

# BUSINESS ADMINISTRATION, MBA

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## Introduction

The Master of Business Administration (MBA) program provides a general background in management and administration. This background enables the student to have the breadth and depth of knowledge required for an advanced-level management career. The program is designed to develop the concepts, analytical tools and communication skills required for competent and responsible administration of an enterprise viewed in its entirety, within its social, political and economic environment.

### Denver Flex MBA

The Denver Flex MBA program offers two course formats for the core classes: hybrid and online, with electives in the program being offered in either hybrid or online formats. Courses offered in the online format are asynchronous, meaning that there is no specific meeting day or time. Courses offered in a hybrid format, which is a mix between online and in-person instruction, are available only in the evening to accommodate the work commitments of many of our graduate students. Most courses are 8-weeks in length as the 16-week fall and spring semesters are divided in half to form two 8-week sessions each semester. Term A (first 8-weeks) and Term B (second 8-weeks). Unlike fall and spring semesters, the summer semester is only one 8-week session.

### Online MBA

Students can build their semester schedule using a suggested pathway offered through the graduate advising office or developing their own schedule with available course offerings that meet their personal/professional commitments. Enrolling in only one of the 8-week sessions in the fall or spring semester is an option. Most students enroll in one course per each 8-week session. This course load allows students to effectively manage their personal and professional commitments. Additionally, by taking two courses in each 8-week session, for a total of two courses in the fall, two courses in the spring and one course in the summer (annual total of five courses), students will meet the minimum number of credit hours to receive the full financial aid award as a graduate student. By following the suggested pathway provided by the Graduate Advising office (taking five courses each year), students will complete the 15-course MBA program in three years. The maximum time for degree completion is five years.

Students in the Denver Flex MBA can add a specialization (<https://business.ucdenver.edu/mba/denver-flex-mba/>) from various options, while Online MBA students can choose from online-only specializations (<https://business.ucdenver.edu/mba/online/#specializations-3020>).

The MBA program is also available in different configurations: The One Year MBA (<https://business.ucdenver.edu/mba/one-year-mba/>) and the Health Administration (<https://business.ucdenver.edu/mba/health-administration-mba/>) and the Executive MBA (<https://business.ucdenver.edu/mba/emba/>). All MBAs have similar curriculum requirements; they differ principally in focus, the flexibility of course scheduling, and the time required to complete the program. The One

Year and 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

Code	Title	Hours
<b>Core Requirements</b>		
BUSN 6520	Leading Individuals and Teams	3
BUSN 6530	Data Analytics for Managers	3
BUSN 6540	Legal and Ethical Environment of Business	3
BUSN 6550	Analyzing and Interpreting Accounting Information	3
BUSN 6560	Marketing Dynamics in the 21st Century	3
BUSN 6610	Information Systems Strategy	3
BUSN 6620	Applied Economics for Managers	3
BUSN 6630	Management of Operations	3
BUSN 6640	Financial Management	3
BUSN 6710	Strategic Management	3
<b>International Elective</b>		
	Any course numbered 6000 or higher with INTB prefix or any graduate level business course that is cross-listed with an INTB prefix. May also include either ENTP 6826 International Entrepreneurship or RISK 6209 Cyber Risk Management. Travel studies offered by the Business School also apply.	3
<b>Free Electives</b>		
	Select 12 credit hours or MBA Specialization <sup>1</sup>	12
<b>Total Hours</b>		<b>45</b>

<sup>1</sup> 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, RISK, or SUSB. 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.**

Code	Title	Hours
<b>Required Courses</b>		
ACCT 6031	Intermediate Financial Accounting I	3
ACCT 6032	Intermediate Financial Accounting II	3
ACCT 6140	Fundamentals of Federal Income Tax	3
<b>Complete any ACCT course numbered 6000 or higher</b>		<b>3</b>
<b>Total Hours</b>		<b>12</b>

## 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.

**Complete four courses total.**

Code	Title	Hours
<b>Required Course</b>		<b>3</b>
ENTP 6801	Course ENTP 6801 Not Found	
<b>Select two other ENTP courses numbered 6000 or higher <sup>1</sup></b>		<b>6</b>
<b>Complete the following capstone course</b>		<b>3</b>
ENTP 6020	Strategizing the Startup Prelaunch	
<b>Total Hours</b>		<b>12</b>

<sup>1</sup> excluding ENTP 6801 Course ENTP 6801 Not Found.

## Business Analytics

Business analytics merges data, technology, and mathematical models to produce evidence-based information relevant for today's business and government decision-making.

