

# BUSINESS ADMINISTRATION

## Programs

- Accounting, MS (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/accounting-ms/>)
- Business Administration - Health Administration, MBA (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/business-administration-health-administration-mba/#text>)
- Business Administration, MBA (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/business-administration-mba/>)
- Business Administration/Business, MBA/MS (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/business-administration-business-mba-ms/>)
- Business Administration/Medicine, MBA/MD (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/business-administration-medicine-mba-md/>)
- Business Administration/Urban and Regional Planning, MBA/MURP (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/business-administration-urban-regional-planning-mba-murp/>)
- Business Administration: One Year MBA (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/business-administration-one-year-mba/>)
- Business Analytics, MS (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/business-analytics-ms/>)
- Business/Business, MS/MS (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/business-business-ms-ms/>)
- Entrepreneurship, MS (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/entrepreneurship-ms/>)
- Executive Doctorate of Health Administration (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/executive-doctorate-health-administration/>)
- Executive Master in Business Administration, EMBA (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/master-business-administration-executives-mba/>)
- Executive MBA in Health Administration (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/executive-mba-health-administration/>)
- Finance and Risk Management, MS (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/finance-risk-management-ms/>)
- Finance/Economics, MS/MA (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/finance-economics-ms-ma/>)

- FinTech, MS (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/fintech-ms/>)
- Global Energy Management, MS (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/global-energy-management-ms/>)
- Information Systems, MS (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/information-systems-ms/>)
- International Business, MS (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/international-business-ms/>)
- Management and Organization, MS (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/management-organization-ms/>)
- Marketing, MS (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/marketing-ms/>)
- MBA/MS in Bioengineering (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/mba-ms-bioengineering/>)
- Sustainable Business, MS (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/sustainable-business-ms/>)

## Certificates

- Commodities Certificate (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/commodities-certificate/>)
- Cyber Security and Information Assurance Certificate (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/cyber-security-information-assurance-certificate/>)
- Digital Marketing Certificate (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/digital-marketing-certificate/>)
- Entrepreneurship Certificate (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/entrepreneurship-certificate/>)
- Environmental Sustainability Certificate (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/environmental-sustainability-certificate/>)
- FinTech Analyst Certificate (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/fintech-analyst-certificate/>)
- Foundations of Sustainable Business Certificate (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/foundations-sustainability-business-certificate/>)
- International Entrepreneurship Certificate (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/international-entrepreneurship-certificate/>)
- Managing for Sustainability Certificate (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/managing-sustainability-certificate/>)
- Risk Management Graduate Certificate (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/risk-management-insurance-certificate/>)

- Risk Management and Resilience Certificate (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/risk-management-resilience-certificate/>)
- Social Enterprise Certificate (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/social-enterprise-certificate/>)
- Sustainable Energy Certificate (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/sustainable-energy-certificate/>)
- Urban Sustainability and Infrastructure Certificate (<http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/urban-sustainability-infrastructure-certificate/>)

## Accounting (ACCT)

ACCT 5939 - Internship (1-3 Credits)

Repeatable. Max hours: 9 Credits.

Grading Basis: Satisfactory/Unsatisfactory

Repeatable. Max Credits: 9.

ACCT 6020 - Auditing Theory (3 Credits)

Focus on the professional responsibilities of CPAs (Certified Public Accountants), generally accepted auditing standards, and PCAOB (Public Company Accounting Oversight Board) standards, with emphasis on the theory underlying the development of standards, objectives and procedures. Note: Students cannot receive credit for both ACCT 4620 and ACCT 6020. Prereq: ACCT 3220 with a grade of C- or higher, or ACCT 6031 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with ACCT 4620. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ACCT 3220 with a grade of C- or higher, or ACCT 6031 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

ACCT 6024 - Advanced Financial Accounting (3 Credits)

Advanced financial accounting concepts and practices with an emphasis on accounting for equity investments, business combinations, and foreign currency. Note: Students cannot receive credit for both ACCT 4240 and ACCT 6024. Prereq: ACCT 3230 with a grade of C- or higher, or ACCT 6032 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with ACCT 4240. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ACCT 3230 with a grade of C- or higher, or ACCT 6032 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

ACCT 6031 - Intermediate Financial Accounting I (3 Credits)

A foundation course in financial accounting, this course provides an intensive analysis of generally accepted accounting principles, accounting theory and the construction and interrelation of financial statements for corporations. Encourages critical thought and application of financial accounting standards to business transactions. Skills related to problem solving, analytical thinking and writing will be developed.

Note: Students who have taken ACCT 3220 (or equivalent) may not receive credit for ACCT 6031. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Cross-listed with ACCT 3220. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

ACCT 6032 - Intermediate Financial Accounting II (3 Credits)

Continuing the intensive coverage of financial accounting from ACCT 6031, this course covers concepts of financial accounting theory and generally accepted accounting principles not covered in ACCT 6031. This includes detailed coverage of liabilities and equity, especially the topics of leases, deferred taxes, pensions and stock options. Note: Students who have taken ACCT 3230 (or equivalent) may not receive credit for ACCT 6032. Prereq: ACCT 3220 with a grade of C- or higher, or ACCT 6031 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with ACCT 3230. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ACCT 3220 with a grade of C- or higher, or ACCT 6031 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

ACCT 6054 - Accounting Information Systems (3 Credits)

This course focuses on the analysis, design, implementation and control of accounting information systems. Emphasis is placed on primary business processes including documentation, modeling, retrieving information to support managerial decisions and controlling risks. Topics include transaction cycles, relational database modeling, data analytics and information systems risks and controls. Note: Students cannot receive credit for both ACCT 4054 and ACCT 6054. Prereq: ACCT 3220 with a grade of C- or higher, or ACCT 6031 with a grade of C or higher, or BUSN 6550 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with ACCT 4054. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ACCT 3220 with a grade of C- or higher, or ACCT 6031 with a grade of C or higher, or BUSN 6550 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**ACCT 6080 - Accounting for Government and Not-for-profit Organizations (3 Credits)**

Study the regulatory accounting guidance of the Governmental Accounting Standards Board (GASB), Financial Accounting Standards Board (FASB) and Federal Accounting Standards Advisory Board (FASAB) and its application to financial reporting for the federal government, local and state governments, and not-for-profit organizations. Note: Students cannot receive credit for both ACCT 4800 and ACCT 6080. Prereq: ACCT 3220 with a grade of C- or higher, or ACCT 6031 with a grade of C or higher, or BUSN 6550 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with ACCT 4800. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ACCT 3220 with a grade of C- or higher, or ACCT 6031 with a grade of C or higher, or BUSN 6550 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**ACCT 6140 - Fundamentals of Federal Income Tax (3 Credits)**

Provides a basic understanding of the structure of the federal income tax system. Focuses on laws affecting individuals and business entities that have implications for individual taxation. Note: Students cannot receive credit for both ACCT 4410 and 6140. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with ACCT 4410. Max hours: 3 Credits. Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**ACCT 6150 - Taxation of Business Entities (3 Credits)**

Provides an in-depth understanding of the structure of the federal income tax system as it relates to different taxable entities, particularly corporations (both C corporations and S corporations) and partnerships. Note: Students cannot receive credit for both ACCT 4420 and ACCT 6150. Prereq: ACCT 4410 with a grade of C- or higher or ACCT 6140 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Cross-listed with ACCT 4420. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ACCT 4410 with a grade of C- or higher or ACCT 6140 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**ACCT 6250 - Seminar: Financial Accounting (3 Credits)**

Focuses on the conceptual foundation of financial accounting. Students gain an understanding of the theory and guidelines of accounting using cases that focus on uncertain or open-ended problems encountered by accounting professionals and standard setters. Students identify issues, conduct authoritative research, use data analytic tools, then present and defend their conclusions using both oral and written presentation formats. Coreq: ACCT 6032. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Coreq: ACCT 6032. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**ACCT 6260 - Managerial Analytics for Accountants (3 Credits)**

This case-based course allows students to explore the core concepts of managerial accounting through real-world applications and scenarios. Throughout the course, students will develop key skills in data analytics, communication (both oral and written), ethical behavior, and critical thinking. They will also engage in research and analysis of various managerial decision-making topics, including capital investment, operational efficiency, valuation techniques, and ratio analysis.

