</table>

**Concentration in Accounting: The Professional MBA Program**

**Concentration Requirements**

A minimum of 16 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 16

**Concentration in Business Analytics: The Professional MBA Program**

**Concentration Requirements**

A minimum of 16 credits must be completed in 4000-level INFO courses to complete a concentration, including:

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>INFO 4120</td>
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<td>INFO 4140</td>
<td>Business Databases</td>
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<td>INFO 4300</td>
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### Concentration in Business - Customized: The Professional MBA Program

**Concentration Requirements**

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<tr>
<td></td>
<td><strong>Customized concentration requirements</strong></td>
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<tr>
<td></td>
<td>A minimum of 16 credits must be completed in 4000-level graduate courses approved by Advisor for specified customized concentration.</td>
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<td><strong>Total Credits</strong></td>
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### Concentration in Finance: The Professional MBA Program

**Concentration Requirements**

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td></td>
<td><strong>Finance concentration requirements</strong></td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>A minimum of 16 credits from either Corporate Finance or Investments:</td>
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<tr>
<td></td>
<td><strong>Corporate Finance Courses</strong></td>
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<tr>
<td>FIN 4410</td>
<td>Financial Planning &amp; Analysis</td>
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<tr>
<td>FIN 4500</td>
<td>Financial Modeling</td>
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<td></td>
<td>In addition, choose two courses from the following:</td>
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<tr>
<td>FIN 4150</td>
<td>Advanced Business Valuation</td>
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<tr>
<td>FIN 4160</td>
<td>Treasury Management</td>
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<td>FIN 4420</td>
<td>Capital Expenditure Analysis</td>
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<td>FIN 4870</td>
<td>Strategic Finance</td>
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<td>FIN 4885</td>
<td>Investment Banking and External Financing</td>
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<td></td>
<td><strong>Investment Courses</strong></td>
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<tr>
<td>FIN 4200</td>
<td>Financial Investments and Markets</td>
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<tr>
<td>FIN 4500</td>
<td>Financial Modeling</td>
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<td></td>
<td>In addition, choose two courses from the following:</td>
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<tr>
<td>FIN 4320</td>
<td>Equity Analysis</td>
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<td>FIN 4330</td>
<td>Portfolio Management and Risk Analytics</td>
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<td>FIN 4710</td>
<td>Marsico Investment Fund I</td>
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<td>FIN 4720</td>
<td>Marsico Investment Fund II</td>
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<td>FIN 4860</td>
<td>Derivatives</td>
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<td></td>
<td><strong>Investment Banking Courses</strong></td>
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<tr>
<td>FIN 4410</td>
<td>Financial Planning &amp; Analysis</td>
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</tr>
<tr>
<td>FIN 4500</td>
<td>Financial Modeling</td>
<td></td>
</tr>
<tr>
<td>FIN 4150</td>
<td>Advanced Business Valuation</td>
<td></td>
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<tr>
<td>FIN 4320</td>
<td>Equity Analysis</td>
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<td></td>
<td><strong>Total Credits</strong></td>
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### Concentration in Marketing: The Professional MBA Program

**Concentration Requirements**

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<th>Code</th>
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<td></td>
<td><strong>Marketing concentration requirements</strong></td>
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<tr>
<td></td>
<td>A minimum of 16 credits must be completed from the Digital Marketing or Brand Management tracks below:</td>
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<tr>
<td></td>
<td><strong>Digital Marketing Courses</strong></td>
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<tr>
<td>MKTG 4815</td>
<td>Social Media Marketing</td>
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<tr>
<td>MKTG 4825</td>
<td>Mobile Marketing</td>
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<tr>
<td>MKTG 4835</td>
<td>Search Engine Marketing: Google Analytics &amp; Google Ads</td>
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<tr>
<td>MKTG 4845</td>
<td>Tech in Marketing: Design Tools and Digital Foundations</td>
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<td></td>
<td><strong>Brand Management Courses</strong></td>
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</table>
MKTG 4530  Marketing Research
MKTG 4820  Brand Management
In addition, choose two courses from the following:
MKTG 4580  Insights to Innovation
MKTG 4815  Social Media Marketing
MKTG 4825  Mobile Marketing
MKTG 4835  Search Engine Marketing: Google Analytics & Google Ads
MKTG 4845  Tech in Marketing: Design Tools and Digital Foundations

Total Credits 16

Concentration in Real Estate and the Built Environment: The Professional MBA Program

Concentration Requirements

<table>
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<tr>
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<td>A minimum of 16 credits must be completed in 4000 level REBE courses to complete a concentration, including:</td>
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<tr>
<td></td>
<td>Real Estate Courses</td>
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<tr>
<td>REAL 4407</td>
<td>Income Property Finance</td>
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<tr>
<td>REAL 4007</td>
<td>Real Estate Financial Analysis</td>
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<td>Select two courses from the following:</td>
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<td>REAL 4477</td>
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<tr>
<td>REAL 4417</td>
<td>Income Property Valuation and Appraisal</td>
<td></td>
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<tr>
<td>REAL 4467</td>
<td>Property Development and Feasibility</td>
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<tr>
<td></td>
<td>Property Development Courses</td>
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<tr>
<td>REAL 4407</td>
<td>Income Property Finance</td>
<td></td>
</tr>
<tr>
<td>REAL 4210</td>
<td>Planning, Entitlements, and Public Finance</td>
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<td>CMGT 4490</td>
<td>Residential Development</td>
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<td>CMGT 4480</td>
<td>Const Project Management</td>
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Master of Business Administration in General Business: MBA@Denver

Degree Requirements

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<tr>
<td>FIN 4760</td>
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<tr>
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<td>Business Ethics for the Public Good</td>
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<td>BUS 4611</td>
<td>Leading Self &amp; People</td>
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<td>ACTG 4610</td>
<td>Financial Accounting and Reporting</td>
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<tr>
<td>MKTG 4100</td>
<td>Marketing Concepts</td>
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<td>FIN 4630</td>
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<td>MGMT 4690</td>
<td>Strategic Management</td>
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<td>MBA 4610</td>
<td>Business Law and Public Policy</td>
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<td>MGMT 4740</td>
<td>Global Business I</td>
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<td>MGMT 4745</td>
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<td>Advance Core / Electives</td>
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Minimum number of credits required: 60
Non-Coursework Requirements
• Participation in two immersions / experientials (e.g. Outdoor Experiential)

ADVANCE CORE

<table>
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<tr>
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<td>ACTG 4660</td>
<td>Strategic Cost Management</td>
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<td>Business Data and Analytics</td>
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<tr>
<td>MGMT 4625</td>
<td>Leading People &amp; Organizations</td>
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</table>

Total Credits: 12

Advance Core / Electives - Student can take any one of the above Advance Core courses along with four courses of a concentration. If no concentration is selected, student can take all three of the above Advance Core courses along with two electives.

Finance Concentration

<table>
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<tr>
<td>FIN 4200</td>
<td>Financial Investments and Markets</td>
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<tr>
<td>FIN 4410</td>
<td>Financial Planning &amp; Analysis</td>
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Total Credits: 16

MARKETING Concentration

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<tr>
<td>MKTG 4810</td>
<td>Integrated Marketing Communication</td>
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<tr>
<td>MKTG 4580</td>
<td>Insights to Innovation</td>
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<td>Brand Management</td>
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<td>MKTG 4675</td>
<td>Marketing for Social Impact</td>
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<td>MKTG 4380</td>
<td>Supply Chain Management</td>
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This concentration requires 4 of the 5 listed courses for a total of 16 credit hours.

Total Credits: 16

Executive Leadership Concentration

<table>
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<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>BUS 4810</td>
<td>The Head and Heart of Leadership: Neuroscience and Emotion Regulation</td>
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<tr>
<td>BUS 4820</td>
<td>Leading and Developing Others for Success</td>
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<tr>
<td>BUS 4830</td>
<td>Leading Change and Building an Agile Culture</td>
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</tr>
<tr>
<td>BUS 4840</td>
<td>The CEO Toolbox</td>
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</table>

Accounting Concentration (Currently Only available on campus)

16 credits of 4000 level ACTG coursework

Total Credits: 16

Business Information Analytics Concentration (Currently Only available on campus)

<table>
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<tr>
<th>Code</th>
<th>Title</th>
<th>Credits</th>
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<tr>
<td>INFO 4100</td>
<td>Survey of Business Analytics</td>
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<tr>
<td>INFO 4140</td>
<td>Business Databases</td>
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<tr>
<td>INFO 4300</td>
<td>Predictive Analytics</td>
<td>4</td>
</tr>
<tr>
<td>INFO 4340</td>
<td>Data Mining and Visualization</td>
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</table>

Total Credits: 16
### Real Estate Concentration (Currently Only available on campus)

<table>
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<tr>
<th>Code</th>
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<tr>
<td>REAL 4007</td>
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<td>Income Property Finance</td>
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Select two from the following: 8

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<tbody>
<tr>
<td>REAL 4417</td>
<td>Income Property Valuation and Appraisal</td>
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<tr>
<td>REAL 4477</td>
<td>Income Property Investment</td>
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<tr>
<td>REAL 4467</td>
<td>Property Development and Feasibility</td>
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### Property Development Courses

<table>
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<tr>
<th>Code</th>
<th>Title</th>
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<tbody>
<tr>
<td>REAL 4210</td>
<td>Planning, Entitlements, and Public Finance</td>
</tr>
<tr>
<td>CMGT 4480</td>
<td>Const Project Management</td>
</tr>
<tr>
<td>CMGT 4490</td>
<td>Residential Development</td>
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### Integrated Project Delivery

<table>
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<tbody>
<tr>
<td>CMGT 4110</td>
<td>Preconstruction Integration and Planning</td>
</tr>
<tr>
<td>CMGT 4200</td>
<td>Lean Construction Project Management</td>
</tr>
<tr>
<td>CMGT 4230</td>
<td>Design Management and Schedule Control</td>
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</tbody>
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Total Credits: 16

### Customized Concentration

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>16 credits of approved 4000 level coursework</td>
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<td>16</td>
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</table>

Graduate courses approved by Advisor for a specified customized concentration.

Total Credits: 16

### Accounting Courses

**ACTG 4130 RPA in the Business and Accounting Environment (4 Credits)**

Robotic Process Automation (RPA) is an emerging technology that is changing the way businesses process data. RPA allows many business processes to be automated and remove the human from performing repetitive tasks. This course will teach the basics of the technology using one of the most popular RPA software programs, UiPath. Students will learn the theory, design an application of RPA through small projects.

**ACTG 4155 Accounting Data Skills and Concepts (4 Credits)**

This course is designed to give students an understanding of the technology underlying accounting information systems and help students develop more advanced data analysis skills. We will use the programming language Python to develop an understanding of the digital business logic that supports the operations of modern firms. We will learn to use Business Process Modeling Notation (BPMN) to graphically document operations and their underlying business logic. We will discuss and analyze a set of studies that use survey data from a global sample of executives and analysts to develop an understanding of the levels of technological sophistication in modern firms. We will also discuss and analyze distributed databases, information security, and eXtensible Business Reporting Language. Prerequisites: none.

**ACTG 4176 Accounting Data Analytics (4 Credits)**

In this course, students explore overarching trends in big data and the impact to accounting and auditing fields while also gaining hands on experience working with business data sets. In today’s information world, accountants must be well equipped to understand and utilize the vast and varying data systems that feed a company’s decision making process. This course allows students to develop big data skills by learning the SQL language to query data from mock clients. Students execute Computer Assisted Auditing Techniques (CAATs) using both the SQL language as well as the audit data mining tool, IDEA. Students simulate the process to request client data files, load complex data sets, design and execute query procedures and summarize results for management. Prerequisite: ACTG 4610.

**ACTG 4201 Financial Accounting for Management (2 Credits)**

This course introduces the student to the fundamentals of financial accounting and reporting with an emphasis on the needs of the user, both internal and external. The goal is to enable the student to become a knowledgeable reader and user of financial statements.

**ACTG 4220 Financial Actg & Analysis (4 Credits)**

Cross-listed with ACTG 3230.
ACTG 4222 Understanding Financial Statements (4 Credits)
At the conclusion of this course the student should understand: (1) management decisions that impact published financial statements, (2) the 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. The course addresses the needs of managers and analysts, hence does not cover promulgated financial reporting rules in depth. The financial reporting topics expand on material presented in introductory Accounting and Finance courses. The focus is on the substance of the reported information. This course is not an approved elective for the MACC degree. Cross listed with ACTG 3220.

ACTG 4240 Topics & Cases in Financial Accounting (4 Credits)
This course develops a greater awareness of contemporary accounting issues, focusing on financial reporting. The course is designed to enhance each student's ability to identify, discuss, and resolve open-ended problems (i.e., those having no single "correct" answer) faced by accounting professionals. Each student must commit to being an active participant in the class discussions. Through the use of numerous cases involving all aspects of financial reporting, students identify issues, conduct authoritative research, then present and defend their conclusions using both oral and written presentation formats. Students also write an original research paper on a topic of their choice.

ACTG 4281 Intermediate Financial Accounting I (4 Credits)
The focus of this course is the foundation and content of published financial statements. Specifically it covers the following broad topics: (1) Conceptual Framework of Financial Reporting; (2) Financial Statements and Related Disclosures; (3) Assets: Recognition and Measurement; and (4) Liabilities: Recognition and Measurement. Common to each of the topics is an emphasis on reading GAAP and applying GAAP guidance to fact patterns. At the conclusion of the course, students should be aware of the proper accounting treatment for many common situations; moreover, students should be fully comfortable interpreting GAAP literature to address scenarios involving assets, liabilities, and income that were not specifically covered in the class.

ACTG 4282 Intermediate Financial Accounting II (4 Credits)
This course is a continuation of Intermediate Financial Accounting. The focus of this course is the application of Generally Accepted Accounting Principles to complex business transactions. In this final course of the sequence, we finish our examination of the balance sheet by exploring the issues involved with stockholders' equity, followed by in-depth study of some of the most complex accounting issues, including revenue recognition, accounting for income taxes, pensions and post-employment benefits, leases, and accounting changes and errors.

ACTG 4284 Consolidated Financial Statements (2 Credits)
This course introduces the student to the preparation of financial statements in compliance with GAAP when the reporting entity has investments in other entities that are other than passive investments. This module explores the financial reporting issues relating to partial or full ownership of one business entity by another. It includes use of the equity method as well as issues involved in reporting the financial results of consolidated entities, both at and subsequent to acquisition or formation.

ACTG 4285 Accounting 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.

ACTG 4290 Financial Accounting Theory (4 Credits)
This course introduces financial accounting theory with a focus on the application of accounting information as a tool for decision makers for firm valuation, contracting, executive compensation, enhancing corporate governance, and assessing earnings quality. The course draws from basic theories in economics, finance, and psychology to understand and predict accounting choices of firm managers and reactions of investors, lenders, auditors, and regulators to accounting information. The main objective is to foster conceptual, critical, and creative thinking about implications of accounting in the marketplace. Prerequisite: ACTG 4281.

ACTG 4340 Topics & Cases in Managerial Accounting (4 Credits)
Topics & Cases in Managerial Accounting focuses upon contemporary methodologies used by managerial accountants. Such methodologies are examined through classroom discussions of case studies and related articles. The course is designed to develop and enhance skills that are essential for the long-term success of career in accounting and finance.

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 Taxation for Business and Investment Planning (4 Credits)
This is an introductory tax course that emphasizes a conceptual approach to learning the income tax framework applicable to common business and investment transactions. It is designed to sensitize students to the tax implications of business decisions and to cultivate the student's ability to ask good tax questions. This course will illustrate that effective business planning depends on an accurate assessment of relevant tax factors.

ACTG 4410 Federal Income Taxation (4 Credits)
The course is designed for graduate accounting students that wish to study federal income taxation. This is the first course in taxation, which introduces the federal taxation system, the importance of tax authorities, the concepts of gross income and tax deductions and the tax implications of common property transactions. The course generally focuses on property transactions, but the taxation of individuals is emphasized with an objective of students being able to properly prepare complex individual tax returns.
ACTG 4462 Corporate and Partnership Taxation (4 Credits)
The course is designed for graduate accounting, finance or other business students in their study of advanced topics in federal income taxation. This is the second course in taxation which concentrates on taxation of corporations, limited liability corporations, S corporations and partnerships. Prerequisites: ACTG 3440 or ACTG 3036 or ACTG 4400 or ACTG 4410 or ACTG 3461.

ACTG 4520 Forensic Accounting and Auditing (4 Credits)
Students will have an opportunity to learn, study, and discuss practical aspects of accounting as it is used to detect and prosecute fraud. Students will be exposed to improprieties, common fraud schemes, illegalities, and harassments. Prerequisites: ACTG 3551 or ACTG 4551 (Concurrent enrollment allowed).

ACTG 4530 Business Advisory and Internal Audit (4 Credits)
In today's business environment, a given company's "internal audit" function is asked to not only help keep the business out of trouble (control risks), but also help make the business better (leverage risk management to make better business decisions). In this course, we will "reimagine" internal audit with a heavy focus on the business advisory aspects of audit. Topics specifically covered in this course include risk appetite and tolerance, risk culture, and an array of cutting-edge audit and advisory topics (cybersecurity, data privacy, social media, to name a few). Students experience "real life" examples and case studies to truly experience the role of an auditor as business advisor. Prerequisite: ACTG 3551 or ACTG 4551.

ACTG 4551 Auditing (4 Credits)
This course is designed to provide you with a thorough understanding of auditing and related attest services. This includes gaining requisite knowledge about AICPA (U.S. GAAS) and PCAOB auditing standards and how they are applied in conducting a financial statement audit. Application of these standards applies to planning an audit, the risk assessment process including gaining an understanding of internal control, gathering and evaluating evidence, sampling, and issuing an audit report.

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 Accounting Information System Risk, Control and Audit (4 Credits)
An auditor cannot just "audit the numbers" without strong consideration to the IT systems that generate those numbers. Today's accounting professionals must possess a strong understanding of accounting information system risks and controls. Topics specifically covered in this course include IT security controls, datacenter controls, data backup and disaster recovery planning, SDLC and change control processes. Students perform hands on simulated audit exercises and case studies to truly experience the role of an IT auditor. Prerequisites: ACTG 3551 or ACTG 4551 or test score AC51=1.

ACTG 4610 Financial Accounting and Reporting (4 Credits)
In this course, students will gain a strong understanding of corporate financial statements that are consumed by parties such as managers, shareholders, creditors and financial analysts. The course covers the fundamentals of accounting from recording individual business transactions through the preparation of a company's summarized financial statements. The course closely examines how economic events and business decisions impact the three main financial statements -- Income Statement, Balance Sheet and Statement of Cash Flows. Students gain significant experience analyzing Form 10-K annual reports of publicly traded companies.

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. Prerequisites: None.

ACTG 4660 Strategic Cost Management (4 Credits)
Course description: Strategic Cost Management (SCM) will teach students how to use accounting information to make correct decisions within their firms. These decisions will include costing, pricing, strategy, and performance management. SCM articulates how to use accounting information in order to properly price goods and/or services, how to decide between alternative strategies, and how perform relative performance evaluation among employees and/or departments within the firm. The focus is on interpreting accounting information and making business decisions. Topics in the course include cost behavior, activity-based costing, cost-volume-profit analysis, short-term decision-making, balanced scorecard, and management control. The course will enable students to apply strategic thinking to management planning, decision-making, and management reporting. Prerequisite: ACTG 4610.
ACTG 4661 Strategic Accounting for Managers (4 Credits)
Management accounting is in transition, moving from a quantitative procedural focus to include a qualitative strategic focus that uses accounting to facilitate the organization's success. Changes include a renewed focus on the customer, aggressive cost reduction, and increased use of information technologies, among others. Motivation for the changes in management accounting are driven by evolving business processes in response to increased competition, both global and domestic. The management accountant is no longer a reporter and analyzer of financial facts only, but a business partner – developing the financial and non-financial information the organization needs to be successful. The concepts of management accounting are used in manufacturing and service organizations and are increasingly applied to government and not-for-profit organizations to help them succeed in their service missions and to be responsible to the citizens and funding agencies. In this course, students will learn how the management accountant plays a strategic role in the organization, developing and presenting the information that is critical for the organization's success. Students will use higher order thinking to apply accounting information to the types of strategic decisions organizations make for long-term sustainability. Prerequisites: 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)
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.

ACTG 4730 International Accounting - London (4 Credits)
This course is designed for students to study international accounting from both academic and practical perspectives. The main objective of this course is to develop a greater awareness of contemporary accounting issues faced in the international marketplace. This course will consist of two components: pre-departure classes designed to provide the student with knowledge of issues experienced in a global economy; a ten-day international travel experience which includes experiential learning exercises, group discussions and presentations, and seven visits to international companies and CPA firms. Prerequisite: Instructor Permission.

ACTG 4735 Accounting for ESG - Eastern Europe (4 Credits)
This course is designed to give students an introduction to ESG accounting measurement and reporting issues from the perspective of multiple players in this arena (companies, accounting firms, standard setters, regulators etc.). This course juxtaposes US ESG accounting standard setting, measurement issues and best practices with Eastern European viewpoints on the same issues. With that in mind, this course will provide participants with the ability to be able to research, obtain and interpret current information on ESG accounting rules and standard setting.

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. Prerequisite ACTG 4610 or test code AC10 >=1.

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 4740.

ACTG 4760 CEOs and 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.
is done by equipping organizations with the ability to reimagine what is possible and simultaneously deliver it.

discussion on the ethical challenges raised by using AI in business. The ability to understand and use AI in business could transform the way business is developing your understanding of how organizations develop their AI capabilities, a look at various AI techniques including machine learning, and a

help inform your perspective on how AI is helping businesses by giving you insight into how its currently being used by businesses. Included in this

terrifying and fascinating to watch, it fails to portray how AI is being used successfully by businesses to create value for stakeholders. This course will

BUS 4138 Artificial Intelligence (2 Credits)

As businesses begin to transition from the physical to the digital realm, their ability to strategically manage this change is directly tied to their future success. The challenges facing leaders of these organizations include how to empower employees to be innovative how to gain stakeholder buy-in, and ultimately how to manage the process of change. This course will help leaders become better change agents within their organizations by helping them understand the sources of change, designing a plan for it, and ultimately, leading the change process. Change is constant in a business and the better-prepared organizations are to deal with it, the more likely they will be able to continuously create value for their company's stakeholders.

