Executive MBAs are lockstep programs, where students form a cohort and complete all program requirements together. No course transfers, waivers or substitutions are permitted.

**Program Requirements**

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUSN 6520</td>
<td>Leading Individuals and Teams</td>
<td>3</td>
</tr>
<tr>
<td>BUSN 6530</td>
<td>Data Analytics for Managers</td>
<td>3</td>
</tr>
<tr>
<td>BUSN 6540</td>
<td>Legal and Ethical Environment of Business</td>
<td>3</td>
</tr>
<tr>
<td>BUSN 6550</td>
<td>Analyzing and Interpreting Accounting Information</td>
<td>3</td>
</tr>
<tr>
<td>BUSN 6560</td>
<td>Marketing Dynamics in the 21st Century</td>
<td>3</td>
</tr>
<tr>
<td>BUSN 6610</td>
<td>Information Systems Strategy</td>
<td>3</td>
</tr>
<tr>
<td>BUSN 6620</td>
<td>Applied Economics for Managers</td>
<td>3</td>
</tr>
<tr>
<td>BUSN 6630</td>
<td>Management of Operations</td>
<td>3</td>
</tr>
<tr>
<td>BUSN 6640</td>
<td>Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>BUSN 6710</td>
<td>Strategic Management</td>
<td>3</td>
</tr>
</tbody>
</table>

**International Elective**

Any course numbered 6000 or higher with INTB prefix or any graduate level business course that is cross-listed with an INTB prefix or RISK 6509 Global Risk Management.  

**Free Electives**

Select 12 credit hours or MBA Specialization  

**Total Hours** 45

---

1 May also include the following: ENTP 6826 International Entrepreneurship, MTAX 6431 Inbound International Taxation, or RISK 6209 Cyber Risk Management. Travel studies offered by the Business School will also apply.

2 Any course numbered 6800 or higher with BUSN prefix or any course numbered 6000 or higher with prefix of ACCT, BANA, CMDT, ENTP, FNCE, INTB, ISMG, MGMT, MKTG, MTAX, or RISK. Students may also select a MBA Specialization (p. 1).

**Core Substitution:** Students with extensive and comparable course work in a particular core subject area may petition to substitute a higher-level graduate course on the basis of prior undergraduate or graduate course work taken at a regionally accredited college or university for the corresponding core class. This does not waive the 48-hour requirement. If a core course is substituted, another graduate level course in the same functional area must be used as a substitute so that the student completes a total of 48 semester hours.

**MBA Specializations**

Graduate students will have an opportunity to take specialized tracks within the professional MBA program by completing a pre-specified program of elective courses. The following 15 specializations are available:

**Accounting**

Students need to complete the required courses for a total of 4 courses for the specialization. Students who have completed equivalent courses to the ones listed below can substitute any ACCT course numbered 6000 or higher for courses in which they have been waived. Please contact an advisor for course waivers.

Complete four courses total.
## Bio-innovation and Entrepreneurship

The Jake Jabs Center for Entrepreneurship is pleased to offer a specialization in Bio-innovation and Entrepreneurship, which is the first of its kind in the country to be offered by an AACSB accredited graduate business school. Taking advantage of the Colorado’s bio-cluster, in collaboration with faculty at Anschutz Medical Campus, this specialization is one-of-a-kind, and is geared to helping bio-entrepreneurs achieve commercial success. Additionally, you have opportunities to participate in a number of Jake Jabs Center programs; including the annual business plan competition, internships in area businesses, speaker programs with local entrepreneurs, and connections to many new Colorado ventures.

**Required Courses**

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 6031</td>
<td>Intermediate Financial Accounting I</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 6032</td>
<td>Intermediate Financial Accounting II</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 6140</td>
<td>Fundamentals of Federal Income Tax</td>
<td>3</td>
</tr>
<tr>
<td>Complete any ACCT course numbered 6000 or higher</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

**Complete four courses total.**

**Select 1 of the following**

- ENTP 6801 Healthcare Innovation and Entrepreneurship
- ENTP 6802 Regulatory Environment of Life Science Innovation

**Select two other ENTP courses numbered 6000 or higher**

**Complete 1 of the following capstone courses**

- ENTP 6020 Business Model Development & Planning
- ENTP 6022 Digital Disruption

**Total Hours**

1 excluding ENTP 6801 Healthcare Innovation and Entrepreneurship or ENTP 6802 Regulatory Environment of Life Science Innovation.

## Business Intelligence

Modern business runs on information. Success may depend on the quality of the collection and analysis. Business Intelligence (BI) systems combine operational data with analytical tools to present complex and competitive information for planning and decision making, and improves the timeliness and quality of inputs to the planning and decision process.

