

# BUSINESS ADMINISTRATION, MBA

**Program Director:** Roger Stace  
**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

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 or RISK 6509 Global Risk Management. <sup>1</sup>	3
<b>Free Electives</b>		
	Select 12 credit hours or MBA Specialization <sup>2</sup>	12
<b>Total Hours</b>		<b>45</b>

<sup>1</sup> 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.

<sup>2</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, 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.**

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 Jobs 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 Jobs 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>Complete 1 of the following</b>		
ENTP 6801	Healthcare Innovation and Entrepreneurship	3
ENTP 6802	Regulatory Environment of Life Science Innovation	3
<b>Select two other ENTP courses numbered 6000 or higher<sup>1</sup></b>		<b>6</b>
<b>Complete 1 of the following capstone courses</b>		<b>3</b>
ENTP 6020	Business Model Development & Planning	3
ENTP 6022	Digital Disruption	3
<b>Total Hours</b>		<b>12</b>

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

## 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	3
ISMG 6080	Database Management Systems	3

Code	Title	Hours
ISMG 6470	Text Data Analytics	3
<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>		
ISMG 6080	Database Management Systems	3
ISMG 6220	Business Intelligence Systems and Analytics	3
ISMG 6430	Information Systems Security and Privacy	3
ISMG 6470	Text Data Analytics	3
ISMG 6480	Data Warehouse and Administration	3
ISMG 6810	Business Intelligence in Healthcare	3
ISMG 6820	Business Intelligence and Financial Modeling	3
<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>		
MGMT 6610	Business Strategy Lab	3
MGMT 6730	Human Resources Management: Performance Management	3
MGMT 6803	Visionary Leadership	3
MGMT 6804	Negotiation and Conflict Management.	3
MGMT 6825	Sustainable Change Leadership: Turning Business Into a Force for Good	3
<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	Digital Disruption	3
ENTP 6826	International Entrepreneurship	3
FNCE 6310	Financial Decisions and Policies	3
FNCE 6382	Survey of Financial Derivatives	3
FNCE 6411	International Corporate Governance	3
FNCE 6420	Mergers and Acquisitions	3
FNCE 6480	Financial Modeling	3
INTB 6022	International Business Negotiations	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>Required Courses</b>		
CMDT 6802	Foundations of Commodities	3
<b>Complete 3 of the following</b>		<b>9</b>
CMDT 6490	Commodity Trading	
CMDT 6582	Commodity Supply Chain Management	
CMDT 6682	Commodities Hedging	
CMDT 6782	Commodity Data Analysis	
<b>Total Hours</b>		<b>12</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 Jobs 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 Jobs 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 3 ENTP courses numbered 6000 or higher</b> <sup>1</sup>		<b>9</b>
<b>Capstone Courses</b>		
<b>Complete 1 of the following capstone courses</b>		<b>3</b>

ENTP 6020	Business Model Development & Planning	
ENTP 6022	Digital Disruption	
<b>Total Hours</b>		<b>12</b>

<sup>1</sup> Excluding ENTP 6801 Healthcare Innovation and Entrepreneurship and ENTP 6802 Regulatory Environment of Life Science Innovation.

## 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>		
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>12</b>

## Information Systems

**Complete four courses total.**

Code	Title	Hours
<b>Complete 4 ISMG courses numbered 6000 or higher</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>		
MGMT 6827	Global Climate Change	
ENTP 6826	International Entrepreneurship <sup>2</sup>	
MTAX 6431	Inbound International Taxation	
MTAX 6432	Outbound International Taxation	
RISK 6209	Cyber Risk Management	
Any travel study course offered by the Business School.		
<b>Total Hours</b>		<b>12</b>

<sup>1</sup> Excluding INTB 6000 Introduction to International Business and INTB 6200 International Business Policy.

<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>

### 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.**

Code	Title	Hours
<b>Select 4 of the following</b>		<b>12</b>
BANA 6730	Supply Chain Analytics	
ENTP 6200	Mission Driven Entrepreneurship	
MGMT 6821	Managing for Sustainability	
MGMT 6822	Business Ethics and Corporate Social Responsibility	
MGMT 6825	Sustainable Change Leadership: Turning Business Into a Force for Good	
MGMT 6826	Business for a Better World	
MGMT 6827	Global Climate Change	
MGMT 6840	Independent Study (by petition only)	
MGMT/MKTG 5939	Internship (by petition only)	
MKTG 6830	Marketing and Global Sustainability	
<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 Risk Management & 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	Survey of Financial 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	Business for a Better World	
MGMT 6827	Global Climate Change	

## 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.**

<b>Code</b>	<b>Title</b>	<b>Hours</b>
<b>Select 4 of the following</b>		<b>12</b>
MKTG 6040	Services Marketing for Traditional and Creative Industries	
MKTG 6820	Sports & Entertainment Marketing	
MKTG 6822	"Fan"tastical Consumers of American Sports and Entertainment	
MKTG 6824	Sales and Negotiation	
MKTG 6826	The Sports and Entertainment Industry	
MKTG 6834	London Calling: Global Sports & Entertainment Management	
<b>Students may also petition to take a marketing internship (MKTG 5939 Internship).</b>		
<b>Total Hours</b>		<b>12</b>