BUS 4137 Intrapreneurship and Leading Change (4 Credits)

Hollywood has taught us that artificial intelligence (AI) involves robots that want to take over the world in some fashion. While this notion is both terrifying and fascinating to watch, it fails to portray how AI is being used successfully by businesses to create value for stakeholders. This course will help inform your perspective on how AI is helping businesses by giving you insight into how its currently being used by businesses. Included in this is developing your understanding of how organizations develop their AI capabilities, a look at various AI techniques including machine learning, and a discussion on the ethical challenges raised by using AI in business. The ability to understand and use AI in business could transform the way business is done by equipping organizations with the ability to reimagine what is possible and simultaneously deliver it.
BUS 4139 Augmented/Virtual Reality (1 Credit)
What is reality? Is it what we experience through our five senses and then process through our understanding, or is it putting on a virtual reality headset and interacting with others in another world? With the growing popularity and applications around augmented and virtual reality, the line between real and virtual reality is becoming blurred. This course operates from the blurred space and starts by helping students understand what extended reality is how its application can be used in business. Students will explore the emerging capabilities of organizations that are using virtual reality and will be empowered to make recommendations of their own as to how this technology may further transform other organizations. As this course operates in the space between realities, numerous ethical issues have arisen surrounding extended reality and students will be given insights into what they are and how to navigate them.

BUS 4141 Cybersecurity (1 Credit)
You are under attack! Cyberattacks are on the rise and they can be catastrophic to a business resulting in downtime, lost profits, and growing distrust from stakeholders. While there isn’t a perfect solution to stopping cyberattacks, this course is designed to help leaders become better equipped to mitigate these threats by improving their understanding of the current state of cybersecurity, how it’s being used by businesses, and what they can do to better protect themselves from cyberattacks. In addition to learning the application and outcomes of cybersecurity, learners will be exposed to the growing ethical debates surrounding cybersecurity in efforts to be better prepared to make security recommendations for their organizations.

BUS 4142 Business Model Innovation (2 Credits)
If companies don’t innovate, they evaporate. This is especially true as an organization begins the digital transformation process. In this class, students will be taught how to evaluate an organization’s business model to facilitate its transition to the digital realm. The idea is to transition a business model into something that creates value by way of leveraging emerging technologies, analytics, and digital leadership for all stakeholders.

BUS 4143 Digital Ethics & Privacy (2 Credits)
Do individuals have a right to digital privacy and what are the ethical ramifications that support our virtual existence? In this class, you will explore the idea of digital privacy and how businesses are balancing the need to make a profit while simultaneously safeguarding their stakeholder’s data. In addition to digital privacy, students will develop the ability to evaluate emerging technologies through varying ethical lenses and begin to explore the future directions of digital ethics.

BUS 4144 Blockchain (2 Credits)
In this course, students will understand how blockchains operate as decentralized ledgers and how businesses can begin to leverage the opportunities these types of technologies afford to them. With an understanding of blockchain, the course will transition to cryptocurrency and discuss the emerging values proposition these new types of currencies provide to businesses. From digital currencies, the course will instruct students on the emerging concept of non-fungible tokens (think digital art) and will conclude with an investigation into the ethical challenges related to blockchain technology.

BUS 4145 Cloud/Edge Computing (2 Credits)
Is it more accurate to say the digital cloud is above us, or all around us? In this class, students will learn to distinguish between cloud and edge computing and will be able to articulate the value of each to their organization. Students will also become familiar with the major cloud providers (e.g., Google, AWS, and Azure). Equipped with knowledge students will be able to create a cloud transformation plan that highlights their organization’s cloud journey and transformational process to the cloud.

BUS 4146 Internet of Things (1 Credit)
Can you see the value of a drone being connected via the internet to a warehouse, or your car connected to your refrigerator? The Internet of Things (or IoT) is the emerging technology of connection. It’s the ability to connect virtually everything via the internet. In this course, students will be given the opportunity to explore the value this type of technology provides to their organization. It will also enable them to create strategic recommendations using IoT for their business and ways it can ethically be used to satisfy its stakeholder’s needs and wants.

BUS 4147 The Foundations of Digital Transformation (1 Credit)
What does it mean for a business to digitally transform? Even as more businesses say they are “digitally transforming”, it is still largely unclear what this process means, and perhaps more importantly, how it can be successfully achieved. This course is designed to provide students with clarity around these topics by first examining the foundations of digital transformation (emerging technology, leadership, and data) and analyzing their impact on the business. After developing this foundation, students will then work to diagnose a firm’s ability to transform by evaluating its digital capabilities to produce stakeholder value. Once students have gained insights into the context and capabilities of digital transformation, they will explore the potential ethical challenges and issues raised by moving their organization to the digital realm.

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 4350 Overview of Outdoor Recreation Industry (1 Credit)
This course is a survey of the outdoor recreation industry, providing an overview of the size, growth, sectors and economic impacts of the industry. This course will lay the foundation for the ORI Program, as the remaining courses will dive deeper into the topics. This course will also begin to examine external drivers for the industry, including the connection between policy and outcomes, the inherent tension between access and conservation, as well as economic trends driving the industry. Students will also set up an exploration of the industry's role and relationship with challenges such as climate change, globalization, and technology as well as the critical role of Environmental, Social and Governance (ESG) issues within the industry. We will also spend time discussing the role of diversity, equity and inclusion in the outdoor recreation industry and examine what our role can be to change.

BUS 4360 Leading Self: Leadership in Outdoor Recreation Industry (1 Credit)
The purpose of this course is to provide insight into why and how sustainable desired change occurs at the level of individual/social interaction. This course will provide students the critical skills to “lead the self” towards personal/professional goals in the outdoor industry. The premise of the course is that leading others first requires a keen sense of self leadership. Students will revisit assumptions about themselves as they develop intentional approaches to identify learning and career opportunities in their selected fields and lead themselves towards the accomplishment of professional objectives. As part of this process, students will learn necessary skills for leading others and working effectively in teams.

BUS 4400 MBA@Denver Capstone (4 Credits)
The MBA@Denver Capstone Course enables the practical application of key management and leadership competencies, skills and knowledge and is designed to integrate core course learning outcomes. You will integrate what you have learned in the MBA@Denver program to analyze a client problem and provide appropriate recommendations and conclusions prepared for and presented to the client. You are strongly encouraged to work with a small business or not-for-profit organization, completing a social capital project with that enterprise. You will gain an in-depth exposure, perspective and understanding of strategic business processes, opportunities and challenges within an organization. You will work in teams and will select an organization of your choice to work with as the client. The project will end with an oral presentation and written proposal that is delivered to the client organization and the instructor on an assigned date. Project assignments will emphasize the integration of knowledge from multiple academic disciplines and functional business activities. You are required to identify linkages between an organization’s external and internal organization environments in the context of its organizational strengths, weaknesses, opportunities and threats (SWOT). Projects may include new product or technology development, restructuring, relocation, expansion, downsizing, acquisitions, mergers and acquisitions or joint ventures, and/or other relevant operational performance issues. The goal is to increase the organization’s ability to sustain and thrive. The final plan/proposal should include an implementation timeline for the proposed solutions as appropriate. Enforced Prerequisites and Restrictions: MBA@Denver student must be within one quarter of graduation or have the Director’s permission to take the class. This course is open only to MBA@Denver students (MBA-DEN).

BUS 4435 Digital Transformation: Design and Execution (4 Credits)
As a business, it is better to be the disruptor than to do be disrupted. Since 2020, this fact is easy to see as businesses have rapidly accelerated their plans to digitally transform. The success of these transitions has been largely underwhelming as organizations have failed to leverage the right technologies to create better processes that support customer’s current and future needs. This course is designed to help students increase their ability to drive digital transformation by focusing on both the design and execution of digital transformation. After taking this course, students will be able to assess current digital transformation design practices that will strategically fit their business and create a plan to increase success in executing it.

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 4445 International Business: Strategy and Practice (4 Credits)
This course focuses on applied issues in international business. Students will learn to think strategically about international business issues, and will in turn be able to apply that thinking to best practices. The following subject areas will be covered: country selection, entry mode theory, exporting, born-global businesses, organizational structures internationally, negotiation, consumption, culture and demand. Other potential topics include global supply chain management/sourcing, country of origin effects, etc. This course focuses on applied issues in international business. Students will learn to think strategically about international business issues, and will in turn be able to apply that thinking to best practices. The following subject areas will be covered: country selection, entry mode theory, exporting, born-global businesses, organizational structures internationally, negotiation, consumption, culture and demand. Other potential topics include global supply chain management/sourcing, country of origin effects, etc.
BUS 4450 Developing an Entrepreneurial Mindset (4 Credits)
Have you ever heard the quote, "Find a job you enjoy doing, and you will never have to work a day in your life?" This course is designed to help you align your purpose in life with your organization's purpose (your own organization or an organization for which you work). There are multiple parts to bringing this alignment about, which will comprise the foundation for this course: (1) reevaluating your purpose in life, building on what you have learned about your leadership style, ethical orientation, values and beliefs, and so forth from your earlier courses; (2) developing an entrepreneurial mindset, useful for starting your own organization or a new venture within the organization in which you already work; (3) exploring the Triple Bottom Line perspective of business in society; and (4) applying the core concepts of systems thinking to identify potential business ideas that align with your purpose. The course will culminate with the creation of a business idea and business model canvas that aligns your purpose in life with a compelling business purpose. The business idea may involve creating your own business/organization or proposing the idea within your current organization.

BUS 4600 Professional MBA Capstone Project (4 Credits)
The Capstone Project enables the practical application of key management and leadership competencies, skills and knowledge designed to integrate core course learning outcomes. You will integrate what you have learned in the PMBA program to analyze a client problem and provide appropriate recommendations and conclusions prepared for and presented to the client. The course integrates Daniels' multi-disciplined learning outcomes and experiences to achieve this goal. The course is a combination of site-based practicum, field project and classroom experiential learning. Through these activities, you will gain an in-depth exposure, perspective and understanding of strategic business processes, opportunities and challenges within a non-profit organization. You will work in teams (4-5 individuals) and will select a non-profit organization of your choice to work with as your client. The project will end with an oral presentation and written proposal delivered to the client and to the instructor on an assigned date. Project assignments will emphasize the integration of knowledge from multiple academic disciplines and functional business activities. Students are required to identify linkages between an organization’s external and internal organization environments in the context of its organizational strengths, weaknesses, opportunities and threats (SWOT). Projects may include new product or technology development, restructuring, relocation, expansion, downsizing, acquisitions, mergers and acquisitions or joint ventures, and/or other relevant operational performance issues. The goal is to increase the organization's ability to sustain and thrive. The final plan/proposal should include an implementation timeline for the proposed solutions as appropriate.

BUS 4601 Experiential Outdoor Leadership (2 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, social and legal responsibilities of managers and leaders, especially as it relates to numerous stakeholders and communities. This course focuses on the idea of "community" and the ethical and social relationships of business leaders and business organizations in their communities. A particular focus will be the role of the business manager and executive as a professional with unique and special responsibilities. These roles will be examined by analyzing a variety of issues and situations that students will likely face during their careers. The goal is to provide students with perspectives, intellectual frameworks, and skills that will be useful in their business careers. The Daniels PMBA "core" not only strengthens foundational business and management skills, but also provides a broader orientation, purpose and direction for exercising and executing foundational skills to achieve enterprise and personal success. Personal and organizational success is a function of technical "know-how," leadership intelligence, and competence in execution. The assumption of this course is that all of these competencies must be grounded in a solid ethical and social commitment to community values and principles. This course will explore these values and principles in various business contexts, using the shared personal experiences of business professionals who will present their own stories for us to examine.

BUS 4612 Business Domestic Immersion (0 Credits)
MBA@Denver students are required to take two immersion experiences. BUS 4620-X includes domestic experiences, held in a U.S. city, generally including visits with business leaders on various topics, experiential experiences, and/or specific topic discussions led by qualified faculty. Students may not take the immersion course at the same destination more than once.

BUS 4614 Business International Immersion (0 Credits)
MBA@Denver online students are required to take two immersion experiences. BUS 4614-X includes international experiences, held in a non-U.S. city, generally including visits with business leaders on various topics, experiential experiences, and/or specific topic discussions led by qualified faculty. Students may not take the same section number (X) more than once, though they may take the course more than once.
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 4650 Health & Well-being in the Workplace (4 Credits)
Why is there so much talk about wellness and well-being? What is the practical use of wellness as it relates to the corporate world? In this course, we will define and dive into evidence-based wellness and how it relates to the workplace as well as the individual. We will explore practical and accessible strategies to enhance personal wellness as well as identify effective corporate wellness strategies and programs. Topics include health and wellness as it relates to productivity, corporate culture, resilience, creativity, work-life balance, leadership and return on investment. We will identify barriers to wellness and how to address those barriers.

BUS 4660 Healthcare in the U.S.: Systems and Populations (4 Credits)
Everyone engages with health care at some point during their lives; birth, death and many of the stages in between take place within the framework of the health care delivery system. Despite our familiarity with the services of health care, the organizational structure of US healthcare is increasingly complex and tangled. The spectrum of healthcare services is broad and includes preventive, primary, acute and chronic care. The current state involves a dynamic interplay between the major institutions of higher education, government, suppliers, insurers, and payers. In this course, students will unravel the web of healthcare systems in the US, gain a practical understanding of the organizations, functions, and delivery of health care. This knowledge can then be applied to multiple sectors of business, both in and outside of healthcare and be used to forecast and understand the inevitable changes that our healthcare system will undergo in the future.

BUS 4670 Global Health (4 Credits)
Over 60% percent of Haiti's population lacks access to basic health services. African countries account for 60% of cases HIV/AIDS cases and 90% cases of malaria worldwide. In developing countries like these, health problems are best solved by an interdisciplinary group of specialists in medicine, public health and policy, business and economics, sociology, law and beyond. As a business person, you can be part of solving global health issues through creative, innovative, and new business models. In this course you will gain a foundational understanding of global health by exploring the practical and contextual issues that may affect health, with a goal of improving health for all.

BUS 4675 Talent Management (2 Credits)
In 2020, the concept of talent management changed dramatically. Since that time, employees have begun transitioning away from the office, the great resignation has occurred, and managers are now dealing with the emerging phenomenon of quiet quitting. This course will prepare students for this new era of talent management that focuses on the employee and works to empower them in the emerging digital age. Students will learn how to reinforce the company's culture by working with employees to create change, invest in culture, and work in becoming future leaders of the organization.

BUS 4680 Health Innovation and Technology (4 Credits)
Health innovation and technology is a rapidly growing area that bridges the fields of business and health. Successful outcomes in business and health care depend on a core understanding of the principles that inter-connect these fields. In this course, we will explore the landscape and future of health related technology as well as the relationship between development, marketing, implementation, branding and customer/patient impact. We will work with case studies of established health tech companies as well as start-ups. Topics include virtual health care, tele-health, digital health, medical devices, health gadgets, home and workplace health technology, emerging technologies, health innovation and more. The purpose of this course is to provide students with the knowledge and ability to identify challenges and opportunities related to health related technology as well as to understand the relationship between the health and medical fields with the business of health technology, including development, implementation and delivery of technology.

BUS 4690 Leading Digital Teams (2 Credits)
Nearly 90% of businesses have reported that they are pursuing some sort of digital transformation project that will partially or fully change their business. With this much emphasis being placed on organizational change, leaders of organization will need to be acutely aware of how to manage the process and especially the employees who are at its core. In this course students will understand what effective leadership is and what it means for the strategy of the firm. They will examine the importance of leading digital teams through a top-down and bottom-up approach that applies a global and culturally sensitive paradigm to each. Students will leave with the skills able to lead a diverse digital team as they work to transform and create new value for their organizations.
Data analysis tools help you unlock the hidden treasures within your data set. These treasures are knowledge and information that is waiting to be discovered and utilized for your benefit. Specifically, you will become familiar with several of the internationally utilized statistical software packages and with the array of statistical analysis techniques. You will understand which statistical analysis technique to use in which situation, and how to interpret the output from your statistical software packages. These skills support managers for better decision making. Managers in business and industry have the resources to accumulate data, and this course develops the techniques to discover the information that your data provides. You will also gain skills in understanding how data collection and analysis will benefit your research.

BUS 4810 The Head and Heart of Leadership: Neuroscience and Emotion Regulation (4 Credits)
Neuroscience may be the next great frontier of leadership learning. Admired and respected leaders understand both the “heart” of leadership, the harnessing and leveraging of emotions to inspire others, as well as the “head” of leadership, how the workings of our brains impact our ability to lead. This course incorporates content from the latest research in the fast-moving fields of neuroscience, emotional intelligence and mindfulness. Students will develop highly-relevant leadership skills, strategies and tactics that will make an immediate impact on your ability to successfully lead others.

BUS 4820 Leading and Developing Others for Success (4 Credits)
Successful leadership does not occur without successful followers. This exciting course explores the elements of how great leaders enable the success of others. We begin by exploring several well-known theories of leadership, including servant, authentic, and values-based leadership, as a means for students to formulate their own personalize framework of what great leadership look like to you. We will learn how to hire, understand, inspire, coach, mentor and sponsor a diverse and inclusive team. We will also explore storytelling, one of the hottest topics in leadership. Students will create a personal development plan that ensure the ability to incorporate the elements of this course into successful leadership.

BUS 4830 Leading Change and Building an Agile Culture (4 Credits)
The capacity to lead highly change-capable, agile organization is critical in today’s VUCA world – volatile, uncertain, complex and ambiguous. Foundational to leadership success at every level within an organization is the capacity to build a change-ready, agile culture and successfully execute sustainable change. By exploring and evaluating the latest thinking on leadership and change, this course arms leaders with the strategies and tactics necessary to; 1) create teams and organization with high levels of change-capability and agility; 2) motivate followers and overcome resistance to change; and 3) successfully achieve both incremental and transformative change.

BUS 4840 The CEO Toolbox (4 Credits)
Strategy is integral to a successful organization. But without strong execution, even a well-defined strategy can fall apart. Executive teams/leaders that combine actionable strategy with operational depth are the ones most likely to stay the course and deliver long-standing results. They understand the need to align strategy and operations to deliver on their objectives. After taking courses on Strategic Management, Leadership, Leading Change, Culture, etc., you too understand the need for aligning strategy and operations, yet, in practice it’s often more difficult to do. Through this course, students will hone their skills by developing and using practical tools to deal with shifts and changes along their strategic journeys. This course will allow you to put theory into action.

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

BUS 4991 Independent Study (1-10 Credits)

BUS 4995 Independent Research (6 Credits)

BUS 6000 Research Methods in Business (4 Credits)
Business Research Methods introduces students to the nature, scope, and significance of research and research methodologies. Additionally, the course studies primary and secondary research methods with applications to specific problems, using qualitative and quantitative designs for individual investigation on current problems within a student’s area of interest. Topics covered include research design, sampling strategy, data types and collections, measurement approach, testing procedures, ethics in data collection and interpreting findings, and the Institutional Review Board (IRB) process.

BUS 6001 Qualitative Research Methods (4 Credits)
Qualitative methods are important for exploring complex social phenomena and developing theories for understanding dynamic relationships and change. This course is designed to help students develop an understanding of the methods and process for conducting qualitative research in general, and case study research in particular. Students will learn to use qualitative methods to develop theories and managerial solutions for current and future business problems.

BUS 6002 Quantitative Methods I- Making Discoveries with Data (4 Credits)
As a PhD student you will do original research ... making discoveries that nobody else has made before. Data analysis is a key tool that facilitates that. Data analysis tools help you unlock the hidden treasures within your data set. These treasures are knowledge and information that is waiting to be discovered and utilized for your benefit. Specifically, you will become familiar with several of the internationally utilized statistical software packages and with the array of statistical analysis techniques. You will understand which statistical analysis technique to use in which situation, and how to interpret the output from your statistical software packages. These skills support managers for better decision making. Managers in business and industry have the resources to accumulate data, and this course develops the techniques to discover the information that your data provides. You will also gain skills in understanding how data collection and analysis will benefit your research.
BUS 6003 Quantitative Methods II - Making Discoveries with Data (4 Credits)
As a PhD student you will do original research ... making discoveries that nobody else has made before. Data analysis is a key tool that facilitates that. Data analysis tools help you unlock the hidden treasures within your data set. These treasures are knowledge and information that is waiting to be discovered and utilized for your benefit. These skills support managers for better decision making. Managers in business and industry have the resources to accumulate data, and this course develops the techniques to discover the information that your data provides. In this course you will learn how these data analysis tools are used for research, and you will plan how you will use your data analysis skills to perform your own research for your doctoral degree.

BUS 6004 Data Analytics (4 Credits)
The main objective of this course is to provide students with a well-grounded understanding and appreciation of the contemporary methods, tools and techniques used to make evidence-based managerial decisions. As managers and practitioners in business, industry and government, you have made substantial investments in putting in place the means to collect and store data, but may not have the basic technical or analytical understanding necessary to chart a road map to discover the full potential of your data. This course intends to provide you with such an understanding and hence help you become a better manager/decision maker.

BUS 6005 Behavioral Research Design and Execution (4 Credits)
The first purpose of this course is to prepare doctoral students with the ability to design, implement, and test the results from an experiment or survey. This includes operationalizing independent and dependent variables, rooted in definitions of terms and theory, in a manner that allows for quality statistical testing. Students will also learn manipulation of independent variables, including manipulation checks, and the basics of survey design. Lastly, analysis of existing data sets will round out the learning. This course builds on the previous research and statistics coursework in the program with a focus on practice and application. Multiple actual studies will be replicated as part of the course with the final project being a replication of a study of the student's choosing.

BUS 6300 Seminar in Cross Disciplinary Decision Making Research (4 Credits)
Leaders are often faced with difficult decisions and the result of these decisions determines their future success. It is important for leaders to understand the cognitive processes which underlie the decision-making process. For example, what factors cause a leader to choose the wrong investment, hire the wrong employee, or select the unethical alternative? This course will provide students with a foundation of seminal theories rooted in Economics, Psychology and Sociology and a comprehensive perspective of organizational decision-making.

BUS 6301 Research Seminar in Innovation and Creativity (4 Credits)
This course is intended to be a multi-disciplinary doctoral seminar investigating the broad questions of innovation and creativity and its application to entrepreneurship. The course will start with an industry-level view of innovation and how technologies evolve and then move from the micro-individual level of creativity to the organizational level while considering the individual, dyadic and group levels.

BUS 6302 Seminar in Verbal and Non-Verbal Research (4 Credits)
This course is designed to provide you with knowledge on how to leverage verbal and nonverbal behavior to identify psychological states and traits, to predict social evaluations and organizational outcomes. Together we will review theory, methods, and findings pertaining to verbal and nonverbal behavior in the psychological literature. We will learn how to develop research questions and hypotheses, design research to test those predictions, develop behavioral coding schemes, and identify appropriate statistical analyses. We will also discuss the strengths and weaknesses of extant research to determine what can and cannot be concluded from the results. Overall, this course will provide you with techniques to quantify human behavior, identify ways to leverage these techniques to answer novel questions of organizational importance, and to appreciate the limits of behavioral analysis.

