BUSINESS ADMINISTRATION, MBA

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E-mail: roger.stace@ucdenver.edu

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.

The professional MBA program allows the scheduling of classes with maximum flexibility so students can progress through the program at their own pace, by taking as little as one class per semester or as many as five classes per semester, at times that accommodate work schedules. Students may complete on-campus courses at our downtown Denver campus. The program can be completed in as little as 16 months or as long as five years plus one semester.

Online courses add additional flexibility. Students may complete all degree requirements online, or combine online and campus courses to broaden the choice of electives or to fit a business travel schedule or personal learning style. We also offer a fully-online MBA program that is designed for the working professional and features eight-week terms. For more information on the fully-online route, please click here.

Students may choose to add one of fifteen specializations (https://business.ucdenver.edu/mba/professional-mba/#specializations-155) to the professional MBA:

- Accounting
- Bioinnovation and Entrepreneurship
- Business Analytics
- Business Intelligence
- Business Strategy
- Commodities
- Entrepreneurship
- Finance
- Information Systems
- International Business
- Management
- Managing for Sustainability
- Marketing
- Risk Management and Insurance
- Sports and Entertainment

The MBA program is also available in different configurations: The One Year MBA (p. 1) and the Health Administration and the Executive MBA (http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/executive-mba-health-administration/). 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

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
</tr>
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<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>
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<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>
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<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. ¹

Free Electives

Select 12 credit hours or MBA Specialization ²

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 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.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>ENTP 6801</td>
<td>Healthcare Innovation and Entrepreneurship</td>
<td>3</td>
</tr>
<tr>
<td>ENTP 6802</td>
<td>Regulatory Environment of Life Science Innovation</td>
<td>3</td>
</tr>
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</tr>
<tr>
<td>ENTP 6020</td>
<td>Business Model Development &amp; Planning</td>
<td>3</td>
</tr>
<tr>
<td>ENTP 6022</td>
<td>Digital Disruption</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Hours 12

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.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>BANA 6610</td>
<td>Statistics for Business Analytics</td>
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<tr>
<td>BANA 6620</td>
<td>Computing for Business Analytics</td>
<td>3</td>
</tr>
<tr>
<td>BANA 6670</td>
<td>Prescriptive Analytics with Optimization</td>
<td>3</td>
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<tr>
<td>Select 1 additional BANA course numbered 6000 or higher</td>
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<tr>
<td>ECON 5030</td>
<td>Data Analysis with SAS</td>
<td>1</td>
</tr>
<tr>
<td>IMSG 6080</td>
<td>Database Management Systems</td>
<td>1</td>
</tr>
<tr>
<td>IMSG 6470</td>
<td>Text Data Analytics</td>
<td>1</td>
</tr>
</tbody>
</table>

Total Hours 12

1 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.

<table>
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<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
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<tbody>
<tr>
<td>IMSG 6080</td>
<td>Database Management Systems</td>
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<tr>
<td>IMSG 6220</td>
<td>Business Intelligence Systems and Analytics</td>
<td>1</td>
</tr>
<tr>
<td>IMSG 6430</td>
<td>Information Systems Security and Privacy</td>
<td>1</td>
</tr>
<tr>
<td>IMSG 6470</td>
<td>Text Data Analytics</td>
<td>1</td>
</tr>
<tr>
<td>IMSG 6480</td>
<td>Data Warehouse and Administration</td>
<td>1</td>
</tr>
<tr>
<td>IMSG 6810</td>
<td>Business Intelligence in Healthcare</td>
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<tr>
<td>IMSG 6820</td>
<td>Business Intelligence and Financial Modeling</td>
<td>1</td>
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</tbody>
</table>

Total Hours 12

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>1</td>
</tr>
<tr>
<td>MGMT 6730</td>
<td>Human Resources Management: Performance Management</td>
<td>1</td>
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<tr>
<td>MGMT 6803</td>
<td>Visionary Leadership</td>
<td>1</td>
</tr>
<tr>
<td>MGMT 6804</td>
<td>Negotiation and Conflict Management.</td>
<td>1</td>
</tr>
<tr>
<td>MGMT 6825</td>
<td>Sustainable Change Leadership: Turning Business Into a Force for Good</td>
<td>1</td>
</tr>
</tbody>
</table>

Total Hours 12

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:
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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<tbody>
<tr>
<td>CMDT 6682</td>
<td>Commodities Hedging</td>
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<td>ENTP 6022</td>
<td>Digital Disruption</td>
<td>3</td>
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<tr>
<td>ENTP 6826</td>
<td>International Entrepreneurship</td>
<td>3</td>
</tr>
<tr>
<td>FNCE 6310</td>
<td>Financial Decisions and Policies</td>
<td>3</td>
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<tr>
<td>FNCE 6382</td>
<td>Survey of Financial Derivatives</td>
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<td>FNCE 6411</td>
<td>International Corporate Governance</td>
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<tr>
<td>FNCE 6420</td>
<td>Mergers and Acquisitions</td>
<td>3</td>
</tr>
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<td>FNCE 6480</td>
<td>Financial Modeling</td>
<td>3</td>
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<td>INTB 6022</td>
<td>International Business Negotiations</td>
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<tr>
<td>INTB 6500</td>
<td>International Business Consulting</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 6010</td>
<td>Marketing Strategy</td>
<td>3</td>
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<tr>
<td>RISK 6309</td>
<td>Strategic Risk Management</td>
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<tr>
<td>RISK 6909</td>
<td>Corporate Risk Management</td>
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</table>