**Complete four courses total.**

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISMG 6080</td>
<td>Database Management Systems</td>
<td></td>
</tr>
<tr>
<td>ISMG 6220</td>
<td>Business Intelligence Systems and Analytics</td>
<td></td>
</tr>
<tr>
<td>ISMG 6430</td>
<td>Information Systems Security and Privacy</td>
<td></td>
</tr>
<tr>
<td>ISMG 6470</td>
<td>Text Data Analytics</td>
<td></td>
</tr>
<tr>
<td>ISMG 6480</td>
<td>Data Warehouse and Administration</td>
<td></td>
</tr>
<tr>
<td>ISMG 6810</td>
<td>Business Intelligence in Healthcare</td>
<td></td>
</tr>
<tr>
<td>ISMG 6820</td>
<td>Business Intelligence and Financial Modeling</td>
<td></td>
</tr>
</tbody>
</table>

**Total Hours**

1

## Business Strategy

Business Strategy examines the development of firm strategic plans and implementation including careful resource allocation and leadership skills essential for organizations to effectively meet their objectives. With this specialization, you get the necessary skills and knowledge used to develop and implement business strategy.

**Complete four courses total.**

Select 4 of the following courses: (Note: if you want additional flexibility, you may select 2 from this list (rather than 4) and 2 from the additional elective list below)

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGMT 6610</td>
<td>Business Strategy Lab</td>
<td></td>
</tr>
<tr>
<td>MGMT 6730</td>
<td>Human Resources Management: Performance Management</td>
<td></td>
</tr>
<tr>
<td>MGMT 6803</td>
<td>Visionary Leadership</td>
<td></td>
</tr>
<tr>
<td>MGMT 6804</td>
<td>Negotiation and Conflict Management.</td>
<td></td>
</tr>
<tr>
<td>MGMT 6825</td>
<td>Sustainable Change Leadership: Turning Business Into a Force for Good</td>
<td></td>
</tr>
</tbody>
</table>

**Total Hours**

1

If you wish additional flexibility, you may select two from the list above and select up to 2 of the following CMDT, ENTP, FNCE, INTB, MKTG or RISK courses:

- ECON 5030 Data Analysis with SAS
- ISMG 6080 Database Management Systems
Commodities
MBA candidates and business professionals should take this Commodities Specialization for a better understanding of the commodities market in its entirety, from both the physical and financial perspective. Students obtain the specialization by taking 4 classes (12 credits). Classes focus on commodity trading operations, investment management, investment banking, data analysis, and more. With strong industry support, courses in this specialization are catered to, and designed around, actual business problems in the commodities sector. Students will have an edge in competing for jobs in the commodity rich sectors of this state.

Complete four courses total.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>CMDT 6802</td>
<td>Foundations of Commodities</td>
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<tr>
<td>Complete 3 of the following</td>
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<td>9</td>
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<tr>
<td>CMDT 6490</td>
<td>Commodity Trading</td>
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<tr>
<td>CMDT 6582</td>
<td>Commodity Supply Chain Management</td>
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</tr>
<tr>
<td>CMDT 6682</td>
<td>Commodity Valuation and Hedging</td>
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</tr>
<tr>
<td>CMDT 6782</td>
<td>Commodity Data Analysis</td>
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</tbody>
</table>

Total Hours 12

Entrepreneurship
The Entrepreneurship specialization provides a range of focused courses geared towards individuals looking to start their own business. Courses are taught at the Jake Jabs Center for Entrepreneurship located in the heart of downtown Denver or at the new South Denver location near I25 and Lincoln Avenue. Complete four entrepreneurship courses to receive a specialization in Entrepreneurship. Additionally, you have opportunities to participate in a number of Jake Jabs Center programs; including the annual business plan competition, internships in area businesses, speaker programs with local entrepreneurs, and connection with new ventures.

Complete four courses total.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete 3 ENTP courses numbered 6000 or higher</td>
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<td>9</td>
</tr>
</tbody>
</table>

Capstone Courses

Complete 1 of the following capstone courses

Finance
Adding the finance specialization to your degree gives you skills relevant to different financial functional areas including corporate, investments, and financial institutions. You get the tools and skill sets you need for finance decision making and investment.