BUS 6303 Launch your Doctoral Journey: Be Impactful (4 Credits)
The seminar aims at providing Executive PhD students in Business a capstone experience, to build on the research knowledge and experience they have gained over the first two years of coursework, and to formulate and sharpen their vision for their chosen careers in academia, business or consulting. Specifically, the course attempts to provide an integrative framework to help them to emerge as an impactful scholar. Students systematically walk through different research designs, theoretical, qualitative, and quantitative frameworks. They learn to critically evaluate the designs, and apply the learning to their own research. The seminar culminates with a presentation of their vision statement for their scholarly journey ahead. Prerequisite: MGMT 6301.

BUS 6400 Academic Skills for Doctoral Students in Business (2 Credits)
The first purpose of this course is to prepare doctoral students with skills and knowledge that are not commonly part of the course requirements but are imperative for a successful navigation of the job market and a successful publication career. This includes managing the peer review process, navigating a conference to extract the most value, and managing co-author relationships. The second purpose of the course is to provide students with just-in-time data-analysis skills based on their identified path of research interest. Archival research in business requires a significantly different skill-set than behavioral research. Students will complete one of two tracks, archival or behavioral, in the form of an intensive two-day workshop where they utilize actual data to replicate a published research study.

BUS 6500 Applied Research Practicum Series: I (4 Credits)
ARP I will introduce students to their ARP Instructor’s research area. As such students will work closely with their ARP instructor to begin to understand his/her research area and focus. This serves as the introduction for the three-part sequence of ARPs resulting in a completed research project. By the end of ARP I, students will complete a systematic review paper of a research area and a set of research questions of interest.
BUS 6501 Applied Research Practicum Series: II (4 Credits)
Students will work closely with their instructor to create a theoretically supported and actionable research proposal that uniquely contributes to our understanding of the larger business field. Proposals can be focused on qualitative and quantitative (or mixed) methods. This part of the ARP series will help students develop research questions into carefully crafted predictions grounded in theory while considering execution of the study.

BUS 6502 Applied Research Practicum Series: III (4 Credits)
Students will design an appropriate scientific method (e.g., survey, experiment or interview) including a data collection and analysis plan per the final proposal submitted in ARP II. Once appropriately designed, under the direction of their ARP professor, students will collect data appropriate to test the study's hypotheses. Institutional Review Board (IRB) approval must be received prior to data collection which should be of publishable quality (broadly defined).

BUS 6503 Applied Research Practicum IV (4 Credits)
Students, along with oversight and assistance from their respective ARP professor, will analyze data consistent with his/her research proposal (ARP II) and analysis strategy (ARP III). The students will then complete an entire research paper that is ready for presentation and/or publication at appropriate outlets.

BUS 6900 Dissertation Research in Business (2-28 Credits)
Dissertation Proposal Defense Following successful completion of the comprehensive exam, each student will prepare a dissertation proposal and defend the proposal to the dissertation committee. A successful dissertation defense qualifies the student to Ph.D. candidacy. The dissertation proposal should be prepared in close consultation with the student's advisor and should be available to all committee members at least two weeks prior to the exam. It should reflect an extensive critical literature survey, and contain an accurate assessment of the state-of-the-art in the area of research, a precise statement of the research question, motivation for pursuing the research, and the research method design that will be used to answer the research question. The dissertation proposal must be successfully defended within four quarters of passing the comprehensive exam.
Successful defense of the dissertation results in agreement between the student and the committee as to what will constitutes successful completion of the dissertation research. The composition of the dissertation proposal committee must comply with the standards specified by the University of Denver Doctoral Degree Requirements and Standards. The dissertation proposal defense is an oral closed exam. If a student successfully defends the dissertation proposal but subsequently switches advisor and hence topic, the dissertation defense must be repeated within one year to ensure capability of the student and feasibility of the project. Dissertation Defense After the dissertation has been completed, the student must defend it in a final oral exam, as specified by the University of Denver Doctoral Degree Requirements and Standards.

Business Ethics Legal Studies Courses

LGST 3030 The Supreme Court & Your Life (2 Credits)
This course evaluates the most critical ways in which the United States Supreme Court interacts with and affects an individual's life, career, education, freedom, and future. Over ten weeks, we analyze how: (1) each major section of the Constitution and how it makes its way to the Court, (2) is ultimately interpreted by each of the nine current Justices, and (3) the subsequent repercussions of the opinion. The primary vehicles used for this task are actual Supreme Court cases, federal circuit court opinions, and legal briefs filed by the parties and interest groups on both sides of each dispute. Each of these documents is part of the public record and easy to locate. Because many students are likely to hear, believe, and/or resonate with only one side of each politically-charged divisive case heard by the Court (perhaps because they listen to only one news source or affiliate primarily with people of the same ideological bent), this class will emphasize the importance of seeing both sides of important public policy, legal, and ethical issues before taking a position. This is a valuable skill that is often neglected in college courses but will take a student far in life.

LGST 3400 White Collar & Corporate Crime (4 Credits)
This course offers an essential overview of corporate and “white collar” crime. Through the use of real-world case studies, legal and ethical analysis, criminological research and cultural reference materials such as iconic films and books, this course offers insight into the types, causes, and effects of crimes committed by businesses, corporate officers and directors, professionals and public officials. It will foster critical analysis of contemporary efforts to address recurring problems of corruption, bribery, fraud, insider trading, money laundering, collusion and more through the enactment of criminal statutes, international treaties, regulatory disclosure requirements, investigative methods, and litigation. Prerequisite: Undergraduates registering for this cross-listed course must complete LGST 2000. Graduate students are strongly advised to have successfully completed a course in business law.

LGST 3440 The Supreme Court & Your Life: Constitutional Law, Ethics & Policy for the 21st Century (2 Credits)
This course evaluates the most critical ways in which the United States Supreme Court interacts with and affects an individual's life, career, education, freedom, and future. Over ten weeks, we analyze how: (1) each major section of the Constitution and how it makes its way to the Court, (2) is ultimately interpreted by each of the nine current Justices, and (3) the subsequent repercussions of the opinion. The primary vehicles used for this task are actual Supreme Court cases, federal circuit court opinions, and legal briefs filed by the parties and interest groups on both sides of each dispute. Each of these documents is part of the public record and easy to locate. Because many students are likely to hear, believe, and/or resonate with only one side of each politically-charged divisive case heard by the Court (perhaps because they listen to only one news source or affiliate primarily with people of the same ideological bent), this class will emphasize the importance of seeing both sides of important public policy, legal, and ethical issues before taking a position. This is a valuable skill that is often neglected in college courses but will take a student far in life.

LGST 3450 Impact of Driverless Mobility: Business, Legal & Ethical Implications (4 Credits)
Smartphones and personal computers have changed the world and how we live in it. Now, Driverless Vehicles are poised to profoundly reshape the transportation systems, real estate development, access to goods and services, and our collective ecological footprint. In our “Impact of Driverless Mobility” course, we will consider many of the broad implications of this disruptive technology, including, but not limited to, the many legal, ethical and business considerations. Prerequisite: LGST 2000.
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 its 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 will 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 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.
Business InformationAnalytics Courses
INFO 4000 Foundations of Business (4 Credits)
The Introduction to Business course is an introduction to provides an overview of the business arena, how a business operates, and the supporting functions that are needed in any business enterprise. Students will identify forms of ownership and the processes used in operations, marketing, accounting, finance, personnel, information technology and general management. Moreover, students will learn about social responsibility and business ethics in concurrence with the Daniels College legacy.

INFO 4100 Survey of Business Analytics (4 Credits)
This course provides an overview of business analytics: how business data are collected, processed, and analyzed to support decision making. It will address both how to assess and use data that is readily available as well as how to start with corporate strategy and determine what data is needed, how to generate and process it. The course will also explore how corporate culture, ethics, and globalization can affect data management and analytic decision-making.

INFO 4120 Python Programming (4 Credits)
Python is a popular general purpose programming language which is well suited to a wide range of problems. With the right set of add-ons, it is comparable to domain-specific languages such as R and MATLAB. Python is a scripting language. The following topics will be covered: Importing data, Reading and writing files, Cleaning and Managing Data, Merging and joining DataFrame objects, Plotting and Visualization, Statistical Analysis, Fitting data to probability distributions and Linear models. Packages: Pandas, NumPy, matplotlib, statsmodels, Scikit-learn, and IPython. Principal Content Elements: 1. Introduction to Programming Logic and Design Using Python 2. Data Management 3. Statistical Analysis 4. Advanced Data Management and Statistical Analysis Prerequisites: STAT 4610.

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 prepares the student for the Capstone course by identifying a faculty advisor, company, data, and a business issue to be addressed in the Capstone course in the final quarter. (Must be taken two quarters prior to INFO4400, with the exception of off-cycle students, who will take it the quarter prior to INFO4400.) This course may be taken by MSBA students only.

INFO 4240 Data Warehousing (4 Credits)
This course introduces students to the main components of a data warehouse for business intelligence applications. Students will learn how a data warehouse fits into the overall strategy of a complex enterprise, how to develop data models useful for business intelligence, and how to combine data from disparate sources into a single database that comprises the core of a data warehouse. Students will also explore how to define and specify useful management reports from warehouse data. Prerequisites: INFO 4100, INFO 4140.

INFO 4250 Business Data and Analytics (4 Credits)
Businesses make decisions and improve processes using their own and external data with a variety of data-driven and analytic techniques. This course introduces students to the business data landscape, business data management in commercial organizations, and the data-driven decision-making process. Students explore the fundamental concepts behind how data and analytics can improve business performance, using their individual roles and companies as subject matter. Principal Content Elements: 1. Data-driven decision making and performance improvement. 2. Data management in organizations. 3. Hands-on experience creating visualizations for data-driven insights. INFO 4250 requires a Windows Operating System. MAC users will have to virtualize their machines, or have access to a PC for async, live session and graded assignments. The software used in this course is Power BI and Visio Pro, which are Windows-only applications. Power BI is free, and the Department of Business Information and Analytics will provide a license for Visio Pro.

INFO 4260 Data Management Platforms (4 Credits)
This course introduces students to the variety of data management platforms being used across the business landscape, and develops skills in using those platforms to manage data and perform analytics. These include Hadoop distributed file systems, Amazon Web Services, Microsoft Azure, and/or other locally-hosted and cloud-based services. Other topics, such as Apache Spark and High-Performance Computing may be introduced using University and College resources. Learning Outcomes: 1. Students will create portals to data management systems and will run instances of these systems from their local environments. 2. Students will create file systems and load data onto local and cloud-based systems, and will query and manage data within these systems. 3. Students will leverage existing software packages (system-sourced and user-installed) in order to perform analytic modeling on the data in these environments. 4. Students will articulate the advantages and disadvantages of the various data management systems, and assess their utility for a variety of business applications.

INFO 4281 Project Management (2 Credits)
“Cheaper, better, faster” is the mantra of modern business. Innovation, providing new products and services or using improved business processes, has become a prerequisite for businesses to thrive and flourish. Project Management is a discipline which supports innovation by examining how to facilitate one time events such a constructing a building, installing a software system, taking a product to market, reengineering a marketing process, or merging an acquired company. In this course, we examine the science, practice the art, and discuss the folklore of project management to enable students to contribute to and manage projects as well as to judge when to apply this discipline. Prerequisite: INFO 4100. Co-requisite: INFO 4200.
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 will focus on the identification of metrics, measures, and key performance indicators for a variety of business operations, and will introduce numerous analytic methodologies to support the decisions made with regard to these metrics. The focus will be on the advancements and disadvantages of various modeling methodologies and implementations moving towards performance improvement and business understanding. Prerequisite: STAT 4610.

INFO 4360 Complex Data Analytics (4 Credits)
This course addresses the rapidly-growing demands on businesses created by the prevalence of big and unstructured data. These include management of big data, big-data analytics, analysis of unstructured data (to include text mining), and management and analysis of real-time (streaming) data. The focus will be on enhancing business decision-making in the presence of big data, and on how to create the greatest ROI with large data sets.

INFO 4381 Decision Processes (2 Credits)
The competency we want to begin to develop in this course is the ability to make sound business decisions. A quick Google search can reassure you that there is no lack of information about how to make good decisions. And much of that information is confusing, if not downright contradictory. Since you will be making the decisions which impact your business and your career, you will need to decide what constitutes a good decision as well as a good decision process. In this course, we will explore some of the voluminous material available, use it to make decisions, practice with useful tools, identify traps and pitfalls, assess results, and extract guidelines for a decision process. Then we will iterate to update and refine the process.

INFO 4390 Advanced Predictive Modeling with R (4 Credits)
This course serves as an introduction to advanced predictive modeling and statistical learning using the R statistical software. Specific topics include linear, non-linear, and logistic regression, classification, resampling methods, and non-linear regression, tree-based methods, and support vector machines. The students will learn how to communicate their results (business reports, dashboards, etc.) of the various modeling exercises and projects using RStudio and the RMarkdown suite of tools. Enforced Prerequisites and Restrictions: INFO 4100 and INFO 4300.

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 4401 Business Analytics Fundamentals (4 Credits)
Business Analytics is a broad term that describes the process of using data to make business decisions. Data driven business decisions are both critical in modern business and hard to produce with reliable outcomes. This course introduces students to decision-making using probability and other statistical techniques to support and validate the chosen decision. Students will practice hands on business analytics skills for making data driven business decisions.

INFO 4590 Optimization (4 Credits)
This course introduces students to the basic optimization modeling techniques and tools as practiced by business analysts to help their enterprises make better-informed decisions. Applications will include mix, selection, assignment, distribution, transportation, financial management, planning, scheduling, and management implementations in a variety of business settings. The course will focus on problem definitions, problem configuration, spreadsheet solutions, LP Software (LINGO) solutions, and interpreting and implementing results.

INFO 4610 Business Statistics and Analytics (4 Credits)
Making high quality business decisions is hard. Using data to make business decisions makes the process better. This course introduces students to a variety of techniques in analytics and statistics that facilitate data driven business decisions. Time will be spent identifying appropriate techniques to apply in various scenarios, applying in detail some of the quantitative techniques, and using analytic outputs to inform business decisions. Both technical skills and clear communication of results and decisions will be covered. Choosing proper techniques, technical work using Microsoft Excel, proper interpretation of results, and decision making are skills practiced in this course.

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

INFO 4830 Executive Education – Data Analytics for Decision Making (2 Credits)
In this Executive Education workshop, students will explore how companies organize around data and analytics and how leaders use data to make decisions. Every organization has data, but not every organization knows how to leverage it. This course focuses on the process of analyzing data so that you can discover what problems data can solve and what successes data can make possible. The course will also provide a focus on analytic modeling, using regression analysis and optimization to develop familiarity and skills in the analytic process, and will culminate with an opportunity to explore the challenges that participants’ organizations are facing around their data-driven decision processes. *This short-form workshop does not follow the traditional quarter schedule. Please check daniels.du.edu/executive-education for class dates and formats.
INFO 4855 Executive Education – Data Visualization Using Power BI (2 Credits)
A picture is worth a thousand words—or a thousand spreadsheets. In today's complex business world, where the amount of data is overwhelming, being able to create and communicate through compelling data visualizations is a must-have skill for all business professionals. For too long data has been trapped behind scripts, wizards and code. That can change! This Executive Education workshop is a deep dive into the world of data and data visualization. You will learn how to create, analyze and evaluate large data sets that will enable you to turn mountains of raw data into meaningful stories that inform decisions and drive change. This is a software-heavy class where you will have the opportunity to practice technical skills in Microsoft Power BI, a free software application that lets users visualize data. *This short-form workshop does not follow the traditional quarter schedule. Please check daniels.du.edu/executive-education for class dates and formats.

INFO 4875 Executive Education – Strategic Advantage Using Data Analytics (2 Credits)
In today's business world, labor, capital, raw materials, and data are all essential to an organization's strategy. Many leaders have well-developed strategies for the first three, but they lack the understanding and direction to tackle the fourth: data. This Executive Education workshop focuses on how to build and implement a data strategy to improve organizational performance. Data and analytics programs offer great potential value, and to be effective they must align strategically across the business to deliver a positive return on investment. By understanding and integrating the five main components of a data strategy – Program, People, Process, Platform and Data – you will be able to grow your business and accelerate progress toward your organization's goals. *This short-form workshop does not follow the traditional quarter schedule. Please check daniels.du.edu/executive-education for class dates and formats.

INFO 4991 Independent Study (1-10 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 & 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 or Corequisite: CMGT 4420.

CMGT 4155 Sustainable Development (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 included are 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.

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. Prerequisite: CMGT 4480.

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.

CMGT 4250 Construction Job Site Management (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.
EVM 4040 Social Entrepreneurship (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.

Entrepreneurship Venture Mgt Courses

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 Introduction to Architecture 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 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. This class will also have an off campus, experiential learning lab associated with it.

CMGT 4420 Construction Estimating (4 Credits)
This course is designed to provide the student with the theory, principles and techniques of quantity analysis (take-off), labor determinations, overhead and profit analysis. It offers insight into the construction estimating process. The role of the estimator, types of estimating, CSI divisions, bid/contract documents, change order pricing, design/build projects and estimation compilation will be introduced. Discussions regarding the cost/benefit of sustainable materials and typical construction materials will enhance the requisite knowledge of construction estimating. Experiential learning lab is associated with this course. Prerequisite: CMGT 4320 and CMGT 4410. This course is a co/prerequisite for CMGT 4120.

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.

CMGT 4490 Residential Development (4 Credits)
A course sequence designed to emphasize the practical application of the theories and concepts of residential development. The course provides 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 in a case format. Students will apply accounting, finance, marketing, real estate and construction management techniques in the planning for a residential development. The application of green building materials and methods is emphasized.

CMGT 4560 Relational Contracting 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 4700 Topics in Construction Mgmt (0-4 Credits)
CMGT 4980 Construction Mgmt Internship (0-10 Credits)
Daniels College of Business’s graduate curriculum is designed to be experiential and build upon practical experience. To gain the full benefit of this curriculum, students are encouraged to expand their experiential learning beyond the short term experiences required in the classroom. Internships that allow students to apply newly learned skills and theories in the workplace are considered an integral to the curriculum and all students are strongly encouraged to seek such opportunities.

CMGT 4991 Independent Study (1-10 Credits)
CMGT 4995 Independent Research (1-10 Credits)

Entrepreneurship Venture Mgt Courses
EVM 4350 Big Challenges, Big Solutions: The Emerging Start-Up (4 Credits)

Students in the experiential course will start a firm in which they formulate an idea, gather basic data, formulate hypotheses, and then test these hypotheses with potential market participants. Students are likely to pivot several times in this course as the experimentation process helps them shape the emerging firm.

EVM 4351 Designing the Start-Up (4 Credits)

In this class, students will develop an executive summary that outlines the core business concept and the type of governance that will be needed, how the business will scale both in terms of product/service and customers. This executive summary will be used to fund the business and determine how the business will be funded—friends and family, credit cards, second mortgages, crowd funding, angel, or VC.

EVM 4355 Entrepreneurship: Ideation to Creation (2 Credits)

Entrepreneurship: Ideation to Creation is designed as a general introduction to the basic concepts of entrepreneurship as a business discipline, whether you are interested in starting a business, working for an entrepreneurial company, launching an entrepreneurial venture within an existing organization, or working with startups as an investor or advisor. The course is a broad overview of early-stage entrepreneurial activities and issues, including identifying business opportunities, structuring and funding, early stage operations, and exit strategies. This course will include exercises on developing a creative and innovative mindset and the basics of design thinking and business model development as one approach to entrepreneurial venture development.

EVM 4356 Entrepreneurship II: Ideation to Creation (1 Credit)

Entrepreneurship II builds on Entrepreneurship I, requiring students to use their knowledge of sustainable entrepreneurship and the application of basic business skills to create an innovative enterprise that incorporates renewable, reusable, and sustainable approaches to business. This is the second of two classes, taken with at least one quarter separating EVM 4355 and EVM 4356.

EVM 4360 Entrepreneurship: Ideation to Creation (2 Credits)

Entrepreneurship is designed as a general introduction to sustainable entrepreneurship and the application of basic business skills to the creation of innovative enterprises which incorporate renewable, reusable, and sustainable approaches to business. Sustainability is unleashing a new wave of innovative and disruptive forces to create new profitable business enterprises. In this course, we will explore the creation of new enterprises that embrace the triple-bottom line of profits, people, and planet. Students are then required to use their knowledge of sustainable entrepreneurship and the application of basic business skills to create an innovative enterprise which incorporates renewable, reusable, and sustainable approaches to business.

EVM 4400 The Innovation Amphitheater (1 Credit)

As a self-employed entrepreneur or as an employee who works for someone else, an innovative outlook and entrepreneurial mindset is key to solving the problems our companies and society face now, and in the future. Innovators are everywhere and can add value from any role or department within their company, for example: c-suite leaders, facilities staff, IT administrators, and human resource trainers. Innovators share common traits: they see emerging opportunities where others see hopeless problems, they solve problems with creative ideas, and they evaluate ideas for their merits and shortcomings. This course is designed to teach the tools, strategies, and mindset of an innovator to help students ideate, evaluate, and innovate quickly. Students will collaborate using proven strategies and techniques to solve problems in new and unique ways.

EVM 4401 Creating Your Digital Presence (1 Credit)

LinkedIn isn’t enough. Your digital presence is a reflection of you, personally and professionally that expands to many social venues online. Your goal is to show customers, strategic partners, and stakeholders who you are with a focus on authenticity and transparency. We’ll cover content best practices and how your personal brand parallels your business’s digital presence. This is a fun class and times go very fast!

EVM 4403 Ethics in Entrepreneurship (1 Credit)

Creating a business for the sake of generating profit is not enough. Businesses must contribute to the betterment of society through social, environmental, and financial gains. This course will help you build the right vision for your business by engaging you in ongoing reflection and dialogue about your ethical responsibilities in product and service innovation, and helping you understand cognitive, behavioral, and principled approaches to ethical issues in product and service innovation.

EVM 4404 Primary Research (1 Credit)

To be successful in your business venture, you need to make data-driven decisions. Much of that data can come from internal operations or perhaps secondary sources. But, to truly be successful, you need to gather, analyze, and make decisions based on primary research. In this course, you’ll learn the basic tenets of performing primary research activities including defining your business problem, developing research questions, identifying your market segment, building a primary research instrument(s), gathering data using a primary research instrument, analyzing the data, and making recommendations.