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**ACCT 6280 - Accounting Ethics (3 Credits)**

This course examines the ethical responsibilities of accounting professionals from a personal and professional perspective. The course utilizes codes of conduct, professional standards and ethical theory to develop students' professional judgement. Topics include fraud, audit, income smoothing, executive compensation, leadership, tax havens, and data privacy. Prereq: ACCT 3220 with a grade of C- or higher, or ACCT 6031 with a grade of C or higher, or BUSN 6550 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ACCT 3220 with a grade of C- or higher, or ACCT 6031 with a grade of C or higher, or BUSN 6550 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**ACCT 6285 - Accounting and Finance for Sustainability (3 Credits)**

Current topics that span the intersection between sustainability and accounting and finance, including (but not limited to) the sustainability regulatory environment (US and international), voluntary sustainability reporting frameworks and standards, assurance of sustainability metrics, shareholder activism, and green bonds. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Cross-listed with SUSB 6285. Max Hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**ACCT 6330 - Fraud Auditing (3 Credits)**

The fraud audit is designed specifically to detect potential fraud and is quite different than the traditional financial statement audit. This course introduces guidance for the creation of an effective fraud audit program in core business systems. The course focuses on proven methodology for detecting fraudulent transactions and covers creation of a fraud audit program; use of data mining to locate fraud; and fraud discovery within specific corporate finance and accounting functions. Prereq: Requires prerequisite course of ACCT 4620 (minimum grade C-) or ACCT 6020 (minimum grade C). Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Requires prerequisite course of ACCT 4620 (minimum grade C-) or ACCT 6020 (minimum grade C). Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**ACCT 6340 - Financial Statement Analysis (3 Credits)**

This course is designed to develop skills in using, understanding, analyzing, and interpreting corporate financial statements and related information. This course will emphasize how accounting numbers measure and reflect the economic consequences of firms' strategies, and how this information can be used in business analysis and valuation. Prereq: ACCT 3220 with a grade of C- or higher, or ACCT 6031 with a grade of C or higher, or BUSN 6550 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with BUSN 6340. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ACCT 3220 with a grade of C- or higher, or ACCT 6031 with a grade of C or higher, or BUSN 6550 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**ACCT 6370 - International Accounting (3 Credits)**

This course provides an overview of the broadly defined area of international accounting from a financial statement user perspective, focusing on accounting issues uniquely relevant to multinational corporations. Includes discussion of some of the different financial accounting practices across countries; financial statement analysis in a global context, international auditing practices and procedures and international tax implications. Note: Students cannot receive credit for both ACCT 4370 and ACCT 6370. Prereq: Requires prerequisite course of ACCT 2220 (minimum grade C-) or BUSN 6550 (minimum grade C) or ACCT 6031 (minimum grade C). Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with INTB 6370, ACCT 4370, INTB 4730. Max hours: 3 Credits.

Grading Basis: Letter Grade

Requires prerequisite course of ACCT 2220 (minimum grade C-) or BUSN 6550 (minimum grade C) or ACCT 6031 (minimum grade C). Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**ACCT 6400 - Taxation of C Corporations and Shareholders (3 Credits)**

Provides an in-depth study of tax issues related to corporations and the corresponding tax implications for shareholders. Topics include defining a "corporation" for federal income tax purposes, tax consequences associated with the formation of a corporation, taxation of corporate operations, dividends and redemptions, sales and liquidations, and reorganizations. Prereq: ACCT 4420 with a grade of C- or higher, or ACCT 6150 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ACCT 4420 with a grade of C- or higher, or ACCT 6150 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**ACCT 6450 - Tax Research (3 Credits)**

This course provides an opportunity to develop and enhance tax research and planning skills. Explores techniques for locating and analyzing various sources of tax authority. Students must present their tax research results in various written and oral forms. Prereq: ACCT 4110 with a grade of C- or higher, or ACCT 6140 with a grade of C or higher. Restriction: Restricted to graduate business majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ACCT 4410 with a grade of C- or higher or ACCT 6140 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**ACCT 6480 - Partnership Taxation (3 Credits)**

Provides an in-depth study of tax issues relating to partnerships (a flow-through entity) and the corresponding tax implications for partners. Topics include the formation, operation, and liquidation of partnerships. Course work includes an examination of pertinent federal income tax returns of a partnership. Prereq: ACCT 4420 with a grade of C- or higher, or ACCT 6150 with a grade of C or higher. Restriction: Restricted to graduate business majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ACCT 4420 with a grade of C- or higher, or ACCT 6150 with a grade of C or higher. Restriction: Restricted to graduate business majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**ACCT 6510 - Data Analytics and Artificial Intelligence for Accountants (3 Credits)**

This course provides students with an understanding of data analytic thinking and terminology used in the accounting field, as well as hands-on experience with data analytics tools and techniques. Focuses on skills of identifying relevant accounting questions, mastering data to address those questions, executing a test plan, and analyzing and communicating the results. This course is application-oriented and will emphasize data analytics tools applied to accounting scenarios, which may include Excel, Alteryx, Power BI, Tableau, SQL or others. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.



**ACCT 6520 - Oil and Gas Accounting and Sustainability (3 Credits)**

Provides an overview of the oil and gas industry and the accounting issues this industry faces. While this is the primary focus, the class also covers sustainability and sustainability reporting and renewable energy sources and a discussion of related accounting considerations. This includes coverage of Environmental, Social, and Governance (ESG) topics due to the importance to accountants and business leaders in not only energy and energy-related industries, but all industries. This is a valuable learning experience for those interested in acquiring an understanding of the accounting issues for energy management firms in preparation for entry into public accounting or into an accounting or finance department in a company in the energy sector. The course enjoys support from the energy industry in the form of guest speakers and project ideas. Note: Students cannot receive credit for both ACCT 6520 and ACCT 4520.

Prereq: ACCT 3220 with a grade of C- or higher, or ACCT 6031 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with ACCT 4520. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ACCT 3220 with a grade of C- or higher, or ACCT 6031 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**ACCT 6620 - Advanced Auditing and other Assurance Services (3 Credits)**

Provides in-depth exposure to specialized topics in auditing and other assurance services, with an emphasis on recent developments in the profession. Includes coverage of generally accepted auditing standards and Public Company Accounting Oversight Board (PCAOB) standards.

Prereq: ACCT 4620 with a grade of C- or higher, or ACCT 6020 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ACCT 4620 with a grade of C- or higher, or ACCT 6020 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. D-BU ACCT 4620 C-/6020 C

**ACCT 6800 - Special Topics (3 Credits)**

Research methods and results, special topics and professional developments in accounting. Consult the current 'Schedule Planner' for semester offerings as new special topics courses are frequently added. Prereq: Varies according to topics and instructor requirements. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Repeatable. Max Hours: 9 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 9.

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**ACCT 6840 - Independent Study (1-8 Credits)**

Permission of instructor required. Allowed only under special and unusual circumstances. Regularly scheduled courses cannot be taken as independent study. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Repeatable. Max Hours: 8 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 8.

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**ACCT 6939 - Internship/Cooperative Education (3 Credits)**

Supervised experiences involving the application of concepts and skills in an employment situation. Prereq: 15 semester hours for MS students and 21 hours for MBA students and a cumulative 3.2 GPA. Repeatable. Max Hours: 9 Credits.

Grading Basis: Satisfactory/Unsatisfactory

Repeatable. Max Credits: 9.

**ACCT 6950 - Master's Thesis (1-8 Credits)**

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max hours: 8 Credits.

Grading Basis: Letter Grade with IP

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

Additional Information: Report as Full Time.

## Business Analytics (BANA)

**BANA 5939 - Internship (1-3 Credits)**

Repeatable. Max Hours: 9 Credits.

Grading Basis: Satisfactory/Unsatisfactory

Repeatable. Max Credits: 9.

**BANA 6600 - Transformative Technologies Impacting Globalization (3 Credits)**

Examines transformative technologies impacting globalization, such as Artificial Intelligence and Blockchain, how they are driving instant access to information, boosting transaction speed, and broadening the scope and reach of business across borders. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with INTB 6600. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**BANA 6610 - Statistics for Business Analytics (3 Credits)**

Provides a conceptual overview of statistical thinking and its applications to business problems. Topics include descriptive statistics, data exploration, probability, inferential methods, regression analysis, classification, regression with high dimensional data, etc. Students gain hands-on experience with data analytic problems via projects using real business settings and data. Restriction: Restricted to MS BANA majors within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to BANA-MS students within the Business School.

**BANA 6620 - Computing for Business Analytics (3 Credits)**

Introduces database and modeling software used by business analytics professionals. Includes querying relational databases, state-of-the-art statistical freeware, and modeling software. Students learn to obtain, organize, and store data needed for analytics projects, undertake data cleansing for big data tasks, and conduct statistical data visualization. Restriction: Restricted to BANA-MS students within the Business School. Max Hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to BANA-MS students within the Business School.

**BANA 6630 - Time-Series Forecasting (3 Credits)**

Time series analysis is critical to industries such as finance, marketing, retail, and accounting. This course introduces time-series models with emphasis on their practical applications in business. The goal is to show how dynamic financial and economic data can be modeled and analyzed using proper statistical techniques. The topics include methods for trend and seasonal analysis and adjustment, modeling and forecasting with autoregressive moving average (ARMA) processes, and model identification and diagnostics for time series. Other subjects include volatility and state space models. This course provides hands-on experience by pairing lectures on methodology with lab sessions using R to perform real-world data analyses. If you do not meet the prerequisites you may contact the instructor for permission to register. Prereq: BANA 6610. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Note: Can only receive credit for either BANA 6630/DSCI 6230. Term offered: Spring. Max Hours: 3 Credits.