This specialization in business analytics trains you to construct and interpret models of big data, forecasting, optimization, and simulation. Analytics touch every aspect of business, driving the way businesses understand not only their own processes, but also the way their customers behave.

**Complete four courses total.**

Code	Title	Hours
<b>Required Courses</b>		
BANA 6610	Statistics for Business Analytics <sup>1</sup>	3
BANA 6620	Computing for Business Analytics	3
BANA 6670	Prescriptive Analytics with Optimization	3
<b>Select 1 additional BANA course numbered 6000 or higher or 1 of the following</b>		<b>3</b>
ECON 5030	Data Analysis with SAS	
ISMG 6080	Database Management Systems	
ISMG 6470	Text Data Analytics	
<b>Total Hours</b>		<b>12</b>

<sup>1</sup> To enroll in BANA 6610 Statistics for Business Analytics, you must submit a petition that demonstrates your quantitative ability with either a GMAT quantitative score or other quantitative skills. Contact your advisor for the petition form. If approved, BANA 6610 can serve as a substitute for BUSN 6530. See advisor for details.

## 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.**

Code	Title	Hours
<b>Select 4 of the following</b>		<b>12</b>
ISMG 6020	Programming Fundamentals with Python	
ISMG 6080	Database Management Systems	
ISMG 6220	Business Intelligence, Machine Learning, and AI	
ISMG 6430	Information Systems Security and Privacy	
ISMG 6470	Text Data Analytics	
ISMG 6480	Data Warehouse and Administration	
ISMG 6810	Integration of Artificial Intelligence and Business Intelligence in Healthcare	
ISMG 6820	Business Intelligence for Financial Modeling	
<b>Total Hours</b>		<b>12</b>

## 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)

Code	Title	Hours
<b>Select 4 of the following</b>		<b>12</b>
MGMT 6610	Business Strategy Lab	
MGMT 6730	Performance Management	
MGMT 6803	Visionary Leadership	
MGMT 6804	Negotiation and Conflict Management.	
MGMT 6825	Transformative Leadership for Sustainability	
<b>Total Hours</b>		<b>12</b>

**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:**

Code	Title	Hours
CMDT 6682	Commodities Hedging	3
ENTP 6022	Course ENTP 6022 Not Found	3

ENTP 6826	International Entrepreneurship	3
FNCE 6310	Financial Decisions and Policies	3
FNCE 6382	Futures, Forwards, Swaps (and Other Derivatives)	3
FNCE 6411	International Corporate Governance	3
FNCE 6420	Mergers and Acquisitions	3
FNCE 6480	Financial Modeling	3
INTB 6022	International Business Negotiations and Transactions	3
or INTB 6500	International Business Consulting	
MKTG 6010	Marketing Strategy	3
RISK 6309	Strategic Risk Management	3
RISK 6909	Corporate Risk Management	3

## 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.**

Code	Title	Hours
<b>Complete 4 of the following</b>		<b>12</b>
CMDT 6240	Environmental, Social, Governance (ESG) Trends in Energy & Commodities	
CMDT 6490	Commodity Trading	
CMDT 6582	Commodity Supply Chain Management	
CMDT 6682	Commodities Hedging	
CMDT 6710	Carbon Markets: Navigating the Future of Business	
CMDT 6802	Foundations of Commodities	
<b>Total Hours</b>		<b>12</b>

## Energy

Code	Title	Hours
<b>Complete 4 GEMM courses numbered 6000 or higher <sup>1</sup></b>		<b>12</b>
GEMM 6000	21st Century Global Energy Issues and Realities	3
GEMM 6200	Environmental, Regulatory, Legal & Political Environment in the Energy Industry	3
GEMM 6240	Environmental, Social, Governance (ESG) Trends in Energy & Commodities	3
GEMM 6630	Project Development, Management and Leadership in Renewable Energy	3
GEMM 6710	Carbon Markets: Navigating the Future of Business	3
GEMM 6670	International Special Topics 2	3
<b>Total Hours</b>		<b>30</b>

## 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.**

Code	Title	Hours
<b>Complete 4 ENTP courses numbered 6000 or higher <sup>1</sup></b>		<b>12</b>
<i>If interested, consider the following capstone course:</i>		
ENTP 6020	Strategizing the Startup Prelaunch	
<b>Total Hours</b>		<b>12</b>

<sup>1</sup> Excluding ENTP 6801 Course ENTP 6801 Not Found and ENTP 6802 Course ENTP 6802 Not Found.