EVM 4407 The Perfect Pitch (1 Credit)

Essential to most new business ventures is the ability to raise capital, initially from friends/families, angel investors, and then from venture capitalists (VCs). The capital raising process usually starts with the “pitch”, a presentation that is compelling, exciting, informative, and addresses what funds are required by the venture, how they will be used, and how the investor will financially benefit from their investment. Pitching is an important part of sales, which can be applied towards most aspects of life where major decisions are to be made, especially by a group or committee. It is the process of collecting your persuasive thoughts and the proper ability of presenting them, drawing your audience towards a conclusion, ideally one that you want to have happen. This course will help you learn how to pitch, and ultimately create a perfect pitch for your new business venture or other life goals. We will review the elements of both successful and unsuccessful historical pitch presentations, plus elements of ones that you create during the class.
EVM 4408 Accounting For Entrepreneurs (1 Credit)
Accounting is critical to the success of every business—large or small, private or public. Even governments and nonprofits need accounting. In fact, accounting is so important that it’s often referred to as the “language of business.” This course will introduce you to that language, the process that accountants use to create records of a business’s operations and how that information is communicated to decision-makers, including you. An entrepreneur needs relevant, accurate and timely financial information in order to make the best decisions for their business, and you are the one person best suited to make this happen, especially early in the life of your business. Understanding this “language” will also help you become a better business partner to others, a better investor and a better consumer of business news.

EVM 4409 Financial Statement for Entrepreneurs (1 Credit)
The course is designed to help current and future entrepreneurs understand the essential role played by financial statements in measuring a company’s performance and planning for its future. Students will key learn key concepts such as tracking/forecasting revenue, operating expenses and profitability. Students will become familiar with financial statements and their sections, learn relevant financial metrics/ratios and how they can be used to inform better decision making. It will then be shown that these same concepts can be used as building blocks in a forward looking financial model. Lastly, students learn to gauge the feasibility of purchasing the equipment needed to maintain and grow the business.

EVM 4413 Design Thinking (1 Credit)
Design Thinking is a creative problem solving process that builds your ability to first see and then solve human-centered opportunities. It starts with empathically looking at frustrations inside and around your organization, then moves through a variety of brainstorming sessions to build customer centric solutions. Design Thinking is a wonderful tool to help you monetize the human capital in your organization. Once we know the process, we will ask students to bring real challenges into the classroom where we will use Design Thinking to build potential new products, services and solutions.

EVM 4414 Market Discovery & Product Market Fit (1 Credit)
Market discovery is about identifying opportunities that you believe are worth exploring. Some markets have already been established; others have yet to be created. Is the product right for the market? Is the market right for the product you want to build? This course is for people who are eager to use their existing ideas or develop new ideas to improve an existing market or discover a new market. We will study the market discovery and product-market fit for companies such as Uber, AirBnB, Tesla, Snap and Slack. You will learn how to quickly identify and test product-fit for your target market.

EVM 4417 Branding & Messaging (1 Credit)
Branding is an essential element for any startup. Your brand is created by you and grows as your business grows. It’s more than a logo, colors, and fonts contained in a style guide. It’s the experience that you create for your customers. It’s something your business should aspire to. Something memorable. And as you work through this course, you will get an understanding of what it takes to build the brand for your business.

EVM 4420 Cloud Technologies (1 Credit)
Welcome to the Cloud! What is the cloud, is it a thing, a concept, a nifty term? If you are starting a new business, thinking about starting a new business or improving the efficiencies in an existing business, you need to understand the available technologies and tools in the Cloud. Where do I host my website, how do I handle accounting, where is the email server, how do I track customers, how do I share information, what tools are available for customer support? These are just a few questions the Cloud will solve efficiently and cost effectively. The Cloud has dramatically changed the competitive landscape for startups by reducing the cost of starting a new business. The Cloud removes costly equipment, software and support expenditures; with the Cloud, you pay for what you use. This course will focus on identifying, analyzing, and implementing Cloud technologies to help run your business. Here are some of the topics we will explore and discuss: flexible costs, how and when to implement these tools, is your data safe, comparing similar services, improving collaboration.

EVM 4421 Intellectual Property Issues for Startup Businesses (1 Credit)
This Intellectual Properties sprint is about identifying, securing, and protecting your intangible, intellectual business assets in order to add monetary value to your business. The course teaches how to apply for trademarks, copyrights, and patents; how to identify what technology is patentable; and how to protect trade secrets. The course includes brand protection issues like domain disputes, DMCA take downs, Amazon counterfeit notifications, and social media infringement. Students will learn what makes a trademark protectable, what it means to have the “freedom to operate”, ways that contracts can protect your intellectual property, and make sure you are not infringing on someone else’s intellectual property as you start a business of your own. This Sprint has asynchronous work that is available 2-weeks prior to the in-person class. The asynchronous work, up to 40% of the total work for the class, is required to be completed prior to the in-person class. There is a post class project that is due two weeks after the in-person class.

EVM 4422 Startup Legal Issues (1 Credit)
Learning about law has a certain reputation for being dull, hard, confusing, boring, dated, stuffy, and so on. If you grasp the key concepts in this course, you’ll realize nothing could be further from the truth. The moment you begin working on an idea that may turn into a business, you are entering a legal system that is fascinating, vibrant, controversial, and engaging, and more importantly something you must be prepared to engage with if you are to be successful. Unfortunately, our primary education provides us with precious few tools to understand and interact with a legal system that affects us whether we want it to or not. This course attempts to change that, with the primary goal being to provide students with a basic, yet comprehensive understanding of the US legal system, and the knowledge necessary to make informed and proactive business decisions. Startup Legal Issues is designed with three groups of people in mind: (1) those who have or intend to start a business, (2) those who want to work at early stage companies, and (3) those who are considering a career in law. The course is meant to be enjoyably challenging and push students to consider and reflect on assumptions they hold. Rest assured, however, that you will not be graded on your ability to grasp complex topics in a short amount of time, and instead will be rewarded for your willingness to engage with the material and display a humility and thoughtfulness appropriate for the subject.
EVM 4424 Visualizing & Presenting Data (1 Credit)
Throughout the last few decades, report development has moved from being a strictly an IT function with a long turnaround time, to company-wide function where the expectation is that anyone can create a report. To that end, it is important that everyone understands the fundamentals of what goes into making a “good report”. This course will focus on giving you the tools to create purposeful reports by helping you understand Form, Fit and Function – components of any good report design.

EVM 4425 Rapid Prototyping - 3D Printing and Laser Engraving (1 Credit)
The purpose of this course is to empower students to more effectively develop their creative and entrepreneurial capacities utilizing the tools of rapid prototyping. Students will identify appropriate rapid prototyping technologies to apply to unique situations. Curriculum over the course of the day progressively builds by presenting more challenging problems. At the conclusion of the course, students will be able to turn ideas into solutions that add value to a product, process, or service.

EVM 4428 Developing a WordPress Website (1 Credit)
What is WordPress, what is a CMS, what is Open Source…., a concept, a nifty term? If you are starting a new business, thinking about starting a new business you need to understand the available technologies and tools to build and manage a website. Where do I host the website, how do I create and update the website, what tools are available? These are just a few questions we will answer in the WordPress Grind. The WordPress Grind has been designed from a beginner’s perspective. The goal is to provide a step-by-step tutorial for creating and publishing a WordPress website. The class will cover the conceptual framework of Open Source and Content Management Systems (CMS) and lead into the fundamentals and tools required to build and manage a WordPress website. At the conclusion of this grind, you will be able to develop, publish, and manage your own WordPress website.

EVM 4431 Emotionally Effective Leader (1 Credit)
Did you know emotional and social skills are four times more important than IQ when considering success and prestige in professional settings? Emotional Intelligence (EI) can be confusing. What does it mean? Is it fluffy stuff or something really tangible? Now more than ever, employers and clients are seeking leaders who display emotionally intelligent thinking, decision making and actions. How do you know if you meet those requirements? Up until recently, EI was a “gut assessment” of someone’s ability to control their emotions or care about someone or something. Now, we have a valid and reliable way of understanding our emotional intelligence and that of others. We can even measure the EI of teams! It turns out EI is quite complex. Research has distinguished 12 components of EI including: self regard, self actualization, self awareness, emotional expression, assertiveness, independence, interpersonal relationships, empathy, social responsibility, problem solving, reality testing, impulse control, flexibility, stress tolerance and optimism. Want to know how you score in these areas? EI is a “trait” that, unlike IQ, can be learned and improved throughout one’s life. In the Emotionally Effective Leader Grind, you will have the opportunity to assess your own EI through a valid and reliable EI talent assessment. Revealing your strengths and weaknesses, you will learn how to build your own EI and maximize the magnitude of your impact within the organizations or teams you lead.

EVM 4432 Getting to Know Your Customer (1 Credit)
Developing lasting relationships with customers requires time and energy up front. You need to get to know who your customers are and what they value before they will develop lasting relationships with your brand. This course on Getting to Know Your Customer will introduce students to tools and data sources that can help with segmenting and targeting and developing personas that represent different customer groups.

EVM 4433 Sales Process for Entrepreneurs (1 Credit)
Sales is all about getting a person to make a purchase. Each business needs a unique step-by-step sales process that aligns with the buyer’s journey. We will discuss the key aspects of the top, middle and bottom of a sales process: We will learn the key metrics and activities, both human and digital for sales teams in today’s modern world. We will learn about lead generation, prospecting, lead nurturing, deal qualification, designing a sales process, sales pipeline, and forecasting, managing customer relationships, negotiating, converting leads to clients. As a self-employed entrepreneur or as an employee who works for someone else, an innovative outlook and entrepreneurial mindset is key to solving the problems our companies and society face now, and in the future. Innovators are everywhere and can add value from any role or department within their company, for example: c-suite leaders, facilities staff, IT administrators, and human resource trainers. Innovators share common traits: they see emerging opportunities where others see hopeless problems, they solve problems with creative ideas, and they evaluate ideas for their merits and shortcomings. This course is designed to teach the tools, strategies, and mindset of an innovator to help students ideate, evaluate, and innovate quickly. Students will collaborate using proven strategies and techniques to solve problems in new and unique ways. This Sprint has asynchronous work that is available 2-weeks prior to the in-person class. The asynchronous work, up to 40% of the total work for the class, is required to be completed prior to the in-person class meeting. There is a project that is due two weeks after the in-person class meeting.

EVM 4435 How To Realistically Fund Your Business (1 Credit)
Essential to most new ventures is the ability to raise capital (“funding”), initially from angel investors and then from venture capitalists (VCs). The capital raising process usually starts with the “pitch”, a presentation that is compelling, exciting, informative, and addresses what funds are required by the venture, how they will be used, and how the investor will financially benefit from their investment. But not all new companies are the same and the ways to fund a new business, business idea or a good old-fashioned startup are many. In this class we will discuss the different funding sources from a check from a friend or family member to loans, credit cards, equity investment, crowd funding and more. This course will help you learn how to identify and determine the best source capital for your business. You will also learn how to present and speak about basic and intermediate funding sources. We will define & review the basic elements of business funding while also listening to the perspectives of several entrepreneurs (small & big) and even a Venture Capitalist. You will ultimately work in groups around a hypothetical business idea. Please feel free to use an existing idea (particularly if you were in my pitch class) or feel free to choose one from the list I have posted in Canvas. Throughout class you and your group members will have several working session moments to create and draft your capital plan for your business. This Sprint has asynchronous work that is available 2-weeks prior to the in-person class. The asynchronous work, up to 40% of the total work for the class, is required to be completed prior to the in-person class. There is a post class project that is due two weeks after the in-person class.
EVM 4436 High Performing Teams (1 Credit)
Success in any business venture is often predicated on the strength of collaboration in and between high performing teams. But teams also come with their own unique set of challenges that can often hinder group productivity and cause friction, such as interpersonal issues, ambiguous goals and objectives, and competing agendas. There are techniques that team and group leaders can use to alleviate those challenges in the current era of volatility, uncertainty, complexity, and ambiguity. The High Performing Teams class is for students who are eager to build their capacity to connect as leaders more effectively and learn to leverage psychological safety to create cultures of connection where risk-taking leads to team success. Together we'll explore how you can implement the latest trends in remote and hybrid team management in a post-COVID era as well as how to incorporate the principles of diversity, equity and inclusion (DEI) to improve team performance and cohesion. This Sprint has asynchronous work that is available 2-weeks prior to the in-person class. The asynchronous work, up to 40% of the total work for the class, is required to be completed prior to the in-person class. There is a post class project that is due two weeks after the in-person class.

EVM 4437 Design For The Digital Economy (1 Credit)
Essential to a successful business venture is the ability to design and create a brand that resonates with customers. In this course, students will learn the brand design process, review the elements of both successful and unsuccessful brand campaigns, and critique brand concepts to improve their aesthetic sensibilities. This course will help students learn to use the latest digital technologies to create a brand style guide, and for their final project, students will use the tools to develop a style guide for a new or existing business.

EVM 4438 How to Identify, Evaluate & Beat Your Competition (1 Credit)
Every business has competitors, from large corporations, “main street” businesses, start-ups... they all compete for customers and market-share. Even The University of Denver competes for students. Leave The Competition Behind is for people who like to win and don't like to lose. In this class, you will study strategic frameworks and tools that you can use to identify, understand, and dissect your competitors, the levers that you can pull to beat them (like price, quality, service). We will identify and discuss front-line tactics you can use to outwork your competition. We will explore and discuss real life cases and personal stories from various industries to illustrate the key concepts used by professionals in competitive analysis and strategy. You will apply these concepts during the breakout sessions where we will take on the Media & Entertainment industry.

EVM 4439 Social Entrepreneurship (1 Credit)
Social entrepreneurship is simply applying entrepreneurship principles to societal challenges. This can be for-profit, non-profit, social business, or even not an official organization at all. The consistency across all these is the desire to make society better. Finding a problem that gives you purpose is a challenge in itself, as you cannot simply think about it. You need to create a life that allows you the freedom to find this purpose, and then successfully devote yourself to this purpose. In addition, if your goal is to make society better, you want to avoid the trap of working on one problem while actively contributing to others. So the ideal social entrepreneur creates an organization and life that offers a net improvement to society. This involves learning to "socially" manage others, environmental impact, finances, etc. The Social Entrepreneurship course is for people that are eager to improve the world. We will incorporate concepts from finance, management, psychology, and even neurobiology. You will learn how to find the problem you wish to work on, and how to be more successful in addressing that problem.

EVM 4440 How to Effectively Negotiate in Business (1 Credit)
Every day, and sometimes multiple times a day, we persuade and negotiate with people such as funders, classmates, friends, family members, potential employers, merchants, and coworkers. However, most of us know little about what it takes to be effective negotiators. This class teaches you proven methods to support your desire to reach principled agreements by broadening your basic negotiation skills. We will learn theory-driven negotiation skills, engage in simulated negotiations, and make concrete plans to conduct a future negotiation.

EVM 4441 How To Create A Business Startup Budget & Forecast (1 Credit)
For many people creating and evaluating business budgets and forecasts is intimidating. This applied course is designed to demystify the subject as students study, create, and evaluate budgets and forecasts. This course will provide students tools as they create an entrepreneurial budget and forecast. In addition, you will learn about metrics that entrepreneurs, investors, and banks use to evaluate these financial materials. Along the way we will consider budgets for different types of businesses, including B2B, B2C, products, subscriptions, and services. We will cover budget topics such as unit economics, breakeven, margin analysis, customer acquisition cost, and marketing efficiency plus forecast topics like burn rates, scaling, margin creep, and north star metrics. Plus, we will touch on the basics of valuation and how budget materials relate to valuation. This Sprint has asynchronous work that is available 2-weeks prior to the in-person class. The asynchronous work, up to 40% of the total work for the class, is required to be completed prior to the in-person class. There is a post class project that is due two weeks after the in-person class.

EVM 4442 Selling Online: Using Amazon as a Framework (1 Credit)
Amazon has become the de facto tool for selling Consumer Packaged Goods (CPG) online. If you're not selling your product on Amazon, chances are that someone else is already doing it for you. Unlike real estate, Amazon squatters may have (and, retain) first-mover advantages in selling products and securing organic listing authority. Anyone planning to sell products for themselves or for an employer needs to understand the Amazon landscape. Amazon has become a ubiquitous metaverse for commerce. Everything known tangibly in bricks-and-mortar retail has a virtual analogue expected to move faster and cheaper, all while subject to the scrutiny of customer reviews. The Amazon eco-system includes an army of gig workers and service providers such as lawyers and marketing professionals, subject to the same constraints. Whether you wish to become a third-party seller on Amazon or plan to work for a CPG company, understanding the power of Amazon (and, related tools) has universal application. We plan to cover the risks of entering Amazon, the criteria to evaluate successful products, protecting your brand, organic and pay-per-click strategies, third-party tools, and the broad market for trading in Amazon businesses. This Sprint has asynchronous work that is available 2-weeks prior to the in-person class. The asynchronous work, up to 40% of the total work for the class, is required to be completed prior to the in-person class. There is a post class project that is due two weeks after the in-person class.
understanding of what strategy is, why it is needed, and what you must do to lead that effort. My goal in this course is to help you gain a new

Strategy is shaped not only by the market and competitive conditions that prevail in your industry, but also by the resources and capabilities of your organization. Kenneth Andrews, defined corporate strategy as “the pattern of decisions in a company that determines and reveals its objectives, purposes, or goals, produces the principal policies and plans for achieving those goals. It also defines the range of business the company is to pursue, the kind of economic and human organization it is or intends to be, and the nature of the economic and non-economic contribution it intends to make to its shareholders, employees, customers, and communities” (Andrews 1971: 18-19). Strategy is shaped not only by the market and competitive conditions that prevail in your industry, but also by the resources and capabilities of your organization. My goal in this course is to help you gain a new understanding of what strategy is, why it is needed, and what you must do to lead that effort.

### EVM 4443 The Marketing Mix: Converting Prospects Across the B2B and B2C Buyer’s Journey (1 Credit)

How do people who have never heard of a product or company become loyal customers? Marketing leaders use a variety of tactics—from social media, digital advertising, content, customer service, reviews, emails, events, and more—to convert prospective customers to loyal ones. Converting prospects across the buyer’s journey from awareness to consideration to purchase in a cost-effective manner is core to every B2B and B2C marketing campaign. During this Sprint we will learn the key elements of the marketing mix and the stages of the buyer’s journey they apply to. We’ll showcase common tactics and metrics used at each stage, and focus on the importance of using attribution data to improve the effectiveness of each conversion. We will also evaluate how marketing and sales leaders effectively partner across the buyer’s journey, learn how the marketing mix can vary across B2B and B2C organizations, and showcase organizations that have developed highly effective marketing mixes. This Sprint has asynchronous work that is available 2-weeks prior to the in-person class. The asynchronous work, up to 40% of the total work for the class, is required to be completed prior to the in-person class. There is a post class project that is due two weeks after the in-person class.

### EVM 4444 Innovation & Sustainability (1 Credit)

Want to learn how to make a difference in the world using Sustainability? This course is designed to give you the entrepreneurial skills to incorporate sustainability into a company’s products, services, and day to day operations. If you want to learn how to innovate and develop sustainability initiatives that make massive societal and environmental impacts while tackling current challenges like climate change, water scarcity, equity & inclusion, this course is for you. This course provides an essential overview of the challenges that our planet and society are facing and provides you the tools you’ll need to ignite your sustainable business vision and bring it to reality. If you have a passion for making a positive impact in the world and an entrepreneurial idea for a new business or a product or business solution within an existing company, come join us! Students will walk away with a working knowledge of sustainability issues and the tools to build sustainable programs into new and existing business ventures that address both a societal and market need. At the end of this sprint course, students should feel empowered with the ability to incorporate sustainable thinking into whatever their future careers hold — whether that be an entrepreneurial venture, the development of a new product, or helping businesses drive business value through sustainability. This Sprint has asynchronous work that is available 2-weeks prior to the in-person class. The asynchronous work, up to 40% of the total work for the class, is required to be completed prior to the in-person class. There is a post class project that is due two weeks after the in-person class. Cross listed with EVM 3444.

### EVM 4446 Entrepreneurship in the Arts (1 Credit)

Whether you are a visual artist, musician, dancer, or other member of the arts community, entrepreneurial capabilities will be crucial for monetizing your artistic mission and interests. In this class, we will explore how to find gigs, successfully manage your arts-focused endeavors as a profitable business, negotiate compensation, and channel a range of experiences into career development. In addition to ensuring this foundational knowledge, we will go beyond entrepreneurial basics to help you develop the tools to support your artistic and entrepreneurial endeavors. We will bridge the gap between artistic and business training to provide an expanded perspective on arts entrepreneurship. This Sprint has asynchronous work that is available 2-weeks prior to the in-person class. The asynchronous work, up to 40% of the total work for the class, is required to be completed prior to the in-person class. There is a post class project that is due two weeks after the in-person class. Cross listed with EVM 3446.

### EVM 4700 Funding the Business (2,4 Credits)

This course will focus exclusively on financing the business, including crowdfunding, angel investments, and private equity, the documents needed for such funding and the valuation of the firm as a result of funding.

### 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)

### Executive MBA Courses

### XMBA 4010 Strategic Management (2 Credits)

This course is aimed at providing you some foundations of strategic thinking. As a business leader, your challenge is how to align the aspirations and actions of multiples of employees engaged in diverse activities so as to ensure its long-term performance. One of the founding fathers of the field of corporate strategy, Kenneth Andrews, defined corporate strategy as “the pattern of decisions in a company that determines and reveals its objectives, purposes, or goals, produces the principal policies and plans for achieving those goals. It also defines the range of business the company is to pursue, the kind of economic and human organization it is or intends to be, and the nature of the economic and non-economic contribution it intends to make to its shareholders, employees, customers, and communities” (Andrews 1971: 18-19). Strategy is shaped not only by the market and competitive conditions that prevail in your industry, but also by the resources and capabilities of your organization. My goal in this course is to help you gain a new understanding of what strategy is, why it is needed, and what you must do to lead that effort.
XMBA 4011 Executive Leadership I-Leading Self (2 Credits)
John Maxwell, a well-known leadership writer and speaker, says, "Self-leadership comes first. It makes every other type of leadership possible." In this course, you will explore self-leadership in depth. You began this process in orientation with the Insights session. Your Insights colors should have provided you with a better understanding of yourself—your strengths as well as your development opportunities. But that's just a beginning. In this course we will explore several questions about self-leadership. Among them are: *Why can self-leadership seem more difficult than leading others? *What are the most important values and habits a leader should possess? *How transparent should a leader be about their personal challenges? How can leaders overcome the feelings of loneliness that inevitably come up? *How can leaders develop the ability to filter their emotions in order to make good leadership decisions? We will take an experiential learning approach, making use of self-assessments, student sharing, readings, case studies, video clips, and experiential exercises to keep the classroom a lively, interactive, learning atmosphere and to maximize your learning experience.