Grading Basis: Letter Grade

Prereqs: BANA 6610. Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

Typically Offered: Spring.

**BANA 6640 - Decision Analysis (3 Credits)**

Introduces a quantitative approach to business decision making under conditions of risk and uncertainty. Emphasis will include introductions to decision analysis theory, risk analysis, utility theory, multi-criteria decision making, Bayesian decision analysis and hierarchical structured models. Psychological issues and qualitative approaches in the decision-making process will be discussed. Student computer-assisted projects are included. Prereq: BANA 6610 or permission from instructor. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Term offered: Spring. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereqs: BANA 6610. Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

Typically Offered: Spring.

**BANA 6650 - Project Management (3 Credits)**

Introduces the topic of Project Management (PM) in a business environment. Emphases will include the knowledge, skills, tools, and techniques as presented in the Project Management Body of Knowledge (PMBOK), a variety of managerial aspects commonly encountered in PM, and current extensions of PM. Projects in diverse contexts are examined. Cross-listed with URPL 6249. Restriction: Restricted to Graduate level students. Term offered: Summer. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Graduate level students.

Typically Offered: Summer.

**BANA 6660 - Predictive Analytics and Machine Learning (3 Credits)**

Addresses the analysis and prediction tasks prevalent in modern business applications, leveraging the vast data sets typical of areas such as e-commerce, fraud detection, credit evaluation, and market segmentation. The course curriculum encompasses a wide array of statistical and machine learning techniques, including but not limited to data partitioning, logistic regression, clustering techniques, decision trees, dimensionality reduction, and advanced neural network models for deep learning. Special attention is given to selecting the most appropriate method for a given task, along with a comprehensive understanding of the advantages and limitations of various approaches. Students will engage in practical analysis and reporting on diverse data sets, sourced from real-world business scenarios. Prereq: Requires prerequisite courses of BANA 6610 and BANA 6620 (all minimum grade D-). Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Requires prerequisite courses of BANA 6610 and BANA 6620 (minimum grade D-). Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**BANA 6670 - Prescriptive Analytics with Optimization (3 Credits)**

Optimization is a key part of Business Analytics dealing with decision problems that lend themselves to modelling and analysis designed to determined optimal decisions. In this course, we'll study methodologies for determining the best course of action in situations with a large number of alternatives, each with their own financial or other characteristics, including restrictions on our actions that must be satisfied as we search for best solutions. While the focus of the course is on modeling and solving a wide variety of optimization problems, we'll also cover the basic mathematical underpinnings of linear programming, the most widely used form of optimization in industry and government and the foundation of many extensions into other classes of optimization. State of the art Software for solving optimization problems will be used throughout the course. Students will work in teams on a project involving optimization and some important problem. Restriction: Restricted to BANA-MS students within the Business School. Max Hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to BANA-MS students within the Business School.

**BANA 6710 - Causal Analytics (3 Credits)**

This course shows how to apply causal modeling to develop robust, causally effective business policies and interventions; and quantify their impacts using realistically imperfect data under uncertain and changing conditions. Students create causal models of customer behaviors and responses to business initiatives; quantify lifts caused by campaigns; and design customer and employee policies and interventions with robust benefits despite real-world uncertainties and data limitations. Prior exposure to probability, statistics, optimization and R programming language is helpful but not essential. Term offered: fall. Max hours: 3 Credits.

Grading Basis: Letter Grade

Typically Offered: Fall.

**BANA 6730 - Supply Chain Analytics (3 Credits)**

Introduces the design, analysis, management, and control of supply chains. Because of continuing advances in globalization, sustainability, and information technology, course emphasis will include integration of processes and systems, relationship management of upstream and downstream players, and strategies that incorporate current and future trends. Cross-listed with INTB 6730. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Term offered: Fall. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

Typically Offered: Fall.

**BANA 6760 - Data Visualization (3 Credits)**

The course equips the Business Analyst with foundational concepts and techniques required for telling a compelling story with large complex data sets. The importance of visualizing information for many analysts is often overlooked or downgraded as a natural product of the analytics or model but if the visualization is ineffective the decision making processes and knowledge discovery will be compromised. This is a project-based course that begins with reviewing concepts of human perception and cognition and perceptual accuracy and preferences. In the weeks we have together we will explore the basics of graphic design and making a "good" graph, explore why some data visualizations present information effectively and others do not, and we will also consider visualization as a component of systems for the Data Scientist and Business Analyst and presents examples of EDA (exploratory data analysis), visualizing time, networks, and maps. We end by reviewing methods and tools for static and interactive graphics. Tableau or other cutting-edge software will be utilized. Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**BANA 6770 - Evaluative Analytics (3 Credits)**

Introduces principles of design of experiments (DOE), multivariate trials, randomized control trials (RCTs), A/B testing, and multi-armed bandit (MAB) optimization to evaluate and improve business processes, CRM and HR policies, and marketing campaign design and performance. Students learn to design evaluation studies and analyze data to critically evaluate and improve business process design and targeting, timing, content, context, and channel decisions to increase employee and customer satisfaction and long-term value (LTV). Note: Prior exposure to probability, statistics, and R is helpful but not essential. Term offered: Fall, Spring. Max hours: 3 Credits.

Grading Basis: Letter Grade

Typically Offered: Fall, Spring.

**BANA 6780 - AI for Business (3 Credits)**

BANA 6780 introduces current artificial intelligence (AI) and machine learning (ML) technology, together with business use cases and AI/ML technology strategy for managers. Students learn how a variety of companies, from Netflix to electric utilities, apply modern AI/ML techniques to predict and manage customer demand, preferences, experiences, and behaviors; improve business processes and KPIs; automate and optimize routine business decisions; and develop more successful business strategies. Take-home software labs and demos enable students to experiment with recommendation engines, Bayesian probabilistic inference systems, pattern recognition and predictive analytics, natural language processing (NLP), anomaly detection, causal inference, and optimization and coordination of plans and decisions over time and within teams and organizations of AI agents. Students apply these AI/ML techniques to business strategy and use cases and present their analyses in a written report. Prereq: This course is intended to be self-contained. Previous experience with AI/ML or applied probability and statistics and R are helpful but not essential. Restriction: Restricted to graduate majors. Term offered: Summer. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to students with graduate standing.

Typically Offered: Summer.

**BANA 6800 - Special Topics (3 Credits)**

A number of different current topics in business analytics are discussed in this course. Consult the current schedule for semester offerings.

Prereq: Permission of instructor. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Repeatable. Max hours: 12 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 12.

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**BANA 6840 - Independent Study (1-6 Credits)**

Instructor approval is required. Allowed only under special and unusual circumstances. Regularly scheduled courses cannot be taken as independent study. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Repeatable. Max Hours: 6 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 6.

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**BANA 6910 - Business Analytics Capstone (3 Credits)**

This is designed to be one of the final courses in the MS BANA degree. The Business Analytics Capstone serves as the culminating experience in a business analytics program, providing students with the opportunity to apply the knowledge, skills, and tools they have acquired throughout their coursework to real-world business challenges. This hands-on, project-based course is designed to bridge the gap between academic learning and professional practice, enabling students to demonstrate their ability to solve complex business problems using data-driven decision-making. Active discussion and creative presentation are core activities of this capstone course. Students will integrate what they have learned into a final project that can be either real-world problem designed in collaboration with an organization or a research paper on an emerging topic in the field. The final project will have multiple deliverables including a paper and a professional presentation to stakeholders who are directly related with the business problems defined in the project. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, and Data Science graduate majors and Computer Science graduate majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restricted to graduate majors and NDGR majors with a sub-plan or NBA within the Business School, and Data Science graduate majors and Computer Science graduate majors.

## Business (BUSN)

**BUSN 5939 - Internship (1-3 Credits)**

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Repeatable. Max hours: 9 Credits.

Grading Basis: Satisfactory/Unsatisfactory

Repeatable. Max Credits: 9.

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**BUSN 6340 - Financial Statement Analysis (3 Credits)**

This course is designed to develop skills in using, understanding, analyzing, and interpreting corporate financial statements and related information. The course will emphasize how accounting numbers measure and reflect the economic consequences of firms' strategies, and how this information can be used in business analysis and valuation. Prereq: ACCT 6031 or BUSN 6550 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with ACCT 6340. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ACCT 6031 or BUSN 6550 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**BUSN 6520 - Leading Individuals and Teams (3 Credits)**

Students learn the strengths and weaknesses of their management style and how to work effectively with individual differences. Students also learn how to form teams around purpose/task, diagnose problems and identify and implement solutions by utilizing leadership skills such as setting goals, processes and measures, interpersonal communication, motivation and conflict management. Students develop an understanding of the effect of the organizational and social context on the behavior of individuals and teams. Restriction: Restricted to graduate majors OR (NDGR majors with a sub-plan of NBA or NBD or NBDG) within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restricted to graduate majors OR (NDGR majors with a sub-plan of NBA or NBD or NBDG) within the Business School.