Complete four courses total.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>Required Course</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FNCE 6330</td>
<td>Investment Management Analysis</td>
<td>3</td>
</tr>
<tr>
<td>Complete 3 FNCE, CMDT, or RISK courses numbered 6000 or higher</td>
<td></td>
<td>9</td>
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</tbody>
</table>

Total Hours 12

Information Systems
Complete four courses total.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete 4 ISMG courses numbered 6000 or higher</td>
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<td>12</td>
</tr>
</tbody>
</table>

Total Hours 12

International Business
International Business is quickly becoming simply business. Adding a specialization in International Business to your degree will help you to work internationally, and with international companies. From cross cultural management to legal aspects to marketing internationally. Prepare yourself for how business works today.

Complete four courses total.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Required Course</td>
<td></td>
<td></td>
</tr>
<tr>
<td>INTB 6000</td>
<td>Introduction to International Business</td>
<td>3</td>
</tr>
<tr>
<td>or ENTP 6826</td>
<td>International Entrepreneurship</td>
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<tr>
<td>Other Courses</td>
<td></td>
<td></td>
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<tr>
<td>Select 3 of the following:</td>
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<td>9</td>
</tr>
<tr>
<td>Any INTB course numbered 6000 or higher</td>
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<td></td>
</tr>
<tr>
<td>MGMT 6827</td>
<td>Global Climate Change</td>
<td></td>
</tr>
<tr>
<td>ENTP 6826</td>
<td>International Entrepreneurship</td>
<td></td>
</tr>
<tr>
<td>MTAX 6431</td>
<td>Inbound International Taxation</td>
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</tr>
<tr>
<td>MTAX 6432</td>
<td>Outbound International Taxation</td>
<td></td>
</tr>
<tr>
<td>RISK 6209</td>
<td>Cyber Risk Management</td>
<td></td>
</tr>
<tr>
<td>Any travel study course offered by the Business School.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total Hours 12

1 Excluding INTB 6000 Introduction to International Business and INTB 6200 International Business Policy.
2 If not chosen as the required course above
Management
Adding a career-focused management specialization to your degree will better prepare you for significant management responsibilities in the private and public sectors.

Complete four courses total.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGMT 6320</td>
<td>Leading Organizational Change</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 6360</td>
<td>Designing Effective Organizations</td>
<td>3</td>
</tr>
<tr>
<td>Select 2 of the following</td>
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</tr>
<tr>
<td>MGMT 6821</td>
<td>Managing for Sustainability</td>
<td></td>
</tr>
<tr>
<td>MGMT 6830</td>
<td>Managing People for Competitive Advantage</td>
<td></td>
</tr>
<tr>
<td>MGMT 6803</td>
<td>Visionary Leadership</td>
<td></td>
</tr>
<tr>
<td>MGMT 6804</td>
<td>Negotiation and Conflict Management</td>
<td></td>
</tr>
</tbody>
</table>

Total Hours: 12

Managing for Sustainability
More than ever before, major companies and entrepreneurial ventures are seeking competitive advantage and success by embracing sustainability — social and environmental responsibility — as a core business strategy. Farsighted leaders recognize that this new way of doing business requires skills in sustainable management including social entrepreneurship, eco-efficiency, inter-disciplinary problem solving and a triple bottom line approach of economics, environment and society.

Make your degree a green MBA by adding the Managing for Sustainability specialization and learn what businesses are facing in a world where resources are scarce, social safety nets are declining, and customers and commentators are concerned about a company’s investment in corporate responsibility.

Complete four courses total.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Select 4 of the following</td>
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<tr>
<td>BANA 6730</td>
<td>Supply Chain Analytics</td>
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<tr>
<td>ENTP 6200</td>
<td>Mission Driven Entrepreneurship</td>
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</tr>
<tr>
<td>MGMT 6821</td>
<td>Managing for Sustainability</td>
<td></td>
</tr>
<tr>
<td>MGMT 6822</td>
<td>Business Ethics and Corporate Social Responsibility</td>
<td></td>
</tr>
<tr>
<td>MGMT 6825</td>
<td>Sustainable Change Leadership: Turning Business Into a Force for Good</td>
<td></td>
</tr>
<tr>
<td>MGMT 6826</td>
<td>Business for a Better World</td>
<td></td>
</tr>
<tr>
<td>MGMT 6827</td>
<td>Global Climate Change</td>
<td></td>
</tr>
<tr>
<td>MGMT 6840</td>
<td>Independent Study (by petition only)</td>
<td></td>
</tr>
<tr>
<td>MGMT/MKTG 5939</td>
<td>Internship (by petition only)</td>
<td></td>
</tr>
<tr>
<td>MKTG 6830</td>
<td>Marketing and Global Sustainability</td>
<td></td>
</tr>
</tbody>
</table>

Total Hours: 12

Marketing
Marketing is about building long-term relationships between your firm and those who buy its offerings. Just how important is marketing to a firm’s success? Well without it there would be no way to communicate with current or potential customers and no revenues. The Marketing specialization will give you the skills and confidence needed to effectively manage a firm and in particular those aspects associated with building profitable, long-term, business relationships.