XMBA 4013 Ethical Frameworks for Decision-Making (4 Credits)
This course synthesizes major ethical frameworks with real-world business and policy applications. Personal and professional ethical dilemmas are covered helping leaders navigate the grey areas of their lives and careers. The material covers the primary ethical frameworks dealing with the greatest good, duty ethics, virtues, libertarianism, social contract and more. The student will evaluate issues that often interfere with their moral compass such as stress, pressure, and ethical crisis management. Students will also examine what it means to live an authentic life.

XMBA 4014 Business and Economic Context (3 Credits)
This course presents the fundamental concepts of microeconomics and macroeconomics and approaches them from a managerial decision-making perspective. The first half of the course emphasizes applying microeconomic theory to decision-making to help achieve a firm's objective-increasing profit, market share, or growth. In contrast to traditional economics courses, this course emphasizes practical implementation to solve sophisticated abstract problems. The focus is on how economics affects business decision-making. The second half of the course discusses macroeconomics and factors that affect the economy. The goal is to develop an understanding of macroeconomic concepts such as GDP, inflation, exchange rates, and trade balances, to obtain a framework to model a firm's behavior according to an informed understanding of what the economy is doing. Armed with an understanding of the cycle of economic activity, one can formulate a firm understanding of policy alternatives by both the Federal Reserve and Congress.

XMBA 4015 Business Ethics (2 Credits)
Business Ethics is an intermediate level graduate course delivering a rigorous introduction to major ethical topics, theories, and issues relevant to the elements of the 21st century business environment. This course also focuses on ethical reasoning and strives to enhance each student's ability to integrate these perspectives into appropriate business decisions. Beyond these overarching goals, this course will encourage students to: • Acquire the basic analytical tools necessary to engage in ethical analyses of business problems and decisions • Apply basic ethical concepts to today's business environment • Appreciate the distinction between an ethical and a legal judgment and deduce useful methods of integrating such perspectives into business decisions • Attain a knowledge base steeped in major ethical frameworks that will prove invaluable in each individual's course of study, professional career and personal endeavors.

XMBA 4016 Integration: Board Advisory Analysis (1 Credit)
This course is the first of three explicit integration courses in the EMBA curriculum. Coming at the end of the the second quarter (of 6) of the program, it is designed to provide you an opportunity to integrate your learnings across the courses and disciplines that have come so far. Leadership, Ethics, Economics, Financial Accounting, Managerial Accounting, and Introductory Finance. You will be placed in teams to act as consultants to a fictitious company, for which you will analyze a problem situation across all of the above disciplines and present recommendations in written and verbal form to their board of directors. The work will be done offline in the three weeks leading up to the class session with a formal presentation to the board, including Q&A, live on the last day of Quarter 6.

XMBA 4017 Integration: The CFO's Perspective (1 Credit)
This course is the second of three explicit integration courses in the EMBA curriculum. Coming at the end of the third quarter (of 6) of the program, it is designed to provide you an opportunity to integrate your learnings across the courses and disciplines that have come so far with an emphasis on Finance, Accounting, and Strategy. The CFO is the financial strategist of the organization and, as such, they consider issues in an integrated fashion. So, this day allows you to sit in the CFO's seat and take that same integrated perspective. The day is broken into three main components. The day will start with a discussion of Strategic Finance, in essence how do the topics and departments of Finance and Strategy come together to chart the direction of the organization? Next, we will engage in a specific case discussion that illuminates these issues in "real time." Finally, the day will conclude with a roundtable discussion with current CFOs to, again, bring this set of nuanced issues to light.

XMBA 4018 Integration: Your Personal Development (1 Credit)
This course is the third of three explicit integration courses in the EMBA curriculum. Coming at the end of the fourth quarter (of 6) of the program, it is designed to provide you an opportunity to integrate your learnings and plan for personal growth and development throughout the program. This is aligned with the core objectives of the EMBA program to facilitate your personal development beyond the curriculum in the classroom. The course is designed to return your attention to the your Individual Development Plan (developed in the Executive Leadership course) and your World Vision work (developed in the Business Ethics course) and to update them as appropriate. The session will unfold in three parts. In the pre-work phase, you will be asked to review your two documents from prior quarters and write a short reflection paper that addresses your progress to date, any issues you see in the plan (weaknesses or pivot opportunities) and any possible changes you might want to make. During class session itself, we will cover additional concepts in personal development (including building accountability mechanisms into your plan) and engage in some peer coaching to help you push your thinking and planning. The post class phase will involve your updating the goals section of your IDP to account for changes in direction and accountability mechanisms, thus adding effectiveness to your plan.
**XMBA 4019 Social Impact Project (2 Credits)**
The vision of the Executive MBA Social Impact Project is to provide an impactful culminating experience in the MBA curriculum in which students offer their time and business acumen to a local non-profit organization. Through this course students will develop themselves as purpose-driven professionals by choosing a non-profit challenge that is aligned with their values and reflecting on the impact of the work they complete with the organization. Students will work in teams on a critical business issue facing a non-profit organization, develop milestones and an execution timeline for applying their business expertise, and set metrics for evaluating their impact on the organization during the six-month long project. The Social Impact Project kicks off during a non-profit showcase in the second or third quarter where non-profit organizations share their purpose and the project in which students can best assist them over the course of the next six months on a part-time basis. Students will work with their organization outside of the classroom to apply their business acumen to the problem or opportunity identified. The progress of student teams will be evaluated based on the milestones, execution timeline, and metrics agreed upon with the non-profit organization. The Social Impact Project will conclude in quarter five with student presentations highlighting their impact on their organization accompanied by a personal reflection on the learning objectives below.

**XMBA 4020 Executive Leadership III-Leading the Organization (2 Credits)**
We live in a VUCA (volatile, uncertain, complex and ambiguous) world. Effective leaders are skilled in navigating the challenges presented by this world. This course will introduce you to a framework that will help you navigate our VUCA world. You will come to understand how some decisions that seem to make no sense when viewed from one perspective make eminent sense when viewed from a different perspective. You will be provided a framework for examining and understanding organizations. You will learn your particular perspective on organizations and how it can limit your ability to truly understand leadership situations with which you are faced. This course approaches leadership from a general management perspective; integrating concepts from organizational behavior, human resource management, strategy, and organizational design. Course topics include organizational design, processes, and systems; issues in creating individual and organizational fit; organizational culture; power and influence dynamics in organizations; and the external environment within which the organization operates, including legal, regulatory, demographic, economic and national cultural factors. This course is organized around four integrative perspectives on organizations or “Frames”. • The Structural Frame examines the challenges of organizing work activities. • The Human Resources Frame examines the challenges of integrating individuals and organizations. • The Political Frame examines the role of power, conflict and coalitions in organizations. • The Symbolic Frame examines organizational culture, leadership and change. Drawing on several disciplines – Sociology, Social Psychology, Political Science, Cultural Anthropology, Symbolology – this course is designed to assist you in developing the skills necessary to understand why things happen the way they do, and how to adapt your style to be a successful and influential executive leader. This a case based course. As such, you need to come to class prepared having read the cases and assigned readings. Being a case based class, your participation is very important. I will reserve the right to alter your grade up or down depending on the level and quality of your contributions to class discussions.

**XMBA 4102 Business & Economic Context (2 Credits)**
This introductory course is designed to provide a survey of essential economic concepts and frameworks for executives. Economics provides a clear lens to intelligently evaluate and understand the world around us. Disciplines including finance, strategy, international business and marketing all share a foundation in economic principles. Business decisions require knowledge of economic principles in order to effectively evaluate impact. This course provides a survey of these economic principles, with an emphasis on teaching via case studies and examples.

**XMBA 4231 Marketing III - Supply Chain/Digital Marketing (2.5 Credits)**
This course captures the executive-level understanding of both basic Supply Chain Management (SMC) and more broadly, Value Chain (VC). Students will analyze a firm’s SCM and VC and identify opportunities and challenges. Industry experts and case studies will bring topics to life. The Digital Marketing component of this course will provide executive-level insight into the frameworks used by marketing executives to make decisions on how to spend their budgets to achieve maximum ROI. The digital era has permanently changed the face of marketing and this course will prepare executives to understand how (and where) digital dollars can be spent. Through a detailed overview and hands-on exercises, students can expect to develop the understanding needed to better engage their own marketing departments as well as navigate the online advertising industry as a whole.

**XMBA 4234 Digital Marketing (2 Credits)**
The Digital Marketing course provides executive-level insight into the frameworks used by marketing executives to make decisions on how to spend their budgets to achieve maximum ROI. The digital era has permanently changed the face of marketing and this course will prepare executives to understand how (and where) digital dollars can be spent. Through a detailed overview and hands-on exercises, students can expect to develop the understanding needed to better engage their own marketing departments as well as navigate the online advertising industry as a whole.

**XMBA 4301 Mastering Fourth Industrial Revolution (2 Credits)**
This course has two primary objectives. The first is to expose students in a coherent way to current exploding new technologies that create possibilities and challenges for businesses, organizations, and individuals alike. Key 4th industrial revolution technologies such as artificial intelligence (AI), the Internet of Things (IoT), Blockchain technology and cryptocurrency, extended reality (augmented, mixed, and virtual), additive manufacturing, and autonomous vehicles and drones are also introduced. The second objective is to have students digest and think through what these technologies mean for the organizations they do and will lead in the future. Notably, what does it mean to lead an organization and be a well informed customer/user of technology without being a technology expert themselves. In essence, how do you lead a 21st century enterprise that is increasingly shaped by 4th Industrial Revolution technologies?.

**XMBA 4330 Financial Accounting (2 Credits)**
This is a study of the fundamental concepts of financial accounting and reporting by business entities in accordance with generally accepted accounting principles (GAAP). The course approaches the material from the perspective of the financial statement user rather than the financial statement preparer. Emphasis is placed on the use and interpretation of information contained in business financial statements by managers, investors, and creditors.
XMBA 4331 Foundations of Financial Analysis (2 Credits)
This course introduces the tools and techniques for financial analysis and planning. Topics include the tax implications of financial decisions, financial ratio analysis, operating and financial break-even analysis, operating and financial leverage, time value of money, and interest rates in the financial markets.

XMBA 4332 Management Accounting (2 Credits)
This is a study of the fundamental concepts of financial accounting and reporting by business entities in accordance with generally accepted accounting principles (GAAP). The course approaches the material from the perspective of the financial statement user rather than the financial statement preparer. Emphasis is placed on the use and interpretation of information contained in business financial statements by managers, investors, and creditors.

XMBA 4333 Entrepreneurial Mindset II (2.5 Credits)
Entrepreneurial Mindset II applies the concepts of entrepreneurship to an established company. By contrast, Intrapreneurship refers to a ‘start up’ style of management (characterized by flexibility, innovation, and risk taking) to fast track product development in order to take advantage of a new opportunity or to assess feasibility of a new process or design. The content of this course is designed to help identify the differences and similarities between entrepreneurship and intrapreneurship by looking at such factors as risk/reward systems; corporate culture; autonomy within the context of a large organization; gaining commitment and funding; as well as resource allocation. Intrapreneurs are not just entrepreneurs who happen to work inside an organization; there are some fundamental differences in their motivations, the skills they possess and the environment they need to thrive. From within a company, successful intrapreneurs understand trends and how to develop industry disruptive strategies. In this respect good intrapreneurs are the most important asset a company has: they do more than just commit their time to a company, they also invest their skills. Intrapreneurs see the ability to grow personally along with the company and in this sense, should be seen as investors in a company, rather than just employees.

XMBA 4334 Accounting III - Strategic Management of Costs (2.5 Credits)
Effective cost management is at the core of nearly every successful enterprise. Through this course, students will better understand why, when, and how cost management effects operations. The course materials (including lectures, cases, problems and simulations) provide real-world applications that include cost behavior, budgeting and variance analysis, costvolume-profit relations, pricing, quality, Activity Based Costing, Target Costing, the Balanced Score Card, ISO 9000, and using relevant costs and revenues in decision making.

XMBA 4336 Finance II - Financial Decision Making (2 Credits)
This course applies the tools of financial analysis to financial decisions. Topics include the valuation of financial assets, capital budgeting, cost of capital, Performa financial statements, business valuations and mergers, return on equity analysis, EPS and stock prices, and cash flow statement analysis.

XMBA 4337 Finance III - Strategic Finance (2.5 Credits)
This course applies the tools of financial analysis to financial decisions. Topics include the valuation of financial assets, capital budgeting, cost of capital, Performa financial statements, business valuations and mergers, return on equity analysis, EPS and stock prices, and cash flow statement analysis.

XMBA 4340 Executive Leadership I (4 Credits)
It is appropriate that the EMBA begins with Executive Leadership. This course sets the tone and framework for what follows. This course in executive leadership has a clear perspective: being a leader in any organization at this time is more than just “managing” especially at the upper levels of an organization: leadership at the executive level is a profession. The Executive Leadership course is all about the essential role of leadership at a time when society faces major challenges and uncertainties. What does it take to be a successful leader of an organization in the current and future environment? Organizations are complex systems that are embedded in larger complex systems. Simple formulas will not provide you with effective solutions covering all situations. We will emphasize the practice of perspective-taking and diagnosis for making better decisions. This course also applies and reflects what is happening in all types of organizations — whether public or private, large or small, and whether product or service oriented. Personal, interpersonal, team and organizational leadership, along with concepts of business execution and performance, are themes that will be woven throughout the course content. Executive Leadership is a two term course. Executive Leadership I includes the Team Sailing Challenge experiential exercise.

XMBA 4341 Executive Leadership II (2 Credits)
This class focuses on an often-overlooked leadership skill — the ability to use power and influence effectively, and to negotiate the relationships critical to being a successful leader. Class time focuses on not only understanding the basics of this critical leadership skill, but also on honing skills through case studies and exercises. Particular attention is given to ethical issues connected with power and negotiation. This course will challenge you to define for yourself what will constitute the effective exercise of power and influence in your life.

XMBA 4342 Talent, People, & Culture (2 Credits)
The course will focus on the role of Human Capital Management as it relates to a firm’s performance. The course follows the cycle of business planning and execution and focuses on the key human capital considerations at each step in the cycle. It addresses Talent Management processes while also exploring current and emerging practices. The course has a global focus and gives significant attention to new trends that relate to human capital.

XMBA 4343 Evolving as an Impactful Leader (2 Credits)
In the gap between a brilliant idea and the successful organization lies the discipline of execution. Execution is built on three key processes: the people process, the strategy process, and the operations process. In this course, we study the methods of successful leaders and organizations known for execution, self-evaluate execution skills and reinforce learning via case methodology.
In today's world, working with teams is a necessity, yet few of us understand how to do this well. In this class, you will address how high performance teams are built, sustained and integrated through practice and competition. The class will participate in a team building weekend in San Diego (sailing) to gain hands-on experience with these skills. Leadership is about effectively achieving results through others. Technical business knowledge, emotional intelligence competencies, and the ability to execute are all required to achieve this objective. This course examines these elements within the context of developing personal and organizational 'leadership intelligence'. Students will explore ethical, legal, social, and public policy challenges frequently encountered by executives and business leaders in the workplace.

The second course in the marketing sequence shifts from left brain activity to whole brain activity. Building on the tools and disciplines learned in Strategic Marketing, Product Innovation shifts to focus on the art of marketing. The course enables students to understand the role of innovation in delivering value to customers and stakeholders, to acquire the executive competence necessary to secure the innovation investment, and to realize how executives propel and assess innovation through all the stages of the innovation life cycle – from idea exploration to bringing a product/service to market successfully.

XMBA 4353 Global Business I (2.5 Credits)
Students will be asked to apply models, disciplines, and systems learned during the first four quarters of their EMBA program to a global environment. The global course includes a two week practicum where students pick two international cities and go deep into their respective business environments. The ten weeks of learning and research done in Denver, along with the on the ground research process completed in-country, build a global perspective and the student’s worldview.

XMBA 4354 Global Business II (2.5 Credits)
Students will be asked to apply models, disciplines, and systems learned during the first four quarters of their EMBA program to a global environment. The global course includes a two week practicum where students pick two international cities and go deep into their respective business environments. The ten weeks of learning and research done in Denver, along with the on the ground research process completed in-country, build a global perspective and the student’s worldview.

XMBA 4355 Executive MBA Summit Series (2.5 Credits)
The last five weeks of the 18-month program consists of a series of class sessions centered on topics of particular relevance in today’s business environment. The content in this “multi-part course” is designed to be fluid, reflecting the shared interests of the cohort. For example, topics may include subjects such as Board Membership (how to secure a Board position; roles and responsibilities etc.), Crisis Management/Media Relations, Executive Career Development and/or Leadership in Non-Profit Entities. Final presentations for EMBA co-curricular projects (Social Impact Project, Business Plan/New Venture Project) also occur in these final weeks, representing the “summit” of EMBA learning outcomes.

XMBA 4360 Marketing I - Strategic Marketing (2 Credits)
Focused on creating customers, this course will build decision tools, mental models and a holistic framework for finding the right market, the right price, the right communication and the right partners for your product or service. Through market research and competitive intelligence, students will learn to provide customer value, customer information, customer solutions and organizational profitability. Strategic Marketing in a Dynamic Environment explores the science of marketing. Students will acquire a detailed understanding of strategic business- and decision support models that helps executives navigate and lead an enterprise towards sustainable competitive advantage and differentiation. The course allows executives to develop and internalize business acumen as relates to translating the voice of the customer to strategy and orchestrating stakeholders in a way that add value.

XMBA 4361 Go-to-Market Strategy (2.5 Credits)
This course focuses on Go-To-Market strategy as a framework for effectively implementing a business plan. The key areas of Go-To-Market strategies evaluated in this class include approaches to segmentation of key markets, sales organizational and compensation considerations, and the overall corporate culture to sustain the GTM strategy. The focus is on developing the customer experience while sustaining long-term profitable growth.

XMBA 4362 Strategic Management (2 Credits)
This strategy course covers a range of concepts and analytical techniques relating to creating and sustaining competitive advantage as the basis for superior performance. It deals with contemporary issues such as industry analysis, core competence of organizations, value chain analysis, and strategy implementation. The emphasis is on the application of analytical tools and frameworks to understand complex strategic issues. Competitive Strategy integrates concepts from finance, marketing, accounting, general management, information technology, and operations management.

XMBA 4364 Business Data & Analytics (2 Credits)
This course will familiarize the student with data management and analytic methodologies that are prevalent across most industries today, and will suggest a way-ahead as electrons continue to get cheaper to collect and maintain. A well-designed architecture for collecting, storing, and accessing data is essential for all businesses that want to compete successfully as the pace of the decision-making cycle continues to increase. Traditional statistical techniques are still prevalent (and useful!) with proper mining or sampling of big data, and these remain the workhorses of Business Analytics. Analytic modeling is an integral part of business decision-making, and knowing and identifying the appropriate technique can make the difference between discovering the truth and running into a data wall. With the right toolset, the data analyst can tackle large volumes of data with a “divide and conquer” approach. However, the decisions that lead to parsing the data appropriately require not only an understanding of the data and the available tools, but the question being answered as well.
XMBA 4365 Entrepreneurship & Innovation (2 Credits)
This course provides students with the analytical skills needed to identify and evaluate new business opportunities and the skill set to prepare a business plan for an entrepreneurial venture. The curriculum incorporates insights from successful entrepreneurs and covers topics such as crafting a value proposition, market and sales forecasting, exploration of financing options, and building an effective team. The course concludes with the presentation of student business plans.

XMBA 4366 Stakeholders Beyond the Shareholder (2.5 Credits)
For 100 years, the business community has operated under an increasingly well-defined and developed framework of shareholder capitalism. In shareholder capitalism, the purpose of business is to generate profits for shareholders. As such, we have developed well defined and refined processes and frameworks for developing strategies, executing plans, and measuring success and progress against this objective. This course challenges us to examine the other stakeholders who are affected by and affect our organizations and their work, including (but not exclusively) customers, employees, governments, suppliers, the global environment and the communities in which we do business. What does it mean for a business or organization to consider the wants and needs of these (and other) stakeholders? What are the issues that we as leaders need to be attuned to when considering these stakeholders? Which stakeholders have (or should have) primacy and why? How do we develop strategies and plans to account for a much broader array of stakeholders? And how do we and others measure success? This course provides a framework for considering these questions and three main thrusts to it: • An exploration of Environmental, Social, and Governance (ESG) issues within and around corporations • A deeper dive into the issues of Diversity, Equity, and Inclusion (DEI) in organizations • A bridge to the EMBA Social Impact Project which will proceed through quarters 5 and 6.

XMBA 4367 Stakeholders Beyond the Shareholder I (1 Credit)
For 100 years, the business community has operated under an increasingly well-defined and developed framework of shareholder capitalism. In shareholder capitalism, the purpose of business is to generate profits for shareholders. As such, we have developed well defined and refined processes and frameworks for developing strategies, executing plans, and measuring success and progress against this objective. This course challenges us to examine the other stakeholders who are affected by and affect our organizations and their work, including (but not exclusively) customers, employees, governments, suppliers, the global environment and the communities in which we do business. What does it mean for a business or organization to consider the wants and needs of these (and other) stakeholders? What are the issues that we as leaders need to be attuned to when considering these stakeholders? Which stakeholders have (or should have) primacy and why? How do we develop strategies and plans to account for a much broader array of stakeholders? And how do we and others measure success? This course provides a framework for considering an exploration of Environmental, Social, and Governance (ESG) issues within and around corporations.

XMBA 4368 Stakeholders Beyond the Shareholder II (1 Credit)
For 100 years, the business community has operated under an increasingly well-defined and developed framework of shareholder capitalism. In shareholder capitalism, the purpose of business is to generate profits for shareholders. As such, we have developed well defined and refined processes and frameworks for developing strategies, executing plans, and measuring success and progress against this objective. This course challenges us to examine the other stakeholders who are affected by and affect our organizations and their work, including (but not exclusively) customers, employees, governments, suppliers, the global environment and the communities in which we do business. What does it mean for a business or organization to consider the wants and needs of these (and other) stakeholders? What are the issues that we as leaders need to be attuned to when considering these stakeholders? Which stakeholders have (or should have) primacy and why? How do we develop strategies and plans to account for a much broader array of stakeholders? And how do we and others measure success? This course provides a framework for considering the issues of Diversity, Equity, and Inclusion (DEI) in organizations.