**BUSN 6521 - Leading Individuals and Teams (3 Credits)**

Students learn the strengths and weaknesses of their management style and how to work effectively with individual differences. Students also learn how to form teams around purpose/task, diagnose problems and identify and implement solutions by utilizing leadership skills such as setting goals, processes and measures, interpersonal communication, motivation and conflict management. Students develop an understanding of the effect of the organizational and social context on the behavior of individuals and teams. The emphasis is on health care issues and is intended for health care students. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to HLAD and MBAH majors within the Business School.

**BUSN 6530 - Data Analytics for Managers (3 Credits)**

Provides an overview of statistical and machine learning techniques for visualizing data, developing multivariate models to explain and control variation, and predicting outcomes. Methods covered in the course include exploratory data analysis, multiple linear regression, decision trees, and time-series forecasting. The emphasis is upon application of these techniques to business problems. Students are required to analyze data and present their analyses in written or oral form. Restriction:

Restricted to graduate majors OR (NDGR majors with a sub-plan of NBA or NBD or NBDG) within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restricted to graduate majors OR (NDGR majors with a sub-plan of NBA or NBD or NBDG) within the Business School.

Typically Offered: Fall, Spring, Summer.

**BUSN 6540 - Legal and Ethical Environment of Business (3 Credits)**

Students develop a working knowledge of legal and ethical parameters for business decision making. The course addresses the legal system and mechanisms for resolving disputes. Topics include constitutional law, torts, product liability, contracts, property law, consumer protection, intellectual property, business entities and employment law. It stresses the influence of legal issues on organizational decision making. Note: Students can substitute ENTP 6822 but credit cannot be received for both. Health Administration students must take BUSN 6541. Restriction: Restricted to graduate majors OR (NDGR majors with a sub-plan of NBA or NBD or NBDG) within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restricted to graduate majors OR (NDGR majors with a sub-plan of NBA or NBD or NBDG) within the Business School.

Typically Offered: Fall, Spring, Summer.



**BUSN 6541 - Legal and Ethical Environment of Business (Health Section) (3 Credits)**

Students develop a working knowledge of legal and ethical parameters for business decision making. Addresses the legal system and mechanisms for resolving disputes. Topics include business entities, torts, contracts, employment relationships, litigation and alternative dispute resolution. It stresses the influence of legal issues on organization and decision making. The emphasis is on health care issues and is intended for health care students. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to HLAD and MBAH majors within the Business School.

Typically Offered: Spring.

**BUSN 6550 - Analyzing and Interpreting Accounting Information (3 Credits)**

Emphasizes the use of accounting statements and data in making business decisions. External financial accounting information and concepts are used for investment and credit decisions. Internal managerial accounting information and concepts are used for product costing, cost analysis and management control. Restriction: Restricted to graduate majors OR (NDGR majors with a sub-plan of NBA or NBD or NBG) within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restricted to graduate majors OR (NDGR majors with a sub-plan of NBA or NBD or NBG) within the Business School.

Typically Offered: Fall, Spring, Summer.

**BUSN 6560 - Marketing Dynamics in the 21st Century (3 Credits)**

This course focuses on the art, science, and practice of managing dynamic market environments and making decisions about alternative marketing strategies. Students use analytical frameworks to inform decision-making about the many specific aspects of marketing: e.g., value proposition, target markets, positioning, products, channels of distribution, pricing, communication, and service. Participants learn how to integrate these elements into a Marketing Plan. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restricted to graduate majors OR (NDGR majors with a sub-plan of NBA or NBD or NBG) within the Business School.

Typically Offered: Fall, Spring, Summer.

**BUSN 6561 - Marketing Dynamics in the 21st Century (Health Section) (3 Credits)**

Focuses on the formulation and implementation of a marketing plan in the context of the firm's strengths, overall strategy and competitive environment. Emphasis is on understanding the marketing environment and on decision making skills regarding market selection, pricing, promotion, product configuration and management of distribution channels. Restriction: Restricted to HLAD and MBAH majors within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to HLAD and MBAH majors within the Business School.

**BUSN 6580 - Consulting in Practice (3 Credits)**

This course is designed to prepare students to effectively engage with clients by exposing them to a broad business-consulting knowledge base. This course includes case analyses, guest speakers, and tools to build an effective consulting toolkit. Students will also work as consultants on a real-world project. Students will work in a team to complete a scoped project for their client. Project options will be presented during the first day of class and teams will be assigned based on student interest. This course includes classroom and experiential components. Restriction: Restricted to AMBA majors within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to AMBA majors within the Business School.

Typically Offered: Spring.

**BUSN 6582 - Applied Business Consulting (3 Credits)**

This course provides students who have completed BUSN 6580 (Consulting in Practice) the opportunity to apply their learning to a real-world business-consulting project. Students will scout, scope, consult and present on a project with a company of their choosing. Restriction: Restricted to AMBA majors within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to AMBA majors within the Business School.

Typically Offered: Summer.

**BUSN 6590 - Executive Briefings (1.5 Credits)**

Students interact and learn directly from executives from a wide variety of organizations, with a particular emphasis on leadership. The course is highly interactive, with students gaining insight that will further their own leadership agendas. Restrictions: Restricted to AMBA majors within the Business School. Max hours: 1.5 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to AMBA majors within the Business School.

**BUSN 6610 - Information Systems Strategy (3 Credits)**

Digital strategy is the application of digital technologies to business models to form new differentiating business capabilities. The course starts with the highlights of genesis and importance of IT in organizations, including the relationship between digital technology and competitiveness. Then, the development and management of an effective digital infrastructure are discussed. Realizing that the effective use of digital technology requires the alignment of competitive strategies, business processes, and applications, the course takes a top management perspective on the development of policies and plans that maximize the contribution of digital technologies to organizational goals. A broad overview of how systems support the operational, administrative, and strategic needs of organizations is covered. Note: Students cannot receive credit if they have taken BUSN 6810 or ISMG 6180. Cross-listed with ISMG 6180. Restriction: Restricted to graduate majors or NDGR majors with a sub-plan of NBA or NBG within the Business School or graduate majors within the College of Engineering, Design, and Computing or PHCS PhD majors and PhD majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restricted to graduate majors or NDGR majors with a sub-plan of NBA or NBG within the Business School or graduate majors within the College of Engineering, Design, and Computing or PHCS PhD majors and PhD majors.

Typically Offered: Fall, Spring, Summer.

**BUSN 6620 - Applied Economics for Managers (3 Credits)**

After taking this course, students should be able to apply economic principles to make optimal decisions given firm cost, demand and market circumstances. Also, they should be able to analyze the firms interactions with its competitive market environment. Students will learn basic aspects of federal macroeconomic policy designed to achieve stable prices and economic growth. Also, they will learn to understand the measurement of output (GDP), employment and prices; the conduct of monetary and fiscal policy; and the balance of trade. Coreq: BUSN 6550 or ACCT 6030 or ACCT 6031. Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Co-req: BUSN 6550 or ACCT 6030 or ACCT 6031 Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**BUSN 6621 - Applied Economics for Managers (Health Section) (3 Credits)**

After taking this course, students should be able to apply economic principles to make optimal decisions given firm cost, demand and market circumstances. Also, they should be able to analyze the firm's interactions with its competitive market environment. Students should understand basic aspects of federal macroeconomics policy designed to achieve stable prices and economic growth. Also, they should understand basic aspects of government regulation of business. The emphasis is on healthcare issues and is intended for healthcare students. Restriction: Restricted to HLAD and MBAH students only. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restricted to HLAD and MBAH students only.

**BUSN 6630 - Management of Operations (3 Credits)**

This course is concerned with the production and delivery of goods and services. It provides an overview of a variety of contemporary Operation Management topics using current techniques and modeling to solve and understand key issues. Basic Excel skills are required. The use of model-assisted decision making is emphasized. Restriction: Restricted to graduate majors OR (NDGR majors with a sub-plan of NBA or NBD or NBG) within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restricted to graduate majors OR (NDGR majors with a sub-plan of NBA or NBD or NBG) within the Business School.

Typically Offered: Fall, Spring, Summer.

**BUSN 6640 - Financial Management (3 Credits)**

This course is concerned with the business firm's decisions to make investments and to finance its operations. Students learn to use the tools and theories underlying business valuation, cost of capital, capital budgeting and capital structure. Students will learn to evaluate a firm's financial position through the examination of its financial statements and to prepare pro forma statements for the firm. Prereq: BUSN 6550 with a grade of C or better. Coreq: BUSN 6620 or BUSN 6621. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BUSN 6550 with a grade of C or better Coreq: BUSN 6620 or BUSN 6621 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**BUSN 6710 - Strategic Management (3 Credits)**

Concerned with the development of a general management perspective in establishing the strategic direction for an enterprise. Students gain an understanding of strategy formulation and implementation within the context of the global environment. Note: Students may not receive credit for both BUSN 6710 and MGMT 6620. Note: This course is intended as a final semester Capstone course. Coreq: BUSN 6560 or 6561, BUSN 6630 or BUSN 6631; and BUSN 6640. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with MGMT 6620. Max hours: 3 Credits.