## 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.**

Code	Title	Hours
<b>Required Course</b>		<b>3</b>
FNCE 6330	Investment Management Analysis	3
<b>Complete 3 FNCE, CMDT, or RISK courses numbered 6000 or higher</b>		<b>9</b>
<b>Total Hours</b>		<b>15</b>

## Information Systems

**Complete four courses total.**

Code	Title	Hours
<b>Complete 4 ISMG courses numbered 6000 or higher (except ISMG 6180/BUSN 6610)</b>		<b>12</b>
<b>Total Hours</b>		<b>12</b>

## 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.**

Code	Title	Hours
<b>Required Course</b>		
INTB 6000	Introduction to International Business	3
or ENTP 6826	International Entrepreneurship	
<b>Other Courses</b>		
<b>Select 3 of the following:</b>		<b>9</b>
Any INTB course numbered 6000 or higher <sup>1</sup>		
ENTP 6826	International Entrepreneurship <sup>2</sup>	

RISK 6209 Cyber Risk Management

Any travel study course offered by the Business School.

**Total Hours 12**<sup>1</sup> Excluding INTB 6000 Introduction to International Business<sup>2</sup> 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.**

Code	Title	Hours
<b>Required Courses</b>		
MGMT 6320	Leading Organizational Change	3
MGMT 6360	Designing Effective Organizations	3
<b>Select 2 of the following</b>		<b>6</b>
MGMT 6821	Managing for Sustainability	
MGMT 6380	Managing People for Competitive Advantage	
MGMT 6803	Visionary Leadership	
MGMT 6804	Negotiation and Conflict Management.	
<b>Total Hours</b>		<b>12</b>

## 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.**

Code	Title	Hours
<b>Complete 4 MKTG courses numbered 6000 or higher</b>		<b>12</b>
<b>Students may also petition to have a marketing internship count toward the specialization. (MKTG 5939 Internship)</b>		
<b>Total Hours</b>		<b>12</b>

## 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 areas of risk management or the insurance industry. 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.**

Code	Title	Hours
<b>Required Courses</b>		
RISK 6809	Principles of Property & Casualty Insurance	3
RISK 6909	Corporate Risk Management	3
<b>Select 1 of the following</b>		
RISK 6129	Practical Enterprise Risk Management	
RISK 6309	Strategic Risk Management	
FNCE 6330	Investment Management Analysis	
FNCE 6350	Financial Innovations	
FNCE 6360	Management of Financial Institutions	
FNCE 6382	Futures, Forwards, Swaps (and Other Derivatives)	
<b>Select 1 of the following</b>		
RISK 6209	Cyber Risk Management	
RISK 6509	Global Risk Management	
RISK 6709	Life and Health Insurance	
CMDT 6582	Commodity Supply Chain Management	
CMDT 6802	Foundations of Commodities	
ENTP 6824	Entrepreneurial Financial Management	
ISMG 6430	Information Systems Security and Privacy	
MGMT 6826	Environmental Sustainability and Stewardship	
MGMT 6827	Global Climate Change	

## Sustainable Business

More than ever before, major companies and entrepreneurial ventures are seeking competitive advantage and success by embracing sustainability, and related environmental, social, and governance (ESG) initiatives as a core business strategy. The need to reduce global carbon emissions, manage increasingly scarce resources, create transparent, fair, diverse, and equitable governance systems, rebuild deteriorating social safety nets, and report on sustainability initiatives has accelerated the demand for sustainable business expertise. Farsighted leaders recognize that this new way of doing business requires new knowledge and skills. Make your MBA a green MBA and gain the knowledge and skills you'll need to be successful leading or supporting sustainability strategies by adding the Sustainable Business specialization.

**Complete four courses total.**

Code	Title	Hours
<b>Required Course</b>		<b>3</b>
SUSB 6000	Key Concepts and Issues in Sustainable Business	3
<b>Complete 3 of the following</b>		<b>9</b>
SUSB 6028	Travel Study Topics	
SUSB 6826	Environmental Sustainability and Stewardship	
SUSB 6285	Accounting and Finance for Sustainability	
SUSB 6300	Social Enterprise	
RISK 6309	Strategic Risk Management	
SUSB 6827	Global Climate Change	
SUSB 6828	Sustainable Supply Chains and Circularity	
SUSB 6821	Managing for Sustainability	

SUSB 6822	Business Ethics and Corporate Social Responsibility
SUSB 6825	Transformative Leadership for Sustainability
SUSB 6830	Marketing and Global Sustainability
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<b>Total Hours</b>	<b>15</b>