XMBA 4369 Supply Chain Management (2 Credits)
This course captures the executive-level understanding of both basic Supply Chain Management (SMC) and more broadly, Value Chain (VC). Students will analyze a firm’s SCM and VC and identify opportunities and challenges. Industry experts and case studies will bring topics to life.

XMBA 4401 Design Thinking (2 Credits)
Design Thinking The course examines the Design Thinking’s systematic approach for developing solutions using creative problem-solving techniques and will also build on the concepts introduced in the Marketing and Entrepreneurship classes. We will discuss its application to multiple business domains, the language of design thinking and how this applies to leadership and a broader business mindset. This course will include an immersive activity to understand design thinking, guest speakers, and articles to re-enforce each learning topic. We will discuss several academic models for design thinking.

XMBA 4720 Executive Business Law (2 Credits)
This course is designed to provide executives and entrepreneurs with practical, applied legal information that will lead to better decision-making in the business environment. It also highlights the importance of managing legal professionals and creating a sound legal strategy — both key components of business strategy — and crucial for business success. Emphasis is placed on teaching applied knowledge and using this knowledge to make difficult, real-world business decisions. This course provides a safe learning environment in which management decisions can be carefully analyzed and studied without real world consequences.

XMBA 4900 Integration (1 Credit)
This course will vary from quarter-to-quarter to reflect the integration of learning during the quarter. A variety of activities will be used to effect the integration such as working with a client or visiting a site and speaking with executives.
XMBA 4991 Independent Study (1-10 Credits)
XMBA 4995 Independent Research (1-10 Credits)

Finance Courses

FIN 4000 Financial Modeling and Databases Bootcamp (1 Credit)
This bootcamp is designed to introduce students to financial databases and to familiarize them with basic financial data analysis using Excel. The goal is for students to become comfortable with platforms such as Capital IQ and WRDS, which they will be using throughout their academic and/or professional careers. In addition, students will acquire a basic command of Excel functionality and efficiency in data analysis, together with modeling best practices and practical finance applications.

FIN 4110 Ethics in Finance (4 Credits)
The objective of this course is to discuss the ethical issues facing financial institutions and professionals and apply ethical principles to the analysis of these issues.

FIN 4150 Advanced Business Valuation (4 Credits)
In this course, students will learn theoretical development, analytical tools and practical approaches to analyze and tackle business valuation issues at the core of the financial professions. The theoretical section of the course provides indepth coverage of the financial theories and models essential to value businesses. The application section provides students with opportunities to apply the valuation principles and techniques to assess business value and develop strategies to create value in a real-world context.

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. This course will cover techniques used by major corporations to manage cash, the capital structure, financial risk and working capital. Prerequisite: FIN 4630.

FIN 4180 Global Finance (2 Credits)
This course explores financial management in the international arena. Principal content elements include: The market for foreign exchange, interest rate parity, hedging currency risk, international portfolio management. Prerequisites: FIN 4630.

FIN 4200 Financial Investments and Markets (4 Credits)
Students will learn how households, institutions, firms, and governments interact in financial markets to channel funds from savers to productive uses of capital and provide firms with opportunities to hedge certain risks. This comprehensive understanding of how markets function is essential for anyone with a finance or high-level management role. We will begin by identifying the key institutions in financial markets and how securities come into existence and subsequently trade. We will then learn to measure the risk and return of financial assets while identifying techniques to improve and assess the performance of investment portfolios. Finally, we will introduce derivatives and techniques to wisely hedge firm risks. Prerequisite: FIN 4630.

FIN 4201 MS Management Managerial Finance (2 Credits)
FIN 4201 introduces concepts and analytical techniques to identify and solve financial management problems. The focus on Performance Metrics (Ratios and Du Pont Analysis), Time Value of Money and Opportunity Costs, and Project Analysis prepares managers to operate in an environment that can at times be driven by the financial performance of the company.

FIN 4320 Equity Analysis (4 Credits)
This course is an advanced finance course that focuses on the analysis of equity securities. The curriculum is primarily derived from the Candidate Body of Knowledge (CBOK) from the Chartered Financial Analyst® (CFA®) Program. The goal is to teach students how to implement objective, unbiased valuations through an understanding of the valuation process in theory and practice. Prerequisite: FIN 4200.

FIN 4330 Portfolio Management and Risk Analytics (4 Credits)
Case and project approach to foundation of investment portfolio management. This course emphasizes the application of modern portfolio management concepts and risk management principles. 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 other corporate events such as mergers and IPOs. Prerequisite: FIN 4630.

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 various financial software applications to construct models from corporate finance, investments, and financial markets. In particular, the course will cover the application of Excel spreadsheet functions and R programming to various topics including the time value of money, investment projects analysis, financial statements analysis, capital budgeting, portfolio analysis, and data & pivot tables. Prerequisites: FIN 4630.

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)
This course covers analytical skills and tools of finance managers; theoretical concepts and practical applications are included. Topics include ratio analysis, breakeven analysis and leverage, securities valuation, capital budgeting, financial forecasting, and working capital management. Corequisite: ACTG 4610.

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: FIN 4630 (or MBA 4285).

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.

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 4760 Managerial Economics (4 Credits)
This course presents the fundamental concepts of microeconomics and macroeconomics and approaches them from a managerial decision-making perspective. The first half of the course emphasizes applying microeconomic theory to decision-making to help achieve a firm’s objective – increasing profit, market share, or growth. In contrast to traditional economics course, this course emphasizes practical implementation AND how economics affects business decision making. The second half of the course discusses macroeconomics and factors that affect the economy. The goal is to develop an understanding of macro-economic concepts such as GDP, inflation, and government policy such as Federal Reserve actions and government spending, to obtain a framework to model a firm’s behavior according to an informed understanding of what the economy is doing. Armed with an understanding of the cycle of economic activity, one can formulate a firm understanding of policy alternatives by both the Federal Reserve and Congress.

FIN 4800 An Organized Walk Down Wall Street (4 Credits)
After four class sessions in Denver, participants will spend five days in New York visiting exchanges, brokerage firms, investment bankers, commercial banks, asset managers, and other institutions.

FIN 4830 Econometrics for Finance (4 Credits)
Econometrics for Finance is designed to teach applied statistical tools relevant to understanding financial and economic data. It is designed to cover essential tools for working with financial data, including return forecasting, volatility and econometrics of asset pricing, such as testing market models. The emphasis is on empirical techniques which are used in the analysis of financial markets and how they are applied to actual data. It teaches how to use and apply techniques using R, a free software that is used by many finance professionals. The course is intended to prepare students to possess the quantitative tools to evaluate and implement in the finance arena. Prerequisite: STAT 4610 and FIN 4500 (if no experience in R).
FIN 4835 Executive Education - Finance for Non-Financial Managers (2 Credits)
This Executive Education workshop introduces you to the essential finance skills any business professional needs to know. You will learn the language, tools and techniques to become a more intelligent user of financial reports. Through hands-on learning exercises, you will learn how to simplify, understand and apply data from financial reports and budgets. You will gain the confidence to ask better questions and make more informed financial decisions. *This short-form workshop does not follow the traditional quarter schedule. Please check daniels.du.edu/executive-education for class dates and formats.

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. Prerequisite: FIN 4410.

FIN 4875 Executive Education – Strategic Finance (2 Credits)
Today's leading organizations require executives to use rigorous financial analysis in order to make strategic decisions that affect growth, profitability and competitive market advantage. Strategic Finance is a multidimensional Executive Education workshop that uses real simulations and an acquisition case study to map the connections between business strategy, finance and enterprise value creation. The goal of the course is to make you a more intelligent user of finance and strategy. It will enable you to ask better questions and to make better decisions. You will become a more sophisticated manager, particularly when focusing on the interplay and interdependence of strategy, finance & management. *This short-form workshop does not follow the traditional quarter schedule. Please check daniels.du.edu/executive-education for class dates and formats.

FIN 4885 Investment Banking and External Financing (4 Credits)
This course is an advanced Corporate Finance course, focusing on the decisions by companies related to external sources of financing. There will be a mix of theory and practice, with outside speakers providing insight into the practice component. Topics will include business valuation, mergers and acquisitions, startup financing, angel investing and venture capital, bank loans, private equity, stock issuance and going private. Prerequisite: FIN 4410.

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. Prerequisite: FIN 4200.

FIN 4980 Finance Internship (0-10 Credits)
Daniels College of Business's graduate curriculum is designed to be experiential and build upon practical experience. To gain the full benefit of this curriculum, students are encouraged to expand their experiential learning beyond the short term experiences required in the classroom. Internships that allow students to apply newly learned skills and theories in the workplace are considered an integral to the curriculum and all students are strongly encouraged to seek such opportunities. 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 6300 Seminar in Finance Research (4 Credits)
Through a survey of research in the discipline of finance, this course illustrates how theory can shape the literature and the formation of research questions. Analysis of key studies will provide business leaders with the tools to analyze how the academic literature can impact and inform the finance profession across such areas as corporate governance, corporate finance, investments, and financial institutions.

Info Tech E-Commerce Courses

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 ED 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-functional 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 (0-10 Credits)
Daniels College of Business’s graduate curriculum is designed to be experiential and build upon practical experience. To gain the full benefit of this curriculum, students are encouraged to expand their experiential learning beyond the short term experiences required in the classroom. Internships that allow students to apply newly learned skills and theories in the workplace are considered an integral to the curriculum and all students are strongly encouraged to seek such opportunities. 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.
MBA - General Courses

MBA 4110 Entrepreneurship Challenge (2 Credits)
Want to start a business? Have a great idea? How do you get started? Using Design Thinking and Lean Startup practices we will explore what you can do on Day 1 and beyond. You will build your toolkit for how to make sure you are solving the right problem, create a variety of potential solutions, and then test and validate such ideas. At the conclusion teams will pitch a validated problem and feasible business opportunity. During the quarter, you will form teams around solving a specific problem, conduct ethnographic research regarding that problem, clearly define the target customer's point of view, generate several potential solutions, and then continuously test and iterate on an effective solution. Teams will also be required to determine if these solutions will produce a worthwhile business based on customer desirability and developmental feasibility.

MBA 4120 Strategic Leadership (2 Credits)
Strategic Leadership is a course that introduces the student to the theory of strategic analysis, strategy development and execution. Students will develop the ability to think strategically by examining a firm's mission, vision, and values, business model and financial health of the organization. After assessing the firm's strengths and weaknesses, the focus is then placed on the industry and competitive environments using a series of tools and frameworks that result in identifying opportunities and threats. Synthesis in the course takes place when the student is able to develop strategic alternatives and create a recommendation for strategy implementation that generates added value and competitive advantage for the firm. Principal Content Elements (i.e. weeks / modules): 1. Intro to Strategy Concepts; Role of Mission / Vision / Values and Governance 2. External and Internal Analysis 3. Business Strategies and Generic Competitive Strategies; Strengthening Competitive Position 4. Competing Internationally or Globally; Strategic Alliances; Corporate Strategy 5. Ethics, Corporate Social Responsibility, Sustainability and Strategy; Strategy Execution and Leadership.

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

MBA 4140 Ethics in Practice (2 Credits)
The fundamental purposes of the course is to 1) engage students in ongoing reflection and dialogue about their responsibilities as managers and leaders, 2) understand cognitive, behavioral, and principled approaches to ethics, and 3) advance your job prospects by focusing on ethical skills, practices, and exercises that will make you better managers and leaders. Of particular emphasis are the ethical and social responsibilities of managers and leaders, especially as it relates to numerous stakeholders. This course focuses on a systems-oriented approach to the ethical and social relationships of business leaders and business organizations in their communities. These roles will be examined by analyzing a variety of representative issues that characterize current concerns with business ethics. The goal is to provide students with generalized understanding and skills that can be employed in dealing with other issues that may emerge in their business careers. While the core of the curriculum will strengthen foundation business and management skills and competencies, the assumption of this course is that all of these skills and competences must be grounded in a solid ethical and social commitment to values and principles. This course attempts to explore these values in various business contexts.

MBA 4150 Marketing Strategy (2 Credits)
Great marketers are great problem solvers. This graduate level marketing course will allow you to understand, analyze, and apply sophisticated marketing concepts to solve problems in a complex and dynamic business setting. This function can be called corporate marketing, strategic marketing, or marketing management. The curriculum will focus on formulating and implementing marketing management strategies and tactics undertaken at corporate setting or as part of a start-up environment. To get the most from this course, a student should be open-minded, engaged, and creative. Upon completion of this course, students will have useful tools and a lens through which you may view the world as a marketer.

MBA 4160 Statistical Learning (2 Credits)
This course will allow the student to develop an understanding of more complex concepts of probability and statistics and how they relate to managerial type problems and decision making. These will include differentiating different data types and determining their appropriate analyses (descriptive, visual, and statistical including comparing means/proportions and regression.) In addition, the student will experience performing, interpreting, and presenting these probability and statistics methodologies.

MBA 4170 Business & Politics (2 Credits)
Businesses, both domestic and multinational, are vital actors in a complex global political economy. This class will explore how broader political and economic institutions affect businesses and markets, but also, how the choices of firms in turn affect our global economy. This class will provide students with a deeper understanding of international political economy, international and domestic institutions, the role of businesses in global markets, and the challenges that businesses face in current and recent political climates. We will explore this by discussing the role of businesses in shaping political and economic policies, differences between developed and emerging economies, and how global crises and problems impact the choices of firms.

MBA 4180 Business Ethics (2 Credits)
Business Ethics is an intermediate level graduate course delivering a rigorous introduction to major ethical topics, theories, and issues relevant to the elements of the 21st century business environment. This course also focuses on ethical reasoning and strives to enhance each student’s ability to integrate these perspectives into appropriate business decisions.
MBA 4210 Social Good Challenge (2 Credits)
The objective of this course is to enable students to develop the skills and knowledge of the consulting process as it relates to client engagement. Students will be expected to apply both their academic training and prior business experience to the class. The course requirements will consist of project activities and status reporting, assigned readings, class discussions, a midterm presentation, and a final project deliverable and presentation. This course is based upon experiential learning, where you will: 1) develop the building blocks for any consulting engagement including the industry, project management, problem solving, presentation, and teamwork through lectures, discussions, and a series of in- and out-of-class exercises. Using your Social Good Projects, we will lean heavily on real world examples. 2) Learn the key communications skills necessary for a consulting engagement, including giving and receiving feedback, influencing clients and colleagues, developing presentations, and interviewing the client. 3) Get introduced to some of the key frameworks used to solve functional area consulting problems (finance, strategy, operations and marketing) that you can use in cases and projects. Note that this is just an introduction and overview – your other courses are critical! 4) Wrap up the class with your Final Social Good Project presentation and client report.

MBA 4220 Leading Effective Organization (2 Credits)
This course is about leading people and organizations for high performance in changing times. The course builds on three foundational notions: 1) informal leadership is as essential to an organization as formal leadership – if not more so – and far more pervasive; 2) effective leaders – both formal and informal – know how to be good team players; and 3) most people’s initial and formative leadership experiences occur while they are working in teams. In this course, you will acquire knowledge, skills, and abilities for effective leadership and teamwork in organizations. You will learn about different approaches to leadership and reflect on and develop your own leadership style. You will learn about team dynamics, and how to be an effective team member. You will learn how the organizational and broader business context influence leadership and teamwork. The course also develops and reinforces your critical and analytical thinking skills. Content includes fundamental organizational behavior concepts such as motivation, power and politics, and organizational structure and culture. The global context of business is emphasized as a central factor in leading organizations. The course integrates themes of ethical business principles, sustainability, engagement, and inclusion, i.e., creating organizations that are ethical, sustainable, that attract and engage talented people, and that exemplify inclusive excellence.

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

MBA 4235 Accounting III (2 Credits)
The learning from this course will give you the ability to: A. Demonstrate your ability to analyze and critically evaluate both budgeted numbers and actual results. You will begin to learn how to plan and control business activity by constructing and reviewing master budgets. B. Compute the amount of budget variances and interpret them for performance evaluation purposes. You will learn how to prepare a budget variance analysis, including revenue and spending variances. C. Examine the effectiveness of performance metrics. You will learn how to design performance measurement systems congruent with business strategic goals. D. Demonstrate your ability to systematically and professionally analyze internal performance information. You will learn how to devise management control systems to assess the contribution of managerial decisions to the achievement of the business strategic goals.

MBA 4250 Business and Global Values (4 Credits)
This course examines the ethical, legal, and public policy dimensions of business in the global marketplace. Prerequisite: None.

MBA 4265 Introduction to Analytics (2 Credits)
Businesses make decisions and improve processes using their own and external data and a variety of modeling and analytic techniques. This course introduces students to the business data landscape, data management in organizations, the data-driven decision-making process, and the fundamental concepts behind statistical inference and analytic modeling to support decision-making.

MBA 4280 Managerial Finance I (2 Credits)
Mastering Managerial Financial Competencies I focuses on the fundamentals of finance, emphasizing the basic principles, theoretical concepts, and analytical methodology in managerial finance. Topics covered include, but are not limited to: - Analyze financial statements; Calculate the quantity and dollar break-even points and determine the impact of price, fixed costs and variable costs on operating profit; Define and calculate the degree of operating, financial and combined leverage explaining the risks associated with higher levels of each; - Time Value of Money; Know how to value distant and uncertain cash flows; - Understand different types of financial securities; Calculate the intrinsic value of corporate bond, preferred stock and common stock. Upon completion of this course, students should be able to understand many fundamental issues in managerial finance and be adequately prepared for further study in Mastering Managerial Financial Competencies II and other advanced finance courses.

MBA 4285 Managerial Finance II (2 Credits)
Managerial Finance II is the second course in the MBA finance sequence. This course focuses on the framework and tools for analyzing and making financial decisions based on principles of modern financial theory. Topics covered include, but are not limited to: - Understand what is corporate financial analysis and its importance. - Introduce classic financial models and their roles in financial decision making. - Analyze corporate financial policy in the business practices, including capital structure, investment, payout and working capital policy, and understand how firms interact with capital markets; Understand the cost of capital and optimal capital structure; Present capital budgeting techniques and how to make investment decisions under uncertainty; Develop a framework to make payout decision; Learn the key determinant of an efficient working capital management system. This course assumes that students have a good grasp of the material covered in MBA 4280 and hence the pace is fast. Upon completion of this course, students should be familiar with the analytical tools and problem-solving skills in managerial finance and be adequately prepared for making quality financial decisions.
MBA 4290 Microeconomics (2 Credits)
This course meshes 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 that they need to make sound managerial decisions. The course will use case studies to develop practical insights into managing the firm’s resources to achieve competitive advantage.

MBA 4310 Experiencing Strategic Management through Corporate Challenges (2 Credits)
Corporate Challenges is a Challenge Driven Educational (CDE) course that builds on several previous foundational and experiential courses. Students will leverage the content from accounting, finance, ethics, management, marketing, economics, globalization, strategy, business stats and analysis in order to engage with corporate partners to examine real-world problems. Students will address issues involving marketing and digital strategy, market feasibility, digital transition, e-commerce, competitive analysis, business development, go-to-market strategy, supply chain management, and innovation and product development. The course is delivered in both lecture and lab format in which students will meet one day of the week in the classroom and the other day of the week in an on-campus study room discussing their specific corporate challenge. The lecture will focus on content applicable to all corporate challenges. In order to provide the best learning experience, guest speakers will be provided periodically in lecture format. During the on-campus lab time, groups will brief the instructor on their project’s progress, achievements to date, and obstacles that require assistance to overcome in order to achieve success. The remainder of the lab time must be spent in groups working on the corporate challenge project.

MBA 4340 Sustainable Enterprises (2 Credits)
This course provides an overview of sustainability and how it has become relevant to all corporations and their stakeholders. Sustainability is more than financial or environmental – it is a larger concept that includes the economic, social, and environmental aspects of an organization. While there has been debate about corporate responsibility to not cause social or environmental harm, sustainability has become an economic driver of financial performance with specific business risks and opportunities. Why? First, we can better measure the real costs of climate change and other negative externalities and their costs to society, communities, and corporations. Second, investors and other stakeholders are asking companies how prepared they are to manage the business risks and opportunities in their industries. Companies are being asked for data on their environmental impacts and their workforce development and inclusiveness because these affect their future business performance as business risks, revenue opportunities, and access to capital. Investors, customers, employees, suppliers, and other stakeholders are asking companies for data and reporting on their sustainability outcomes, and companies are now using that data to guide operational and strategy decisions. According to McKinsey & Co, corporations will need to focus on sustainable and inclusive growth that adapts to climate-related risks, competes effectively for limited resources, and shares costs and benefits across generations. This course highlights what all MBA students should know about sustainability as it will continue to affect all organizations - global public corporations, small private companies, large nonprofits like hospitals and universities, and government entities. This course will focus on the major issues and challenges of sustainability, the ESG framework and measurement challenges, and practical examples of how sustainability is driving operations and strategy in different industries. Of course, not all industries and corporations are in the same place along this spectrum, and stakeholders can vary in importance and relative power. But all companies should understand sustainability basics to protect and enhance their financial performance and to inform decision-making, and reduce negative externalities like poor water and air quality, greenhouse gas emissions, and social harm.

MBA 4360 Introduction to Data Mining (2 Credits)
Develop an understanding of more complex concepts of probability and statistics, and how they relate to managerial type problems and decision making. Develop experience performing and interpreting complex analysis methodologies. Obtain further familiarity with statistical software packages. Prerequisite: MBA 4160.