Grading Basis: Letter Grade

Coreq: BUSN 6560 or 6561, BUSN 6630 or BUSN 6631; and BUSN 6640 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School

Typically Offered: Fall, Spring, Summer.

**BUSN 6711 - Strategic Management (Health Section) (3 Credits)**

Concerned with the development of a general management perspective in establishing the strategic direction for a health delivery organization. Students gain an understanding of strategy formulation and implementation within the context of the managed care environment. Emphasis is on the integration of knowledge acquired in the previous functional area courses. Note: This course is intended as a final semester course. Required of Health Administration majors. Coreq: BUSN 6560 or BUSN 6561, and BUSN 6640. Restriction: Restricted to HLAD and MBAH majors within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Corequisites: BUSN 6560 or BUSN 6561, and BUSN 6640 Restrictions: Restricted to HLAD and MBAH majors within the Business School.

Typically Offered: Spring.

**BUSN 6800 - Topics In Business (1-3 Credits)**

Current topics in business are occasionally offered. Prerequisites vary depending on the material covered. Consult the current 'schedule planner' for specific offerings and prerequisites. Repeatable. Max Hours: 12 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 12.

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**BUSN 6840 - Independent Study (1-3 Credits)**

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Repeatable. Max Hours: 8 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 8.

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

## Commodities (CMDT)

**CMDT 6240 - Environmental, Social, Governance (ESG) Trends in Energy & Commodities (3 Credits)**

This course will introduce students to the fundamental concepts and terminology associated with Environmental, Social, Governance (ESG). The evolution of climate change and ESG will be reviewed in terms of policies and metrics. The critical need commodities (agricultural, energy, and minerals, and metals) are studied to support more realistic views and opinions on climate change and ESG. An overarching goal is that students completing the course will have a sound understanding of ESG related policies and standards, the measuring metrics, and the benefits and costs associated with potential future trends. Cross-listed with GEMM 6240. Repeatable. Term offered: fall, spring. Max hours: 6 Credits. Grading Basis: Letter Grade  
Repeatable. Max Credits: 6.  
Typically Offered: Fall, Spring.

**CMDT 6490 - Commodity Trading (3 Credits)**

This is a co-listed class with the J.P. Morgan Center for Commodities and the Finance Department. This course focuses on how securities and futures contracts are designed and traded including trading exchange operations, regulation, trading mechanisms and processes. Students will learn the theory and practice of securities and futures contract trading with a focus on hands-on trading experience using industry software (CQG and Bloomberg) as well use of data sources (Morningstar). In this course, we will review the origins of liquidity, volatility, price efficiency, and trading profits. Next we will cover a host of topics concerning equity and commodity trade execution strategies, such as why and how investors trade, what and when investors profit from investing and speculating, the key principles of high-frequency trading and investor's overconfidence, why market institutions are organized as they are, and the role of public policy in the markets. Max hours: 3 Credits.  
Grading Basis: Letter Grade

**CMDT 6582 - Commodity Supply Chain Management (3 Credits)**

This course introduces the design, analysis, management, and control of supply chains as applied to commodities. The course covers integration of processes and systems, relationship management of upstream and downstream supply chain players, and commodity-specific supply chain strategies. Cross-listed with GEMM 6582. Repeatable. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBC within the Business School. Max hours: 6 Credits.  
Grading Basis: Letter Grade  
Repeatable. Max Credits: 6.  
Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBC within the Business School.

**CMDT 6670 - International Special Topics 2 (3 Credits)**

International travel course focusing on energy topics that affect the world. Cross-listed with GEMM 6670. Term offered: Fall, Spring, Summer. Max hours: 3 Credits.  
Grading Basis: Letter Grade  
Typically Offered: Fall, Spring, Summer.

**CMDT 6682 - Commodities Hedging (3 Credits)**

This course is a practical introduction to commodity markets. Students will learn how commodities are managed in the global markets from a hedgers, speculators and arbitrageurs point of view. Understanding the relationships between commodities and the global economy will be investigated. In addition, commodities will be looked at as an asset class and cross-asset relationships will be studied. Students will be introduced to futures and options markets analysis deploying strategies professional traders use in diverse market conditions. Students will work with the various trading software throughout the course and gain proficiency in real-world trading. Note: Students cannot receive credit for both CMDT 6482 or FNCE 6482. Cross-listed with CMDT 4682. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBC within the Business School. Max hours: 3 Credits.  
Grading Basis: Letter Grade  
Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBC within the Business School.  
Typically Offered: Spring.

**CMDT 6699 - International Special Topics (3 Credits)**

International travel course focusing on energy issues affecting the world. Cross-listed with GEMM 6699. Repeatable. Term offered: Fall, Spring, Summer. Max hours: 6 Credits.  
Grading Basis: Letter Grade  
Repeatable. Max Credits: 6.  
Typically Offered: Fall, Spring, Summer.

**CMDT 6710 - Carbon Markets: Navigating the Future of Business (3 Credits)**

Climate change is a fundamental threat to global economic development. Both public and private business practices and consumer behaviors will drive how economies will decarbonize and the extent of future impacts. Consumers, investors, and governments will increasingly look toward markets for innovation and create a low-carbon economy. This course will introduce carbon markets in all their forms and elaborate on policies, trade, reporting, and tracking. This course will demonstrate the value of carbon management to the bottom line, allowing participants to apply learnings to new and developing business strategies practically. Cross-listed with GEMM 6710. Repeatable. Max hours: 9 Credits.  
Grading Basis: Letter Grade  
Repeatable. Max Credits: 9.  
Typically Offered: Fall, Spring.

**CMDT 6802 - Foundations of Commodities (3 Credits)**

This course introduces students to the physical aspects of commodities and connects them to the financial markets in which commodities are traded. Fundamental concepts and terminology necessary for understanding commodity production, transportation, economics, financial analysis and marketing are described. Supply chains for several specific commodities are reviewed in detail, as examples of the production and market structure knowledge needed to be successful professional participants in commodity trading capacities. The course also serves a foundation for more focused education in the specific commodity sectors, as well as the applied use of marketing and financial trading concepts learned in other courses. Cross-listed with CMDT 4802 and FNCE 4802/6802. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.  
Grading Basis: Letter Grade  
Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**CMDT 6840 - Commodity Independent Study (1-3 Credits)**

Independent study in the field of commodities. Topic of study varies according to project. Repeatable. Max hours: 6 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 6.

## Finance (FNCE)

**FNCE 5939 - Internship (1-3 Credits)**

Supervised experiences involving the application of concepts and skills in an employment situation. Prereq: 21 semester hours and 3.5 GPA.

Repeatable. Max Hours: 9 Credits.

Grading Basis: Satisfactory/Unsatisfactory

Repeatable. Max Credits: 9.

**FNCE 6290 - Quantitative Methods for Finance (3 Credits)**

This course provides a statistical foundation for subsequent courses in the Master of Science in Finance program. Major topics include descriptive statistics, probability theory, statistical estimation and inference and regression analysis. The emphasis is on finance applications, such as risk measurement, for portfolio diversification and the "market model". In addition, students develop competence in the use of statistical software packages. This course provides preparation for the statistical portions of the Certified Financial Analyst professional examinations. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**FNCE 6300 - Macroeconomics and Financial Markets (3 Credits)**

Covers the U.S. financial system in the global economy. Specific topics include financial institutions, money creation and monetary policy; the Federal Reserve System and its operation; the international financial system; interest rate determination, yield curves, and their relation to fiscal policy; the role of households and business in financial markets; stock markets; and money markets and instruments. (Required for the M.S. in Finance degree.) Coreq: BUSN 6620. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Coreq: BUSN 6620 Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School

**FNCE 6310 - Financial Decisions and Policies (3 Credits)**

Emphasizes investment and financing decisions, and the analysis of the financial condition of the firm. Specific topics include capital budgeting, cost of capital, financing mix and strategy, firm valuation and management of working capital. Instruction is by the case method.

Prereq: BUSN 6640 with a grade of C (2.0) or higher. Restriction:

Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BUSN 6640 with a grade of C (2.0) or higher Restrictions:

Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School

**FNCE 6330 - Investment Management Analysis (3 Credits)**

In this course students will learn investment theories and how to apply them to portfolio management. Topics covered include asset allocation, security markets, the analysis and use of investment information, risk analysis and security valuation. This course is required for the M.S. in Finance degree. Prereq: BUSN 6640 and BUSN 6620 with a grade of C (2.0) or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BUSN 6640 and BUSN 6620 with a grade of C (2.0) or higher

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**FNCE 6340 - Business Firm Valuation (3 Credits)**

In this class, students will learn two valuation techniques, fundamental valuation and relative valuation, to value a business. These techniques are useful in such situations as valuing firms for mergers and acquisitions and valuing stocks for investment purposes. Some of the topics included are valuation of start-up firms, valuation of privately held firms, and valuation of firms with negative earnings. Prereq: BUSN 6640 with a grade of C (2.0) or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BUSN 6640 with a grade of C (2.0) or higher Restrictions:

Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School

**FNCE 6350 - Financial Innovations (3 Credits)**

Innovations include zero coupon bonds, inflation indexed bonds, structured notes, asset-backed securities, collateralized mortgage obligations, and interest rate swaps. The student learns about the markets and pricing of these securities, and how they affect interest rate risk. The course prepares the student for careers in corporate treasury management, structured financing, swaps trading, and mortgage backed securities design. Prereq: BUSN 6640 with a grade of C (2.0) or higher.