Complete four courses total.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete 4 MKTG courses numbered 6000 or higher</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total Hours: 12

Risk Management and Insurance (RMI)
The specialization in Risk Management and Insurance is designed for students who are interested in pursuing or advancing a career in the insurance industry, or other areas of risk management. 50% of this industry is retiring in the next 5 to 10 years, leaving a huge need for new talent. The pervasive reality of risk affects all individuals and organizations. Specialized knowledge and understanding of risk increase students’ marketability and potential for success across a wide range of industries. Every Fall and Spring semester, the RMI Program awards about $25,000 in scholarships (https://business.ucdenver.edu/centers/risk-management-and-insurance/rmi-scholarships/). Students may apply for RMI Scholarships when they enroll in a RISK course.

Students with the RMI Specialization can also take advantage of the unique opportunities offered by the RMI Program (https://business.ucdenver.edu/centers/risk-management-and-insurance/) and our industry partners, More about careers in risk management can be found here (https://business.ucdenver.edu/centers/risk-management-and-insurance/careers-risk-management-and-insurance/).

Complete four courses total.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>RISK 6809</td>
<td>Principles of Risk Management &amp; Insurance</td>
<td>3</td>
</tr>
<tr>
<td>RISK 6909</td>
<td>Corporate Risk Management</td>
<td>3</td>
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<tr>
<td>Select 1 of the following</td>
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</tr>
<tr>
<td>RISK 6129</td>
<td>Practical Enterprise Risk Management</td>
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</tr>
<tr>
<td>RISK 6309</td>
<td>Strategic Risk Management</td>
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</tr>
<tr>
<td>FNCE 6330</td>
<td>Investment Management Analysis</td>
<td></td>
</tr>
<tr>
<td>FNCE 6350</td>
<td>Financial Innovations</td>
<td></td>
</tr>
<tr>
<td>FNCE 6360</td>
<td>Management of Financial Institutions</td>
<td></td>
</tr>
<tr>
<td>FNCE 6382</td>
<td>Survey of Financial Derivatives</td>
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<tr>
<td>Select 1 of the following</td>
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<td></td>
</tr>
<tr>
<td>RISK 6209</td>
<td>Cyber Risk Management</td>
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</tr>
<tr>
<td>RISK 6509</td>
<td>Global Risk Management</td>
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<tr>
<td>RISK 6709</td>
<td>Life and Health Insurance</td>
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<tr>
<td>CMDT 6852</td>
<td>Commodity Supply Chain Management</td>
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<tr>
<td>CMDT 6802</td>
<td>Foundations of Commodities</td>
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</tr>
<tr>
<td>ENTP 6824</td>
<td>Entrepreneurial Financial Management</td>
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</tr>
<tr>
<td>ISMG 6430</td>
<td>Information Systems Security and Privacy</td>
<td></td>
</tr>
<tr>
<td>MGMT 6826</td>
<td>Business for a Better World</td>
<td></td>
</tr>
</tbody>
</table>

Sports and Entertainment Business
The Sports industry is the sixth-largest industry in the United States and the Sports and Entertainment industries are converging. To become a professional in these industries, you need special skills. Through this
specialization, you gain the tools to get ahead in both the sports and entertainment industries.

**Complete four courses total.**

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Select 4 of the following</strong></td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>MKTG 6040</td>
<td>Services Marketing for Traditional and Creative Industries</td>
<td></td>
</tr>
<tr>
<td>MKTG 6820</td>
<td>Sports &amp; Entertainment Marketing</td>
<td></td>
</tr>
<tr>
<td>MKTG 6822</td>
<td>“Fan”tastical Consumers of American Sports and Entertainment</td>
<td></td>
</tr>
<tr>
<td>MKTG 6824</td>
<td>Sales and Negotiation</td>
<td></td>
</tr>
<tr>
<td>MKTG 6826</td>
<td>The Sports and Entertainment Industry</td>
<td></td>
</tr>
<tr>
<td>MKTG 6834</td>
<td>Global Sports &amp; Entertainment Management</td>
<td></td>
</tr>
</tbody>
</table>

**Students may also petition to take a marketing internship (MKTG 5939 Internship).**

**Total Hours**

<table>
<thead>
<tr>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
</tr>
</tbody>
</table>