MBA 4410 Global Challenge I (0-4 Credits)
The Global Challenge represents the culmination of your Challenge work in the Denver MBA offering you the opportunity to apply your learning in an overseas setting. Working with a client organization, you will conduct an overseas consulting project. Beginning your work in Denver during the Fall quarter, you will work with your client to understand the scope of the project, conduct Denver-based research, plan your field research strategy, prepare for your overseas travel and prepare a pre-trip project deliverable that allows you to leverage your time in the field. During the interim you will travel to your destination country, meeting local and global organizations, conducting research across cultures and managing your relationship with your client while in the field. Your in-country research will combine with your Denver-based research to support your final report and recommendations – to be delivered to your client in a written report and presentation - as you complete Global Challenge III in the Winter quarter. Enforced Prerequisites: MBA 4110, MBA 4210, and MBA 4310.
MBA 4446 Advanced Sustainability (4 Credits)
This course provides an overview of current corporate sustainability approaches and the strategies and tools that help them be effective. As businesses and corporations seek to create social and environmental impact along with shareholder value, they are developing strategic approaches to sustainability that can be measured, managed, and reported to investors, employees, and other stakeholders. Getting beyond sustainability basics to create real value and impact can build competitive advantage, attract capital investment, recruit talent and customers, and reduce negative externalities like poor water and air quality, greenhouse gas emissions, and social harm. How can organizations move beyond “check the box” sustainability to real impact and measurable value? They need to think strategically, integrate sustainable approaches into operations, create reporting structures for good data and accountability, and create a culture around steady sustainability improvement. While corporations may approach sustainability with different moral or economic motivations and rest along a spectrum of intention and commitment, the external landscape is shifting. In the business world, customers, employees, investors, and partner firms are placing more emphasis on transparency to guide their decision-making, and businesses need to communicate their sustainability efforts effectively to diverse stakeholders. In response, both large corporations and smaller ventures are designing strategic approaches for sustainable operations (including sourcing and supply chains), cost-effective measurement, and clear reporting and sharing with their many stakeholders. Students will gain an overview of the theory, practice, and challenges of corporate sustainability today, learn strategies and tools for designing effective approaches, and how corporations are measuring and managing sustainability outcomes to align with ESG and global development goals. The course will deepen students’ understanding of corporate sustainability strategy, the strengths and limitations of different frameworks to measuring outcomes, and highlight diverse career paths in sustainability and corporate social responsibility.

MBA 4470 Introduction to International Business (2 Credits)
International business is its own field of academic study with rich theories and frameworks. Facing a dynamic, and increasingly chaotic, external business environment, business students need to understand both the theories and how they can be applied. To that end, this course draws on the rich international business writings to better understand global business practices and to ultimately make better business decisions. Students will actively explore current international business issues, will interact with local international business leaders, and learn specific concerns facing key regions or countries globally. Prerequisite: MBA 4170.

MBA 4490 Global Macroeconomics (2 Credits)
Global Macroeconomics, MBA 4490, covers the theory and practice of modern macroeconomics for an open economy. 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 rates, business cycles, trade policies, and countercyclical monetary and fiscal policies. It covers current global macro issues including negative interest rates, electronic money, Brexit, trade wars, and financial crisis. Students are encouraged to investigate the potential and limitations of macroeconomic theory with real-world problems.

MBA 4510 Global Challenge II (2 Credits)
The Global Challenge represents the culmination of your Challenge work in the Denver MBA offering you the opportunity to apply your learning in an overseas setting. Working with a client organization, you will conduct an overseas consulting project. Beginning your work in Denver during the Fall quarter, you will work with your client to understand the scope of the project, conduct Denver-based research, plan your field research strategy, prepare for your overseas travel and prepare a pre-trip project deliverable that allows you to leverage your time in the field. During the interim you will travel to your destination country, meeting local and global organizations, conducting research across cultures and managing your relationship with your client while in the field. In-country research will combine with your Denver-based research to support your final report and recommendations to be delivered to your client in a written report and presentation (based on client preference) as you complete Global Challenge II in the Winter quarter.

MBA 4540 Public Policy (2 Credits)
MBA 4540 is a cornerstone graduate course delivering a comprehensive introduction to major topics, theories and issues relevant to business in its interactions with business & society.

MBA 4545 Business Law: Principal, Strategy & Tactics (2 Credits)
MBA 4545 is a graduate course providing future business leaders with an overview of essential topics in business law. It introduces the ways in which legal considerations impact business strategy, inform business tactics, and affect managerial decision-making. It is designed to enhance students’ ability to (1) understand the US legal system as it relates to business, (2) use legal lenses to identify significant business risks and opportunities; (3) appreciate and discharge the legal obligations of businesses, managers and workers; (4) evaluate the force and weight of legal arguments about the “gray areas” in which modern businesses often must operate; and (5) incorporate legal considerations into business strategy in order to secure value and mitigate risk.

MBA 4550 Product Management (2 Credits)
Ask any product manager how they got started and you’ll likely hear a lot of serendipity. Product Management is a relatively new discipline that has many different career paths leading to it. Tech driven companies especially value Product Managers (PMs) who bring a combination of strong business acumen, technology and design, process and workflow efficiencies, leadership and communication skills, passion, and eventually extensive domain knowledge. A product manager is the voice for the customer and the business. Great product managers are strategic thinkers and tactical executors. This course will provide a hands-on overview and understanding of the product management role for Denver MBA graduates.

MBA 4610 Business Law and Public Policy (4 Credits)
The political and legal risks confronting business are among the most serious and can even affect corporate survival, as demonstrated by the scandals and crises of the past three decades. This course attempts to equip managers with the tools and perspectives to manage such enterprise risks, to prevent conflicts from escalating into crises, and to properly respond to legal challenges and political controversies when they do occur. In particular, this course provides a background and foundation in the fundamental concepts of business law and public policy. It elevates your ability to (1) analyze important legal questions and problems facing business, and (2) analyze trends and forces in public policy that affect business.
MBA 4615 Talent Management (2 Credits)
Managing and developing talent is one of the top 3 issues on the minds of CEOs from around the world. In fact, CEOs cite managing and developing their leadership talent as the issue that is most important to the future success of their business, yet are least capable of addressing effectively. This course will provide you with the insights, frameworks and tools to effectively manage and develop talent in your teams and organizations.

MBA 4620 Leadership Capstone (2 Credits)
This course is a capstone course to integrate students’ learning and development across the two-years of the Denver MBA. In it, students build their personal leadership framework that incorporates the three key dimensions of community, enterprise and self (which includes knowledge, skills, and abilities acquired through the full-time MBA course of study). The course helps students identify and fine tune their unique value proposition and integrate it with their desired spheres of influence. It also allows them to identify critical gaps in all three dimensions of their personal framework. Students will take stock of their learning and development and then prepare to move forward with research, critical thinking and analysis.

MBA 4900 MBA 4900 Topics: (4 Credits)
MBA 4900 is a topics course. That is, you may take this course up to a maximum of four times when registering for an extension elective. The extension elective follows an immersion and is generally, though not always, held in another country. In some instances, this course may be held in the U.S. You will notice that each topic on your transcript will have a different course title. You are not allowed to repeat the same title course. This course will introduce you to the application of international business practice in an international setting while offering opportunities for acquiring hands-on cross-cultural experience to participants in the course. Assigned work and online interaction during the quarter preceding the travel course will prepare students for the experience so that time on the ground can be leveraged for maximum impact. The countries visited offer an outstanding opportunity to learn about international business issues. Students will have the opportunity to meet first hand with a variety of business and other organizations as well as conduct field research to better understand the Italian business environment and its role in the global economy.

MBA 4970 Leadership & Development (0 Credits)
All Denver MBA students are required to participate in leadership and development programs to satisfy their graduation requirement. Completion of the graduation requirement entails participating in the leadership retreat at The Nature Place in fall quarter of your first year, five quarterly Peak Leadership Days, and Team Launches for each of the four challenges, and team and individual coaching throughout the program and professional development workshops and opportunities. The program is for zero credits, but must be completed in order to graduate.

MBA 4971 Leadership & Development 1 (0 Credits)
Fall quarter, year 1 - All Denver MBA students are required to participate in leadership and development programs to satisfy their graduation requirement. Completion of the graduation requirement entails participating in the leadership retreat at The Nature Place in fall quarter of your first year, five quarterly Peak Leadership Days, and Team Launches for each of the four challenges, and team and individual coaching throughout the program and professional development workshops and opportunities. The program is for zero credits, but must be completed in order to graduate.

MBA 4972 Leadership & Development 2 (0 Credits)
Winter quarter, year 1 - All Denver MBA students are required to participate in leadership and development programs to satisfy their graduation requirement. Completion of the graduation requirement entails participating in the leadership retreat at The Nature Place in fall quarter of your first year, five quarterly Peak Leadership Days, and Team Launches for each of the four challenges, and team and individual coaching throughout the program and professional development workshops and opportunities. The program is for zero credits, but must be completed in order to graduate.

MBA 4973 Leadership & Development 3 (0 Credits)
Spring quarter, year 1 - All Denver MBA students are required to participate in leadership and development programs to satisfy their graduation requirement. Completion of the graduation requirement entails participating in the leadership retreat at The Nature Place in fall quarter of your first year, five quarterly Peak Leadership Days, and Team Launches for each of the four challenges, and team and individual coaching throughout the program and professional development workshops and opportunities. The program is for zero credits, but must be completed in order to graduate.

MBA 4974 Leadership & Development IV - Fall quarter - year 2 (0 Credits)
Fall quarter, year 2 - All Denver MBA students are required to participate in leadership and development programs to satisfy their graduation requirement. Completion of the graduation requirement entails participating in the leadership retreat at The Nature Place in fall quarter of your first year, five quarterly Peak Leadership Days, and Team Launches for each of the four challenges, and team and individual coaching throughout the program and professional development workshops and opportunities. The program is for zero credits, but must be completed in order to graduate.

MBA 4975 Leadership & Development 5 (0 Credits)
Winter quarter, year 2 - All Denver MBA students are required to participate in leadership and development programs to satisfy their graduation requirement. Completion of the graduation requirement entails participating in the leadership retreat at The Nature Place in fall quarter of your first year, five quarterly Peak Leadership Days, and Team Launches for each of the four challenges, and team and individual coaching throughout the program and professional development workshops and opportunities. The program is for zero credits, but must be completed in order to graduate.

MBA 4976 Leadership & Development XI - spring quarter - year 2 (0 Credits)
Spring quarter, year 2 - All Denver MBA students are required to participate in leadership and development programs to satisfy their graduation requirement. Completion of the graduation requirement entails participating in the leadership retreat at The Nature Place in fall quarter of your first year, five quarterly Peak Leadership Days, and Team Launches for each of the four challenges, and team and individual coaching throughout the program and professional development workshops and opportunities. The program is for zero credits, but must be completed in order to graduate.
MBA 4980 MBA Internship (0-10 Credits)

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

MBA 4991 Independent Study (1-10 Credits)

Management Courses

MGMT 4201 Fundamentals of Managing and Leading (4 Credits)

Fundamentals of Managing and Leading is a graduate course that provides students with an introduction to essential management and leadership concepts and also their application. The course is organized around the classic managerial functions of planning, organizing, leading and controlling. In addition, the course surveys entrepreneurship, corporate strategy, and emerging topics in management and leadership.

MGMT 4202 Leading Self (4 Credits)

The purpose of this course is to provide insight into why and how sustainable desired change occurs at the level of individual human/social interaction. This course will focus on providing students the critical skills to “lead the self” towards personal/professional goals as the context for studying intentional change. Students will revisit assumptions held about themselves as they develop intentional strategic approaches to identify career opportunities in their selected fields and lead the self towards the accomplishment of professional objectives.

MGMT 4203 Leading Teams (4 Credits)

“Leading teams” is a graduate course to prepare students to provide formal and informal leadership to a team. Students will learn about the fundamental design principles of high-performing teams as well as common pitfalls that teams are subject to. Students will also learn about how to sustain team performance through effective information-sharing, decision-making, and conflict management. Students will also cover current topics in teams including virtual teams, team creativity and team-based innovation. This course is designed to stimulate student learning by letting students integrate abstract knowledge through concrete firsthand experiences.

MGMT 4204 Leading Organizations (4 Credits)

In this experiential challenge-driven course, students will leverage their skills and further build upon their experience by analyzing a company, including the firm’s mission, vision, and values, business model and financial health of the organization via the Spring Challenge. After finalizing the scope of the spring project, students will assess the firm’s strengths and weaknesses using a series of tools and frameworks as well as identifying opportunities and threats in their respective industry. Synthesis in the course takes place when the student is able to provide strategic recommendations that generate added value and competitive advantage for the firm. Learning is facilitated through a work-shop atmosphere that uses case studies of industry leaders currently in the news that can then be applied to the project subject company.

MGMT 4240 Global Business (2 Credits)

The Global Business course and ensuing international experience are designed to expose students to the challenges, opportunities and risks of doing business globally. How do you make well-informed decisions in a global environment, taking into consideration the economic, political, environmental, cultural and historical context of a country or region? 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. As a part of the international trip, students will meet with business executives and organizational leaders across a variety of industries to gain a broad understanding of the business environment of the countries being visited. In addition to completing secondary research beforehand, students will also be responsible for conducting primary research by setting up small team meetings in-country to develop a hands-on understanding of the business environment on the ground. The core end deliverable is a feasibility study.

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 4301 Organizational Behavior (4 Credits)

This course focuses on psychosocial and behavioral issues in management and leadership to better understand how to drive performance and well-being. The course is founded upon an interdisciplinary approach, with major inputs coming from social psychology, administrative science, engineering, medicine, sociology, and philosophy. The course will center around behavioral analysis and organizational concepts. Students will gain a solid understanding of the latest in organizational psychology from a declarative knowledge standpoint, then put this knowledge into use for procedural knowledge.
MGMT 4302 Leading Talent (2 Credits)
A management course for graduate students grounded in a strong foundation of real experiences managing and leading Human Resource organizations. This course is designed to unify strategy, human resource strategy and principles of management in a highly interactive format employing multiple learning methods.

MGMT 4303 Negotiating with Power (4 Credits)
This course presents conceptual models, tactical approaches, and self-assessment tools to help you understand political dynamics as they unfold around you, and to develop your own influence style and negotiation skill. By focusing on specific expressions of power and influence, this course gives you the opportunity to observe its effective—and ineffective—use in different contexts and stages of a person’s career. This course will challenge you to define for yourself what will constitute the effective exercise of power and influence in your life. Once we have a basic understanding of power and political behavior, we will explore the relationship between power and effective negotiation. Yet, most of us know very little about why we are sometimes successful and other times not, and even fewer of us know what it takes to be consistently effective in negotiations. This course will broaden your understanding of how to effectively negotiate in a variety of contexts by engaging in simulated negotiations during class.

MGMT 4304 Project Management for Leaders (4 Credits)
This course will introduce the student to the key elements of a successful project delivery system. The project delivery system consists of five components: training, tools, core skills, company support, and a project delivery process. The process is the means by which projects are consistently and efficiently planned, executed, and completed to the satisfaction of clients. The system is aligned with the principles of a total quality improvement program, namely client focus, project manager commitment, evaluation and measurement, corporate support, and continuous improvement.

MGMT 4305 Business Model Design and Innovation (2 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. Innovation(s) is discovered through an investigation of the existing business models and the industry landscape including: customers, competitors, substitutes, suppliers, and barriers to 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 financial, marketing, sales, operation, talent, technology, and social responsibility strategies. The course offers a workshop atmosphere in which students are expected to apply and discuss the various aspects of a Business Model and a Business Plan. The result is a written business plan and presentation to a potential funding panel.

MGMT 4306 Virtual Business Management Simulation (2 Credits)
The focus of this course is on gaining new venture experience. Through an online/virtual computer simulation, students will be placed into a very realistic international business setting, where they will start up and run a company through multiple rounds of decision-making. The online simulation allows students to build entrepreneurial firms, experiment with strategies, and compete with other student teams in a virtual business world. Designed to mimic the competitive, ever changing marketplace, the simulation lets students gain experience in market analysis, strategy formulation, and the management of a new venture.

MGMT 4330 Financials for Leaders (4 Credits)
This course is intended to help students develop a financial decision-making framework that can be used to assess and understand how financial decisions positively and negatively affect their company’s short- and long-term well-being. Its emphasis is to introduce students to various tools and techniques used in financial management and to demonstrate how they are applied to the managerial decision-making process. This will be accomplished through a combination of class discussions and case study analyses. Topics include decision making, financial statements, ratio analysis, and return-on-investment.

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 4350 Business Summit Series: Current Business Issues and Topics (4 Credits)
The Business Summit Series is an elective course that provides students with insights into a variety of contemporary business issues and topics with a practical approach to developing business leadership skills and competencies. Before the course commences, students are invited to provide input and help faculty select the topics that are covered in the series. The faculty will develop modules, with each module covering a discrete business topic a workshop format. The workshops are taught in four-hour segments, with some workshops covering more than four hours, depending on content and learning outcomes. Workshops span practical topics that are not covered in-depth during the core PMBA curriculum, and they also include emerging business subjects. Topics include: Go-To-Market Strategy, Business Development Strategies, Mastering Sales Techniques, Business Consulting Skills, Becoming a Manager, Organizational Change Leadership, Franchise Business Model, and Colorado’s Marijuana Industry. Other emerging business topics may include the Colorado small business market and new industry segments. Industry leaders may present to the class as subject matter experts.
MGMT 4400 Ethical Leadership (4 Credits)
Consideration of ethics in business and organizations is relevant for being an effective and successful manager and leader. The course is designed to strengthen capacities in terms of ethical awareness, analysis, and application. An important learning outcome of the course is to facilitate the growth of students in terms of making practically wise and ethically sound decisions in their future careers. Decisions include fulfilling responsibilities to create and sustain ethical climates and cultures for teams, business units, and organizations. This course introduces students to fundamental ethical concepts and ethical decision making frameworks. Students will apply these frameworks to cases and issues relevant to one’s role as a future manager and leader. Students will also be introduced current research in moral psychology and behavioral ethics, and students will apply this knowledge in assessing a current case related to business and management ethics. The course will cover current issues such as sexual harassment, privacy in the workplace, and whistleblowing. Students will develop a personalized values-based leadership plan.

MGMT 4401 Global Leadership I (2 Credits)
This course is the first of two in the global leadership sequence. As a part of the sequence, there is a mandatory international travel component that will occur over the break between the winter and spring quarters. The operation of a far-flung global enterprise (large or small) imposes special demands upon its leaders. This course explores, through a variety of leadership perspectives, actions and strategies that can be employed to succeed in a global firm. These perspectives include: (1) the headquarters and chief executive officer; (2) global functional disciplines (with special emphasis on global human resource management); (3) the country manager; (4) the global product/service manager; and (5) the host country. Throughout the course, students will systematically examine the cross-cultural, operational and ethical complexities of leading and managing a truly “global” company.

MGMT 4402 Global Leadership II (1 Credit)
The centerpiece of the Global Leadership course series is the Global Leadership Experience (GLX) taking place in between Winter and Spring quarters. GLX involves travel to an overseas location where students have the opportunity to interact with business, government, academic and/or NGO players while exploring global leadership challenges and engaging in research to support their field project. Although locations may differ, each GLX is designed to offer students a deep cross-cultural experience and an opportunity to examine first-hand, global business activity in field locations. Global Leadership II offers students space to process and reflect on what they have learned during their Global Leadership Experience. Students will engage in collective debriefings on their experience using insights gained to develop a personal viewpoint on the future of globalization and implications of their experience for their careers. Students will also be challenged to apply learnings from Global Leadership I as they complete work on their team projects and present findings to their colleagues and an expert panel.

MGMT 4403 Business and Society (2 Credits)
This course examines the role of business in society and explores important issues in the relationships between business, government, and society. These issues are approached from a stakeholder perspective, integrating business strategy with law, ethics, and social responsibility. The obligations of business to its multiple stakeholders are established and applied through analysis of companies, cases, and current events.

MGMT 4405 Strategic Execution and Summit Team Competition and Assessment (3 Credits)
Strategic Execution is a Challenge Driven Educational (CDE) course that builds off several previous MS Management courses. Students will leverage the contents from accounting, finance, management, marketing, strategy, and business analytics to engage with corporate partners to examine real-world problems. This course provides you with the opportunity to apply what you have learned so far in the MSM program with a live client. You will work on a project focused on business and management. Scoping the project will be a key learning outcome.

MGMT 4410 Qualitative Research Methods (2 Credits)
This course provides students with an overview of and experience with qualitative methods. You are introduced to a wide variety of qualitative methods, including ethnography, observation, interviewing, grounded theory, discourse analysis, deconstruction, historical methods, and action research. The course is roughly divided into two major sections. The first half of the course introduces you to the epistemological foundations of qualitative research and emphasizes design and data collection. The second half of the course introduces a variety of techniques for coding and analyzing qualitative data and provides exposure to many exemplars of qualitative reports/studies. We will examine conventions for ensuring that qualitative work is rigorous and appropriate for action. Throughout the course you will be given opportunities to try on various methods and gain some hands-on experience in several areas.

MGMT 4450 Power and Influence (4 Credits)
This course presents conceptual models, tactical approaches, and self-assessment tools to help you understand political dynamics as they unfold around you, and to develop your own influence style and negotiation skill. By focusing on specific expressions of power and influence, this course gives you the opportunity to observe its effective—and ineffective—use in different contexts and stages of a person’s career. This course will challenge you to define for yourself what will constitute the effective exercise of power and influence in your life.

MGMT 4501 Springboard Tools I (1 Credit)
PowerPoint, Microsoft Word, Adobe, Excel, Outlook... we could hardly imagine doing business in today's world without them. CRM software will soon be regarded in the same essential way. As technology fundamentally shifts the focus of business to a completely customer-centered environment, the pervasiveness of CRM tools will only grow. Though many of these tools exist, Salesforce is one of, if not the most, prevalent CRM tools available in today's market. Used by companies of all sizes and industries, Salesforce provides a suite of products that allow organizations to place their customers at the heart of their businesses, leveraging customer data to gain valuable insights, and provide the customer with a holistic and seamless experience and interaction with the company's brand. Salesforce's CRM software provides products for the full spectrum of customer interactions, from sales to marketing, commerce to customer service. There are several paths to developing Salesforce proficiency, ranging from a business (end) user of the product, to an administrator (someone who customizes the tool to meet business requirements), to a consultant (someone who implements Salesforce rollouts at organizations), to a marketer (an expert in Salesforce's marketing tools), and beyond.
MGMT 4502 Springboard Tools II (1 Credit)
Your journey to securing a career upon graduation starts with the first day of classes and continues throughout your program. The Springboard Tools courses are designed to prepare students to be career-ready upon graduation. Students will learn various tools used in business today, such as Salesforce, Python, and more as determined by the business community. In addition to understanding the tool and its application, students will be required to incorporate problem-solving techniques when using a particular tool.

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 4545 Leadership, Team, and Career Development (2 Credits)
Daniels MBA students are preparing for leadership roles-as entrepreneurs, in corporations, and in not-for-profit organizations. In this course we will look at leadership from a variety of perspectives. Once we have reviewed what the experts have to say about leadership, we will turn our focus to helping you develop your personal theory of leadership. You will answer important questions: How will I lead? Armed with this knowledge, you will be better equipped to handle leadership challenges as you go forward in life.