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BUSN 6640 with a grade of C (2.0) or higher Restrictions:

Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School

**FNCE 6360 - Management of Financial Institutions (3 Credits)**

Overview of financial institutions and their risk management/financial performance management issues such as: management of operational, credit, liquidity, interest-rate, capital, off-balance sheet, and environmental risks; Uniform Bank Performance Report (UBPR) risk/performance analysis, hedging techniques and regulations/performance/risk. Prereq: BUSN 6640 with a grade of C (2.0) or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BUSN 6640 with a grade of C (2.0) or higher Restrictions:

Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School



**FNCE 6365 - Banking Principles and Practices (3-9 Credits)**

Covers money and capital markets, commercial lending, asset and liability management, loan portfolio management and bank management.

This class is only available to Colorado Graduate School of Banking students. Similar material is covered in FNCE 6300 and FNCE 6360.

Therefore Business School students must enroll in those courses.

Banking students cannot receive credit for FNCE 6300 or FNCE 6360.

Repeatable. Max Hours: 9 Credits.

Grading Basis: Satisfactory/Unsatisfactory

Repeatable. Max Credits: 9.

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**FNCE 6370 - International Financial Management (3 Credits)**

Addresses financial management in an international context that considers international capital movements and foreign exchange problems, and international operations as they affect financial functions. It reviews foreign and international institutions and the foreign exchange process and considers financial requirements, problems, sources and policies of firms doing business internationally. Prereq: BUSN 6640 with a grade of C (2.0) or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Cross-listed with INTB 6372. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BUSN 6640 with a grade of C (2.0) or higher Restrictions:

Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School

**FNCE 6372 - Time-Series Forecasting (3 Credits)**

Students learn forecasting methodologies such as ARIMA, regression, smoothing, and time-series decomposition applicable to marketing, finance, accounting, human resources management, and supply chain and production management decision-making. This course focuses on practical applications of forecasting techniques, choosing and comparing appropriate methods and applying the results to workplace situations. If you do not meet the prerequisites you may contact the instructor for permission to register. Prereq: BANA 6610 or BUSN 6530 or FNCE 6290 or (BUSN 6530 taken at CU Denver or consent of instructor - no CBK waivers of BUSN 6530 will be considered. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BANA 6610 or BUSN 6530 or FNCE 6290 with a grade of C or higher Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**FNCE 6382 - Futures, Forwards, Swaps (and Other Derivatives) (3 Credits)**

This course introduces forward contracts, used in price risk management for millennia. We cover the properties of forward/futures contracts, structure of the markets and strategic implications for speculation and hedging. We price forwards from spot price, and introduce convenience yield. Options used for insurance purpose (think of your car insurance as a put option) is a more expensive way to manage risk; we cover option strategies and basic pricing. The course concludes with swaps, credit derivatives and structured products. Asset classes covered are equity, fixed income, currency, agriculture, energy (oil/gas and electricity) and metal/mining. Prereq: BUSN 6640. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BUSN 6640 with a C or higher Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**FNCE 6410 - Real Options and Decisions Under Uncertainty (3 Credits)**

This is an applied course in making investment decisions under uncertainty and flexibility. Traditional NPV analysis using tools such as Discounted Cash Flow (DCF) model assumes that once an investment decision has been made, managers have no control over the outcome and they remain passive throughout the life of the project. Most corporate projects, however, have a great deal of flexibility in terms of their execution. This course will help students develop skills to identify and analyze real options so that they may approach real world corporate investment decisions in a strategic manner. This course may be used to fulfill the requirement for an options course in the MS (Finance) program. Prereq: BUSN 6640 with a grade of C (2.0) or higher. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BUSN 6640 with a grade of C (2.0) or higher. Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**FNCE 6411 - International Corporate Governance (3 Credits)**

Discusses the structure and goals of the modern corporation, the primary governance mechanisms used to help companies achieve these goals, and how and why these roles, goals, and mechanisms vary across nations. The topics covered in the course include managerial compensation, board of director structure and ethics, shareholder activism, and how governance structures differ across countries. Prereq: BUSN 6640 with a grade of C (2.0) or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Note: Students cannot receive credit for both FNCE 6411 and INTB 6411. Cross-listed with FNCE 4411 and INTB 6411. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BUSN 6640 with a grade of C (2.0) or higher. Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**FNCE 6420 - Mergers and Acquisitions (3 Credits)**

Examines the processes and decisions by which mergers, takeovers and other corporate restructuring occur, the transactions occur. Analyzes merger and acquisition decisions as part of strategic decision making, and how firms are valued in mergers. Discusses the market for corporate control and the public policy implications of mergers and corporate governance. Prereq: BUSN 6640 with a grade of C (2.0) or higher.

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BUSN 6640 with a grade of C (2.0) or higher. Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**FNCE 6450 - Short-Term Financial Management (3 Credits)**

This course is a survey of methods for managing short term assets and liabilities. Specific topics include the analysis of the firm's liquidity and cash flow, banking relationships; collection and disbursement systems; management of short term investment and financing; management of receivables, payables and inventory; and short term forecasting. This course is affiliated with the Association of Financial Professionals, allowing students earning at least a 'B' to sit for the Certified Treasury Professional (CTP-A) exam. Prereq: BUSN 6640 with a grade of C (2.0) or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BUSN 6640 with a grade of C (2.0) or higher. Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**FNCE 6460 - Emerging Market Finance (3 Credits)**

This course aims to explore key emerging market finance issues from the perspectives of corporations, investors and markets. Emerging economies are deemed to be the engine of growth opportunities in the world economy. However, compared with developed markets, they typically have some unique features in their economic systems and financial markets, and thus different risk and return characteristics, leading to special considerations of capital budgeting, financing and investing in these economies. This course is to help develop a better understanding of financial markets, corporate finance and investments in emerging economies, with case studies on some major emerging markets (e.g., China, India). Prereq: BUSN 6640. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with INTB 6460. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BUSN 6640 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School

**FNCE 6470 - Behavioral Finance (3 Credits)**

Over the past several decades, the field of finance has developed a successful paradigm based on the notions that investors and managers were generally rational and the prices of securities were generally "efficient." In recent years, however, anecdotal evidence as well as theoretical and empirical research has shown this paradigm to be insufficient to describe various features of actual financial markets. In this course we examine how the insights of behavioral finance complements the traditional paradigm and sheds light on the behavior of asset prices, corporate finance, and various Wall Street institutions and practices. Prereq: BUSN 6640. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BUSN 6640

**FNCE 6480 - Financial Modeling (3 Credits)**

Develops and implements financial models for purposes of financial planning and decision making. This course is intended to allow the student to increase her or his knowledge and skill in the development of various types of computer-based financial planning models. The students are exposed to the uses of a variety of computer software packages that can be used for modeling financial planning problems. Prereq: BUSN 6640, knowledge of computer and spreadsheet software. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BUSN 6640 with a C or higher Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**FNCE 6490 - Commodity Trading (3 Credits)**

This is a co-listed class with the J.P. Morgan Center for Commodities and the Finance Department. This course focuses on how securities and futures contracts are designed and traded including trading exchange operations, regulation, trading mechanisms and processes. Students will learn the theory and practice of securities and futures contract trading with a focus on hands-on trading experience using industry software (CQG and Bloomberg) as well use of data sources (Morningstar). In this course, we will review the origins of liquidity, volatility, price efficiency, and trading profits. Next we will cover a host of topics concerning equity and commodity trade execution strategies, such as why and how investors trade, what and when investors profit from investing and speculating, the key principles of high-frequency trading and investor's overconfidence, why market institutions are organized as they are, and the role of public policy in the markets. Cross-listed with CMDT 4490, CMDT 6490 and FNCE 4490. Max hours: 3 Credits.

Grading Basis: Letter Grade

**FNCE 6750 - Business Intelligence for Financial Modeling (3 Credits)**

This course introduces students to the process of business intelligence in finance, focusing on using Python for financial modeling, data analysis, and decision support. Key financial concepts (e.g., the Time Value of Money, Rate of Return, and Effective Annual Return, among others) will be explored through Python coding examples to simulate financial behaviors. Additionally, students will learn to collect, process, and visualize financial data from various sources, as well as interpret analytical results to support financial decision-making. By the end of the course, students will have developed practical skills in Python for financial modeling and data analysis, and will be able to leverage these analyses to inform business decisions in finance. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Cross-listed with ISMG 6820

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors

**FNCE 6800 - Special Topics (3 Credits)**

Experimental course offered irregularly for the purpose of presenting new subject matter in finance. Prerequisites vary depending upon topics covered. (Consult the 'Schedule Planner' for semester offerings.) Prereq: BUSN 6640. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Repeatable. Max hours: 9 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 9.