Total Hours 12

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 3 FNCE, CMDT, or RISK courses numbered 6000 or higher 9

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>
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<tbody>
<tr>
<td>Complete 3 ENTP courses numbered 6000 or higher 1</td>
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Capstone Courses
Complete 1 of the following capstone courses 3

<table>
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<tr>
<th>Code</th>
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<tbody>
<tr>
<td>ENTP 6020</td>
<td>Business Model Development &amp; Planning</td>
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</tr>
<tr>
<td>ENTP 6022</td>
<td>Digital Disruption</td>
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</tbody>
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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>
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</thead>
<tbody>
<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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Other Courses
Select 3 of the following: 9

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>Any Intb course numbered 6000 or higher 1</td>
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<td></td>
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<tr>
<td>Mgmt 6827</td>
<td>Global Climate Change</td>
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<tr>
<td>Entp 6826</td>
<td>International Entrepreneurship</td>
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<tr>
<td>Mtax 6431</td>
<td>Inbound International Taxation</td>
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<td>Mtax 6432</td>
<td>Outbound International Taxation</td>
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<tr>
<td>RISK 6209</td>
<td>Cyber Risk Management</td>
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</table>

Any travel study course offered by the Business School.

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>
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<tbody>
<tr>
<td>MGMT 6320</td>
<td>Leading Organizational Change</td>
<td>3</td>
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<tr>
<td>MGMT 6360</td>
<td>Designing Effective Organizations</td>
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Select 2 of the following

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<tr>
<td>MGMT 6821</td>
<td>Managing for Sustainability</td>
</tr>
<tr>
<td>MGMT 6830</td>
<td>Managing People for Competitive Advantage</td>
</tr>
<tr>
<td>MGMT 6803</td>
<td>Visionary Leadership</td>
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<tr>
<td>MGMT 6804</td>
<td>Negotiation and Conflict Management</td>
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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>
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<th>Title</th>
<th>Hours</th>
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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>
<td>MGMT 6821</td>
<td>Managing for Sustainability</td>
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</tr>
<tr>
<td>MGMT 6822</td>
<td>Business Ethics and Corporate Social Responsibility</td>
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</tr>
<tr>
<td>MGMT 6825</td>
<td>Sustainable Change Leadership: Turning Business Into a Force for Good</td>
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<tr>
<td>MGMT 6826</td>
<td>Business for a Better World</td>
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<td>MGMT 6827</td>
<td>Global Climate Change</td>
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<tr>
<td>MGMT 6840</td>
<td>Independent Study (by petition only)</td>
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<tr>
<td>MGMT/MKTG 5939</td>
<td>Internship (by petition only)</td>
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<tr>
<td>MKTG 6830</td>
<td>Marketing and Global Sustainability</td>
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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>
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<th>Title</th>
<th>Hours</th>
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<tr>
<td>RISK 6809</td>
<td>Principles of Risk Management &amp; Insurance</td>
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<td>RISK 6909</td>
<td>Corporate Risk Management</td>
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Select 1 of the following

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<tr>
<td>RISK 6129</td>
<td>Practical Enterprise Risk Management</td>
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<td>RISK 6309</td>
<td>Strategic Risk Management</td>
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<td>FNCE 6330</td>
<td>Investment Management Analysis</td>
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<td>FNCE 6350</td>
<td>Financial Innovations</td>
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<td>FNCE 6360</td>
<td>Management of Financial Institutions</td>
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<td>FNCE 6382</td>
<td>Survey of Financial Derivatives</td>
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Select 1 of the following

<table>
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<tbody>
<tr>
<td>RISK 6209</td>
<td>Cyber Risk Management</td>
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<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 6582</td>
<td>Commodity Supply Chain Management</td>
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<td>CMDT 6802</td>
<td>Foundations of Commodities</td>
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<td>ENTP 6824</td>
<td>Entrepreneurial Financial Management</td>
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<td>ISMG 6430</td>
<td>Information Systems Security and Privacy</td>
</tr>
<tr>
<td>MGMT 6826</td>
<td>Business for a Better World</td>
</tr>
<tr>
<td>MGMT 6827</td>
<td>Global Climate Change</td>
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</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>
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<th>Title</th>
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<tbody>
<tr>
<td>MKTG 6040</td>
<td>Services Marketing for Traditional and Creative Industries</td>
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<tr>
<td>MKTG 6820</td>
<td>Sports &amp; Entertainment Marketing</td>
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</tr>
<tr>
<td>MKTG 6822</td>
<td>“Fan”tastical Consumers of American Sports and Entertainment</td>
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</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>London Calling: Global Sports &amp; Entertainment Management</td>
<td></td>
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Students may also petition to take a marketing internship (MKTG 5939 Internship).

Total Hours: 12