MGMT 4555 Interdisciplinary Projects for National Park Service (4 Credits)
A practical application of key business and managerial knowledge, skills, and competencies designed to integrate graduate program elements and provide students with a unique opportunity to work on value-add projects with key managers from the National Park Service. This is an experiential course for integrating and applying multi-disciplined learning outcomes and experiences to real-world challenges, problems, and dilemmas, resulting in solutions for the National Parks Service.

MGMT 4560 Leadership of the Future (4 Credits)
In nearly every aspect of life - science, business, pop culture, environment, technology, global politics - we are inundated with data about how much and how fast the world is changing. How will these major shifts impact what we think of as leadership, and how can one develop to be prepared to lead in a fast-moving, volatile, and complex world? Leadership of the Future is a course that takes a deep look at how we’ve thought about what “leadership” is in the past from a business perspective, and considers what the future will require of leaders as they seek to effectively lead and make a difference in a complex world. The course is founded upon an interdisciplinary approach, drawing from a variety of disciplines including psychology, administrative science, literature, medicine, and philosophy. The course will center around behavioral analysis and active reflective practice: together we will think deeply about leadership as a behavior within a particular context, and as a practice to cultivate. Students will articulate a set of leadership development goals for themselves and engage experientially in service of self-observation, personal growth, and learning. Cross-listed with MGMT 3560.

MGMT 4620 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 Leading People & Organizations (4 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, we approach 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 systems 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 4650 Introduction to Management Consulting (4 Credits)
This course is designed to provide a broad overview of the management consulting profession, including its industry and competitive dynamics, major practice areas, approaches to implementation, management of consulting firms and the future of consulting. In addition, emphasis is given to the practice of consulting through the development of certain high impact skills in evaluation, proposal writing, data gathering and client presentations. The course is relevant to those who: 1) are specifically interested in consulting careers, 2) have job interests that involve staff positions in corporations, 3) want to become line managers who might one day use consultants, 4) wish to develop general consulting skills and familiarity with the consulting industry. The learning process in class will consist of lectures, cases, readings, exercises and guest speakers. This wide variety of learning methods is intended to convey both the necessary knowledge and practical skills necessary for building a sound foundation for becoming a professional consultant. It is essential that everyone comes well-prepared to class, as the learning process depends heavily upon participation.

MGMT 4690 Strategic Management (4 Credits)
Management 4690 focuses on the strategic management of an organization as a whole. This course will introduce students to key decisions that top executives have to make when developing and implementing strategies, methodologies for informing those decisions, and how to interpret information from those approaches to guide strategic decision-making. Overall, from the perspective of leading an organization, students will learn how strategic decisions impact a firm’s competitive advantage and success.

MGMT 4700 Topics in 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.

MGMT 4720 Sustaining Family Enterprise (4 Credits)
This course is intended to provide students with greater insight into the world of family enterprise. It will cover definitions, concepts, frameworks, and models to help students develop the system perspective of family, business, ownership, governance, and wealth issues. This course is applicable to those working in or governing their family enterprise (family businesses, family offices, real estate management firms, investment entities, boards, family councils, etc.), those students in or seeking careers as professional service advisors to family enterprise (accountants, estate planners, lawyers, wealth planners, psychologists, family therapists, board members, etc.), and those students with a global interest in how family enterprise affects, and is affected by, the global economy.

MGMT 4740 Global Business I (2 Credits)
Almost all business is impacted by global trends. This course will help students develop a global mindset and understand challenges and opportunities arising from doing business across national boundaries and cultures. Addressing such issues as diverse cultures, laws, languages, currencies and economic contexts, the course will help students make well-informed decisions giving due consideration to the local and global context in which a given business operates. This course must be taken prior to MGMT 4745 and both courses are to be taken as a sequential series.

MGMT 4745 Global Business II (2 Credits)
Working across national boundaries and cultures demands a new approach to business management. This course will help students assess the local environment of the country in which they intend to do business; introduces students to global aspects of marketing, finance, and management; and examines examples of opportunities associated with doing business in so-called “base of the pyramid” markets. This course must be taken after MGMT 4740 and is the second in the series.
Enrollment in this course is restricted to PMBA, MS Management, and MS Marketing students.

This course provides you with a lens through which you may view the world as a marketer, relating marketing principles to consumer and business actions.

Once strategy has been set, brand management is considered along with using marketing tactics as levers to bring value to the customer. The course focuses on marketing strategy – constructing an environmental scan, segmenting the market properly and targeting the appropriate markets.

**MKTG 4100 Marketing Concepts (4 Credits)**

All students up to speed on the basics of marketing before taking more advanced courses. If you have worked in marketing before, so a full introductory course in marketing is generally not necessary. This course offers a brief refresher designed to bring students up to speed on the basics of marketing before taking more advanced courses.

**MKTG 4000 Foundations of Marketing (0 Credits)**

The Master of Science of Marketing program is a deep dive into marketing knowledge and skills. Most students entering the program have studied or worked in marketing before, so a full introductory course in marketing is generally not necessary. This course offers a brief refresher designed to bring all students up to speed on the basics of marketing before taking more advanced courses.

**MKTG 4100 Marketing Concepts (4 Credits)**

This course focuses on formulating and implementing marketing management strategies and tactics for providing customer value. The focus of this course is on marketing strategy – constructing an environmental scan, segmenting the market properly and targeting the appropriate markets. Once strategy has been set, brand management is considered along with using marketing tactics as levers to bring value to the customer. The course provides you with a lens through which you may view the world as a marketer, relating marketing principles to consumer and business actions.

Enrollment in this course is restricted to PMBA, MS Management, and MS Marketing students.
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 4380 Supply Chain Management (4 Credits)
Supply chains are everywhere, from the local store to a large multinational electronics manufacturer operating halfway across the world. From cradle to grave, it is the supply chain management system that links all of the numerous stakeholders into one strategic plan for us as customers in markets. These systems link processes such as product design, sourcing, supply chain planning, manufacturing, fulfillment, and reuse. In today's fast paced markets driven by globalization and technology, knowledgeable professionals in supply chain management are increasingly important for companies to achieve their business objectives. Some of the most successful manufacturers (e.g., Apple and Samsung) and retailers (e.g., Wal-Mart and Amazon) are winning as a result of their supply chain strategies. Especially as markets change rapidly, supply chain management professionals will be integral to a company's success. The purpose of this course is to provide a student with a baseline of knowledge, skills, and abilities to succeed in the various functions of supply chain management at a managerial level of an organization. Prerequisites: MKTG 4360 and MKTG 4370, or instructor permission. Cross-list with TRAN 4100.

MKTG 4400 Social Awareness and Ethics (2 Credits)
Social awareness & ethics uses a fresh integrated approach to applying the basic fundamentals of marketing to complex and evolving scenarios involving social change and insight, cultural trends and topics, and tricky, often emotional, ethical situations. This course also helps students learn skills in a safe environment and leverage their experience and knowledge to investigate business situations and opportunities in a thoughtful and sophisticated manner. This course develops a student's ability to make sound business planning decisions using real information from the external environment. This course will combine business ethics’ overarching intent to protect employees, the environment, and their customers with marketing ethics’ principles of honesty, fairness, responsibility, and respect. As part of this, students will learn about and apply Daniels Fund Initiate Principles: http://www.danielsfund.org/_Assets/files/Ethics%20Initiative%20Principles.pdf Prerequisites: MKTG 4000, MKTG 4100, or instructor permission.

MKTG 4501 Client Lab I (1 Credit)
MKTG 4501 is a requirement to be taken concurrently with a distinct marketing class over the duration of your program. In this course, you will be working with a business client to identify and solve a client problem in the area of focus for the companion course. By taking this course and solving three different types of client problems, over the duration of your program, you will have the chance to sharpen your problem identification abilities and to work with marketing professionals, demonstrating your marketing ability.

MKTG 4510 Consumer 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. Prerequisite: MKTG 4000, MKTG 4100, or instructor permission.

MKTG 4515 International Consumer Behavior (4 Credits)
The focus of this course is to introduce the complex role that consumer behavior and consumption plays within an international context. Knowledge of customers is one of the cornerstones for developing sound business strategies, and there is a need to better understand the diverse aspects of consumer behavior that marketers must cater to in the global marketplace. As the study of consumer behavior draws upon marketing, psychology, economics, anthropology, and other disciplines, the added complexity of understanding it beyond ones’ home market results in additional challenges and opportunities. Consumer behavior attempts to understand the consumption activities of individuals as opposed to markets, and as this course will demonstrate, consumption activities are not universal. The course will focus on both consumer behavior theory, as well as the integration of regional, global, and cultural variables that marketers must account for in developing marketing programs in strategies. Topics such as global consumer culture, values and consumption, international consumer attributes, international social and mental processes, will be used to help comprehend and explain the convergence and divergence of consumer behavior in the global marketplace. The goal of this course is to provide a more concrete understanding of how marketers account for similarities and differences in the development and implementation of marketing practices, in the field of advertising, product and service development and usage, retailing, and communications. Prerequisites: MKTG 4510.

MKTG 4520 Marketing Analytics (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 4510 or instructor permission.

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. Prerequisite: MKTG 4000, MKTG 4100, or instructor permission.
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 is focused on the most current innovations in materials, hardware, CPG, and software. This is a travel course and students will be required to travel to the Consumer Electronics Show in addition to attending class on campus. We'll be using Google Ventures rapid sprint framework to develop/test new product ideas. At least eight hours of graduate level MKTG courses or with instructor permission.

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 strengths 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. Eight hours of graduate-level marketing credit or with instructor’s permission.

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. Prerequisites: MKTG 4510, MKTG 4520, and MKTG 4530 or instructor permission.

MKTG 4570 Digital Strategies (4 Credits)
We're 20 years into the digital marketing revolution and the ecosystem continues to evolve. From the birth of the Internet and email to the recent addition of messaging apps and the Internet of Things: It's a fantastic time to be a marketer. In this class, we will take what you learned in consumer behavior and extend it in the social/mobile/search realm. We'll utilize lessons learned from cognitive neuroscience combined with qualitative/quantitative data to create one-to-one marketing experiences for B2B/B2C consumers. Prerequisites: MKTG 4510 or instructor permission.

MKTG 4580 Insights to Innovation (4 Credits)
Consumer insights are a driving force of change for organizations and markets. It is becoming increasingly clear that the development of novel offerings requires the contributions of multiple stakeholders, including customers. This course explores the collaborative processes that drives value creation and innovation. Students will learn how consumer insights can enable the development and enhancement of compelling value propositions. They will also utilize a design-thinking approach and work with different types of data sources in developing innovative solutions and designing consumption experiences. Prerequisites: MKTG 4510 or instructor permission.

MKTG 4605 Current Marketing Perspectives (4 Credits)
Like most disciplines, marketing is evolving constantly. One can learn about marketing and its classic terms and notions by reading a textbook. But to familiarize oneself with the current pressing issues, emerging ideas, and innovative applications, one must consult both industry practitioners and academic gurus. In this course, students and faculty will meet and interview several top business executives in the Denver area as well as visit their facilities. Such interaction with the managers and faculty will help the students understand the interface of theory and application. In addition, by identifying the current issues in marketing and learning how to develop strategies to handle them, students add to their preparation for the job market.

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 4635 International Consumer Behavior (4 Credits)
The focus of this course is to introduce the complex role that consumer behavior and consumption plays within an international context. Knowledge of customers is one of the cornerstones for developing sound business strategies, and there is a need to better understand the diverse aspects of consumer behavior that marketers must cater to in the global marketplace. As the study of consumer behavior draws upon marketing, psychology, economics, anthropology, and other disciplines, the added complexity of understanding it beyond one's home market results in additional challenges and opportunities. Consumer behavior attempts to understand the consumption activities of individuals as opposed to markets, and as this course will demonstrate, consumption activities are not universal. The course will focus on both consumer behavior theory, as well as the integration of regional, global, and cultural variables that marketers must account for in developing marketing programs in strategies. Topics such as global consumer culture, values and consumption, international consumer attributes, international social and mental processes, will be used to help comprehend and explain the convergence and divergence of consumer behavior in the global marketplace. The goal of this course is to provide a more concrete understanding of how marketers account for similarities and differences in the development and implementation of marketing practices, in the field of advertising, product and service development and usage, retailing, and communications. Cross-listed with MKTG 3635. Prerequisite: MKTG 4510 or instructor permission.

MKTG 4655 Leading the Sales Organization: Structure, Strategy, and Management (4 Credits)
Sales force design, strategy, and management provides both a strategic as well as a tactical perspective on the sales function. The course is suitable for anyone who will at some point in their career have a managerial position in an organization where salespeople are an integral part of the marketing mix. Topics discussed in class cover various elements of sales force design, strategy, and management including the role of salespeople in company's go-to-market strategy, design of sales organization structure, different sales role structures (inside vs. field etc.), territory management and quota (goal) setting, incentive and compensation design, and hiring and training strategies.

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 theory to practice. 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 4675 Marketing for Social Impact (4 Credits)
The integration of Impact + Profit is one of the biggest trends in the startup world—influencing socially-responsible products and driving cause-related branding, customer choice, and loyalty. Marketing for social impact is multifaceted and requires an understanding of how Impact + Profit is essential to social enterprises, B Corps, and nonprofits. Through this course students will develop themselves as purpose-driven professionals knowledgeable in the latest trends of story-driven marketing, conscious capitalism, and social psychology. This course builds upon students' understanding of Design Thinking to think strategically about value creation as it relates to Impact + Profit. Upon completion of the course, students will understand the relationship between business and social good, as well as acquire the necessary knowledge and skills to design a marketing campaign specific to a social enterprise, B Corp or nonprofit. Applicable to all facets of the business and nonprofit world, this advanced elective is open to all MBA students and provides skills and knowledge to help you be indispensable to your company or organization. Prerequisites: MKTG 4100 and any additional 4000-level MKTG course.

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 or instructor permission.

MKTG 4805 Foundations of 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 using three powerful digital marketing elements: (1) UX/UI - User experience design is one of the most difficult aspects for businesses to define and yet it’s essential to map out when creating a holistic strategy. User Interface design is one part of the user experience and we will work together to show you best-in-class examples. (2) Facebook Advertising – Facebook is quickly becoming the hyper-targeted advertising platform for businesses of any size. You will walk through Facebook’s Blueprint Training to help you understand what types of digital advertising are possible. (3) Email Marketing – Email has long been a staple in digital marketing. We will show you the ins and outs of this digital medium and teach you how to take control of this evolving channel. Cross-listed with MKTG 3480.
MKTG 4810 Integrated Marketing Communication (4 Credits)
Integrated Marketing Communication is a critical component of marketing strategy and is vital to any business's success. Organizational, technological, and societal trends of the past few years have disrupted traditional marketing communications by necessitating digital delivery in addition to traditional strategies. It’s essential to integrate all marketing communication activities into one master plan. This course is based upon the notion that marketing communications include much more than just advertising. The course provides students with a foundation in the development and execution of communications strategies for any organization (large, small, public, or private). We'll bring clarity to the current ecosystem of digital tools and promotional strategies through data-driven decision-making. Prerequisites: MKTG 4100 & MKTG 4510 or instructor permission.

MKTG 4815 Social Media Marketing (4 Credits)
Social media marketing is an evolving field with consumers driving the changes marketers are seeing. Based on your business model, social media may be more than just distribution and consumers will be a part of your long-term business strategy beyond revenue. We’ll illuminate the increasing importance of social media as it relates to consumer behavior, the purchase cycle and the rise of messaging apps as it relates to business success. We will also develop a strategic model for a diverse range of businesses (B2B, B2C, Product, Service, Online, Online with Brick and Mortar) that will empower you as a marketer to determine your best strategy. Cross-listed with MKTG 3490. Prerequisites: MKTG 4100.

MKTG 4820 Brand Management (4 Credits)
How do leading organizations create compelling brands that inspire trust, build a sense of community, and fuel loyalty? As consumers find their digital voice, how are brands co-created by firms and users alike? What can brand managers do to insure brand equity over time? In this course, you'll learn the underlying principles and theories from brand authorities, then apply them to real-world client challenges. Join us as we learn and apply strategies and tactics to build, measure, and manage brand equity. Prerequisite: MKTG 4100. Concurrent enrollment with MKTG 4100 allowed.

MKTG 4825 Mobile Marketing (4 Credits)
Smartphones are the device for today's consumer. Mobile usage easily eclipses all other digital venues and you will be learning how to harness this ever-evolving field. Knowledge of mobile search, mobile applications, mobile advertising and location-based services are essential for today's business leaders. This course will enable 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. Cross-listed with MKTG 3475.

MKTG 4835 Search Engine Marketing: Google Analytics & Google Ads (4 Credits)
An understanding of consumers’ search behavior provides deep insight into how people make purchasing decisions and form brand affinities. Search marketing is also the cornerstone of many digital marketing campaigns. This course provides a comprehensive foundation in search marketing and digital analytics as tools for any marketer, as well as hands-on experience with Google Ads and Google Analytics. You will be working with real-world clients, helping them to drive marketing ROI! Cross listed with MKTG 3485.

MKTG 4845 Tech in Marketing: Design Tools and Digital Foundations (4 Credits)
“Software is eating the world.” That was the quote from Marc Andreessen way back in 2011. His point was now that software had disrupted the tech industry, it was now evolving into every other industry. Agriculture. Mass transit. Construction. Everything. This prediction has become true with companies like Google and Uber. We’re at a point where coding/technology are now a matter of literacy. We are going to work together as a class to make you more literate. We are going to learn how to utilize digital design tools such as Adobe Photoshop and Illustrator to create brand imagery. We’ll then move on to learn HTML/CSS and APIs: the building blocks of the Internet. We’ll also spend some time prototyping software such as Axure and tap into memes and Gifs. This is a tactical, hands-on class. Cross-listed with MKTG 3495.

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 4860 Data Science for Marketers (4 Credits)
Data is an essential part of (digital) marketing. In fact, data enables the promise of digital marketing: real-time feedback enabling businesses, marketing campaigns to pivot and become predictive. We’ll cover what it takes to become a data-driven organization and how to tell stories through data.

MKTG 4865 SXSWi: Marketing, Technology & Innovation (4 Credits)
This class is focused on documenting/sharing lessons learned from the SXSWi conference in Austin Texas, the premier innovation conference in the US. The course is divided into two distinct halves. First, we will research the SXSWi sessions around subject matter and speaker background as well as planning the final deliverable that summarizes the entire SXSWi event. The second half includes participation in the conference to learn the most up-to-date digital marketing techniques in social, mobile, data and usability.

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. Live 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. Prerequisites: At least eight hours of graduate level MKTG courses or with instructor permission.
MKTG 4980 Marketing Internship (0-10 Credits)
Daniels College of Business's graduate curriculum is designed to be experiential and build upon practical experience. To gain the full benefit of this curriculum, students are required to expand their experiential learning beyond the short term experiences required in the classroom. Internships that allow students to apply newly learned skills and theories in the workplace are considered an integral to the curriculum and all students are strongly encouraged to seek such opportunities. 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 4981 Marketing Leadership and Professional Development I (1 Credit)
This course involves several executive coaching experiences. In the Fall Quarter, you will participate in a weekend leadership experience, where you develop self-awareness of your style as a member and leader of a team. This experience will help build relationships with others in the program and with program faculty, setting you up for successful team experiences in the year ahead. Throughout the quarter, you will participate in other professional development experiences designed to improve your self-presentation skills, networking skills, and awareness of emerging marketing technologies. The exact content of the course will vary by quarter.

MKTG 4982 Marketing Leadership and Professional Development II (1 Credit)
Throughout the quarter, you will participate in other professional development experiences designed to improve your self-presentation skills, networking skills, and awareness of emerging marketing technologies. The exact content of the course will vary by quarter.

MKTG 4983 Marketing Leadership and Professional Development III (1 Credit)
Throughout the quarter, you will participate in other professional development experiences designed to improve your self-presentation skills, networking skills, and awareness of emerging marketing technologies. The exact content of the course will vary by quarter.

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

MKTG 4999 Marketing Assessment (0 Credits)
This course, taken at the end of the MS Marketing program, is designed to assess what students know and can do as a result of being in the program, as well as to capture student feedback about the overall program. The assessments provide input to the Marketing faculty to enable continuous improvement in the program.

MKTG 6300 Marketing Research Seminar (4 Credits)
This doctoral seminar focuses on research in marketing strategy which is concerned with understanding the choices and planning of resource deployments to achieve marketing objectives in a target market. This course will expose students cutting-edge research in marketing models in order to help them to define and advance their research interests. This course will also offer in-depth discussions on some important topics in marketing and tools and methodologies required for conducting research in those areas.

Real Estate Courses

REAL 4000 Fundamentals of Real Estate and the Built Environment (4 Credits)
An exploration of the importance of real estate and the built environment through triple bottom line analysis of its social, environmental, and economic impacts. The course considers a “cradle to cradle” sustainability 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/skill sets associated with the many career options that engage the built environment are demonstrated. 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 finance, appraisal investment and tax benefits will also be covered. Partially satisfies Colorado real estate broker licensing requirements.

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 exposes students to the commercial real estate capital markets; including real estate investment trusts (REITs) and commercial mortgage-backed securities (CMBS), plus institutional investors. The complexities of capital market products are discussed, students receive a greater understanding of the alternatives that are available. The class includes lectures, guest speakers, readings, class discussions, a major REIT analysis project, and case studies. Cross listed with REAL 3010. Prerequisite: REAL 4007.

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.

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.

REAL 4347 Property and Asset Management (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.

REAL 4357 Corporate Real Estate & Management (4 Credits)
This course provides a snapshot view of the corporate real estate life cycle and how to strategically plan and manage it. Over the ten week period we will address the diverse but critical components that together account for Facility Management. These shall include: Building Life Cycles and sustainability, facility management as part of the enterprise model within a corporate structure, regulatory agencies, professional relationships and the impact of the build environment on the bottom line, contracting and budget management, move-add-change (MAC) / operations, and general administrative services.

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.

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.

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 4438 Legal Aspects of Real Estate and the Built Environment (4 Credits)
To gain an understanding of certain legal issues that are repeatedly encountered by real estate and construction professionals.

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 4407.

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. Prerequisite: REAL 4007.

REAL 4701 Topics in Real Estate (1-5 Credits)

REAL 4800 NAIOP Challenge (2-4 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 (0-10 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 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 3500.

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 Regrns/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)

STAT 4700 Intro Computer Simulation (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 4704 Topics in Statistics (1-5 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 Dsgn & 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 Dsgn & 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 4960 Intern/Case Study: Statistics (1-5 Credits)
STAT 4970 Intern/Case Study: Ops Res (1-10 Credits)
STAT 4980 Intern/Case Study: Statistics (0-10 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 4995 Independent Research (1-10 Credits)