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

Typically Offered: Fall, Spring, Summer.

**FNCE 6802 - Foundations of Commodities (3 Credits)**

This course introduces students to the physical aspects of commodities and connects them to the financial markets in which commodities are traded. Fundamental concepts and terminology necessary for understanding commodity production, transportation, economics, financial analysis and marketing are described. Supply chains for several specific commodities are reviewed in detail, as examples of the production and market structure knowledge needed to be successful professional participants in commodity trading capacities. The course also serves a foundation for more focused education in the specific commodity sectors, as well as the applied use of marketing and financial trading concepts learned in other courses. Cross-listed with FNCE 4802 and CMDT 4802/6802. Max hours: 3 Credits.

Grading Basis: Letter Grade

**FNCE 6840 - Independent Study: FNCE (1-8 Credits)**

Instructor approval required. Allowed only under special and unusual circumstances. Regularly scheduled courses cannot be taken as independent study. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Repeatable. Max Hours: 8 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 8.

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**FNCE 6850 - Blockchain, Crypto Investing and Trading Strategy (3 Credits)**

This class presents introduction to blockchain includes blockchain innovation tools, protocols and techniques and its application in the newly emerge cryptocurrency asset class. We then analyze the need and motives for the crypto, and how it disrupts the current and existing payment system. The final theme of the class focuses on the optimal cryptocurrency investment and presents robust trading strategy. Cross-listed with FNCE 3850. Max hours: 3 Credits.

Grading Basis: Letter Grade

Typically Offered: Fall, Spring, Summer.

**FNCE 6860 - Payments and Digital Banking (3 Credits)**

The Payments and Digital Banking course offers an in-depth exploration of the rapidly evolving landscape of financial technology within the realm of payments and digital banking. Students will gain a comprehensive understanding of the various digital payment methods, mobile banking solutions, and emerging technologies shaping the financial services industry. The course delves into the intricacies of payment ecosystems, examining the role of blockchain, cryptocurrencies, and digital wallets. Additionally, students will explore regulatory frameworks, security considerations, and the impact of innovative technologies on traditional banking models. Through case studies, discussions, and hands-on projects, participants will develop practical insights into designing and managing digital banking solutions, preparing them for the dynamic and transformative nature of modern financial services. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Cross-listed with FNCE 3860 Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**FNCE 6870 - Introduction to AI and ML in FinTech (3 Credits)**

This course provides students with a comprehensive understanding of the applications of Artificial Intelligence (AI) and Machine Learning (ML) in the rapidly evolving field of Financial Technology (FinTech). Students will explore the foundational concepts of AI and ML and examine how these technologies are reshaping various aspects of the financial industry. Topics include predictive analytics, algorithmic trading, risk management, fraud detection, and customer experience enhancement. Through practical examples and real-world case studies, students will gain hands-on experience in applying AI and ML techniques to FinTech challenges. The course aims to equip students with the knowledge and skills needed to navigate the intersection of AI, ML, and FinTech, preparing them for roles in this dynamic and innovative sector. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Cross-listed with FNCE 3870. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**FNCE 6880 - Critical Software for FinTech (3 Credits)**

This course provides an in-depth exploration of critical software tools essential for professionals in the field of Financial Technology (FinTech). Students will have the opportunity to choose and master three software applications from a curated list of six, gaining practical skills that are highly relevant in the FinTech industry. The course emphasizes hands-on experience, practical applications, and the integration of software tools in various FinTech domains. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Cross-listed with FNCE 3880. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**FNCE 6960 - Options Trading Strategies and Pricing (3 Credits)**

In this course, students will extend their knowledge of options from FNCE 6382. Students will learn about options market and microstructure, the use of options in risk management, e.g. in portfolio hedging. They will be able to set up different trading strategies, e.g. straddle, strangle, bull- and bear- spreads, covered calls and protective puts, butterfly options etc., and payoffs from and risks associated with these trading strategies. Students will be able to price options using tracking portfolio techniques, risk-neutral valuation, binomial method of options pricing – and its application for real options used in corporate strategy –, and Black-Scholes method and its application. We will end the course with the Greeks and the Employees Stock Option Plans (ESOP). Prereq: Requires prerequisite course of BUSN 6640 (minimum grade C). Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Requires prerequisite course of BUSN 6640 (minimum grade C).

Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**FNCE 6995 - Travel Study (3 Credits)**

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**FNCE 8990 - Dissertation Development (1-15 Credits)**

Supports development of a dissertation in conjunction with a student's advisor. Repeatable. Max hours: 15 Credits.

Grading Basis: Letter Grade with IP

Repeatable. Max Credits: 15.

Additional Information: Report as Full Time.

## Economics (ECON)

**ECON 5030 - Data Analysis with SAS (3 Credits)**

Covers techniques for handling and interpreting economic data and conducting econometric analyses using SAS programming. Provides hands-on data management and analyses with large data sets with applications to business and economics, and prepare students for SAS Base Programmer certification exam. Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA). Statistics with Computer Applications (ECON 3811) or a similar course is strongly recommended as preparation for this course. Cross-listed with ECON 4030. Term offered: fall, spring. Max Hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA).

Typically Offered: Fall, Spring.

**ECON 5050 - Special Economic Problems (1-8 Credits)**

Provides students the opportunity to critically evaluate some practical and theoretical problems under supervision, and to present results of their thinking to fellow students and instructors for critical evaluation. Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA). Cross-listed with ECON 4050. Max Hours: 8 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA).

**ECON 5073 - Microeconomic Theory (3 Credits)**

Fundamental features of partial equilibrium theory of the firm, consumer and market. General equilibrium and welfare economic topics are examined. Features of the models that have empirical applications are accented. Restriction: Restricted to students with graduate standing and coreq ECON 5803 or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA). Term offered: fall. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to students with graduate standing and coreq ECON 5803 or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA).

Typically Offered: Fall.

**ECON 5083 - Macroeconomic Theory (3 Credits)**

Examines the major macroeconomic models within a common framework. Differences in the foundations, structure, and policy implications of the competing models are analyzed. Restriction: Restricted to students with graduate standing and coreq ECON 5803 or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA). Term offered: spring. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to students with graduate standing and coreq ECON 5803 or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA).

Typically Offered: Spring.

**ECON 5090 - History of Economic Thought (3 Credits)**

Traces the development of economic thought from ancient times to the 20th century. Considers the context in which these ideas were developed and their relationship to modern economic thought and contemporary economic problems. Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA). Microeconomics (ECON 2022) and Macroeconomics (ECON 2012) or similar coursework is strongly recommended as preparation for this course. Cross-listed with ECON 4090. Term offered: fall. Max Hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA).

Typically Offered: Fall.

**ECON 5150 - Economic Forecasting (3 Credits)**

Teaches forecasting techniques used in business and government to project trends and short-term fluctuations. Actual data are employed in instruction and labs. State-of-the-art spreadsheet and algorithms are introduced as part of the course work. Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA). Statistics with Computer Applications (ECON 3811) or similar coursework is strongly recommended as preparation for this course. Cross-listed with ECON 4150. Term offered: spring. Max Hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA).

Typically Offered: Spring.



**ECON 5410 - International Trade (3 Credits)**

Trade theory identifies who wins and loses from trade and why there are usually overall gains. Explores issues in immigration, globalization, income inequality, tariffs, dumping, the WTO, the environment, wages and growth strategies among others. Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA). Cross-listed with ECON 4410. Max Hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA).

**ECON 5530 - Economics of Natural Resources (3 Credits)**

Examines economic models of renewable resource management and models of exhaustible resource depletion. Analyzes decisions made by private firms and governments affecting the methods and rate of resource development. Examines the effects of resource development on economic growth and environmental quality and the effects of economic development on resource scarcity. Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA). Cross-listed with ECON 4530. Max Hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA).

**ECON 5540 - Environmental Economics (3 Credits)**

Economic approach to environmental problems: relationship between ownership structures, externalities and environmental damage; poverty, population pressure, and environmental degradation; valuation of environmental amenities; sustainability of economic activity; cost-benefit analysis applied to the environment; evaluation of alternative instruments for environmental control. Prereq: ECON 5073 with a B- or higher. Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA). Cross-listed with ECON 4540. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prerequisite ECON 5073 with a B- or higher. Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA).

**ECON 5660 - Health Economics (3 Credits)**

Introduces students to analytical skills and economic methods, and demonstrates how these methods can be applied to issues in health policy and management. Topics include: demand for health and medical care; health care costs, health reform, medical technology; market for health insurance; physicians, hospitals, and managed care; pharmaceuticals; regulations in the U.S. health care sector; demand for addictive substances; infant and maternal health; international comparisons of health care systems. Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA). Max Hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA).

**ECON 5740 - Industrial Organization (3 Credits)**

Examines the determinants of, and linkages between, market structure, firm conduct, and industrial performance. Topics include: determinants of the market size; impact of different market structures on prices and outputs; strategic behavior of firms to prevent entry or induce exit of rival firms; collusion; price discrimination; advertising; competition, monopoly, and innovation; implications for economic efficiency and public policy. Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA). Cross-listed with ECON 4740. Max Hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA).

**ECON 5800 - Special Topics (1-3 Credits)**

Current economics topics to be determined by the instructor.

Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA). Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA).

**ECON 5803 - Mathematical Economics (3 Credits)**

Application of mathematical techniques in micro-and macro-economic analysis. Topics include single and multivariable differentiation, basic matrix algebra, optimization, and integration with applications to economic models of consumption, production, market equilibrium, national accounting, and growth. Restriction: Students must be admitted to the MA in ECON, MS or PhD in Health Economics. Cross-listed with ECON 4803. Term offered: fall, spring. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Students must be admitted to the MA in ECON, MS or PhD in Health Economics.

Typically Offered: Spring.

**ECON 5813 - Econometrics I (3 Credits)**

Theory and application of statistical techniques used to analyze economic problems. Topics include simple and multiple regression models, simultaneous equation models, and the problems encountered in their application. Students formulate models, obtain data, estimate models, interpret results and, forecast. Restriction: Restricted to students with graduate standing and coreq ECON 5803 or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA). Term offered: fall. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to students with graduate standing and coreq ECON 5803 or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA).

Typically Offered: Fall.

**ECON 5823 - Econometrics II (3 Credits)**

Second course in the econometrics sequence, covering intermediate topics in cross-section and time series analysis. Topics include limited dependent variables, autoregressive and distributed lag models, longitudinal data analysis and unit roots, co-integration and other time-series topics. Prereq: ECON 5813 with a B- or higher. Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA). Term offered: spring. Max Hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ECON 5813 with a B- or higher Restriction: Restricted to Graduate and Graduate Non-Degree Majors or undergraduate majors in the Bachelor's to Master's program (ECON BA-BMA).

Typically Offered: Spring.

**ECON 5840 - Independent Study (1-3 Credits)**

Note: Students must submit a special processing form completely filled out and signed by the student and faculty member, describing the course expectations, assignments and outcomes, to the CLAS Graduate Academic Services Coordinator for approval. Term offered: fall, spring, summer. Repeatable. Max hours: 9 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 9.

**ECON 5880 - Directed Research (1-6 Credits)**

Students will engage in original research projects supervised and mentored by faculty. Students must work with faculty prior to registration to develop a proposal for their project and receive permission to take this course. Note: Students must submit a special processing form completely filled out and signed by the student and faculty member, describing the course expectations, assignments and outcomes, to the CLAS Graduate Academic Services Coordinator for approval. Term offered: fall, spring, summer. Repeatable. Max hours: 6 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 6.

Typically Offered: Fall, Spring, Summer.

**ECON 5939 - Internship (1-6 Credits)**

Note: Students must submit a special processing form completely filled out and signed by the student and faculty member, describing the course expectations, assignments and outcomes, to the CLAS Graduate Academic Services Coordinator for approval. Term offered: fall, spring, summer. Repeatable. Max hours: 9 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 9.

Typically Offered: Fall, Spring, Summer.

**ECON 5950 - Master's Thesis (1-4 Credits)**

Note: Students must submit a special processing form completely filled out and signed by the student and faculty member, describing the course expectations, assignments and outcomes, to the CLAS Graduate Academic Services Coordinator for approval. Max hours: 4 Credits.

Grading Basis: Letter Grade with IP

Additional Information: Report as Full Time.

**ECON 6010 - Advanced Microeconomic Theory (3 Credits)**

Recent and contemporary literature on fundamentals of economic theory. Consideration of value theory with particular emphasis on methodology, theory of demand, theory of the firm, and theory of distribution. Prereq: ECON 5073 with a B- or better. Restriction: Restricted to students with Graduate standing. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ECON 5073 with a B- or better Restriction: Restricted to students with Graduate standing

**ECON 6020 - Advanced Macroeconomic Theory (3 Credits)**

Considers general equilibrium and aggregative analysis in economic theory, with particular emphasis given to the theory of employment, consumption and investment. Prereq: ECON 5083 with a B- or higher. Restriction: Restricted to student with graduate standing. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ECON 5083 with a B- or higher. Restriction: Restricted to student with graduate standing

**ECON 6022 - Federal Data for Health Research & Policy (1-3 Credits)**

Students will develop the knowledge and skills required to effectively use a variety of federal and statistical data sets for health research and policy analysis. Each week is devoted to one or two federal statistical datasets-- data collection methods; why they are collected and what health issues they are designed to address; what population they represent and at what geographic scale. Most critically, students will be able to distinguish between questions that can be addressed with a public version of the data and questions that require restricted versions of the data that are protected by federal law and guidelines. Students will read, discuss and present research from various perspectives (Demography, Economics, Geography, Public Health, Sociology) using these data sources and apply their knowledge of data analysis from a variety of perspectives. Students will learn how to gain access to restricted data, how to protect individual anonymity with best practice disclosure avoidance techniques and will develop a research proposal for confidential research access.

Note: Familiarity with SAS (preferable) or other statistical software such as SPSS or Stata and statistics or data analysis is recommended.

Restriction: Restricted to degree-granting graduate programs. Cross-listed with HBSC 6022, GEOG 5022, and SOCY 5022. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to degree-granting graduate programs

Typically Offered: Spring.

**ECON 6053 - Seminar In Applied Economics (1.5 Credits)**

Familiarizes students with applied research in economics. Students read, discuss, and critique articles in economic journals. Emphasis is placed on research design and methods employed in these articles to prepare students for development of their own research projects in subsequent courses. Topics vary with instructor, and may include international economics, labor economics, monetary theory, public or finance and development economics. Prereq: ECON 5813 with a B- or higher. Coreq: ECON 5823. Restriction: Restricted to students with graduate standing. Repeatable. Max Hours: 6 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 6.

Prereq: ECON 5813 with a B- or higher Coreq: ECON 5823 Restriction: Restricted to students with graduate standing

**ECON 6054 - Seminar In Applied Economics II (1.5 Credits)**

Familiarizes students with state-of-the-art applied economic research. Students read, discuss, and critique articles published in economic journals. Note: Topics vary with the instructor. Prereq: ECON 5813 with a B- or higher. Coreq: ECON 5823. Restriction: Restricted to students with graduate standing. Term offered: spring. Repeatable. Max Hours: 6 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 6.

Prereq: ECON 5813 with a B- or higher Coreq: ECON 5823 Restriction: Restricted to students with graduate standing

Typically Offered: Spring.

**ECON 6060 - Special Topics (1-3 Credits)**

Special topics in advanced microeconomics. Consideration of value theory based upon methodology, theory of demand, and theory of distribution. Restriction: Restricted to students with Graduate standing. Introduction to Mathematical Economics (ECON 3801) or similar coursework is strongly recommended as preparation for this course. Restriction: Restricted to Graduate and Graduate Non-Degree majors. Max Hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to Graduate and Graduate Non-Degree Majors

**ECON 6073 - Research Seminar (3 Credits)**

Focuses on training students to do rigorous research in economics. Topics include the analysis of large data sets, further development of econometric skills, and writing a research paper. Note: Students attend lectures and also meet regularly with the instructor in the process of doing a sophisticated research project. Prereq: ECON 5073 and ECON 5823 with a B- or higher and either ECON 6053 or ECON 6054 with a B- or higher. Restriction: Restricted to students with graduate standing. Term offered: fall. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ECON 5073 and ECON 5823 with a B- or higher and either ECON 6053 or ECON 6054 with a B- or higher. Restriction: Restricted to students with graduate standing  
Typically Offered: Fall.

**ECON 6210 - Public Finance (3 Credits)**

Advanced economic theory applied to the problems of public and private sector decision making. Applied topics in taxation, education, voting theory, welfare economics, externalities and public goods. Prereq: ECON 5073 with a B- or higher. Restriction: Restricted to students with graduate standing. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ECON 5073 with a B- or better Restriction: Restricted to students with Graduate standing

**ECON 6410 - International Trade (3 Credits)**

Contemporary and classical literature on theories of international trade. Topics include the determination of the pattern and terms of trade, the relationship between growth and trade, and commercial policy. Prereq: ECON 5073 with a B- or higher. Restriction: Restricted to students with graduate standing. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ECON 5073 with a B- or better Restriction: Restricted to students with Graduate standing

**ECON 6420 - International Finance (3 Credits)**

Topics in international finance, including exchange rate determination, the adjustment process, international financial markets and the international monetary system. Prereq: ECON 5073 with a B- or better. Restriction: Restricted to students with Graduate standing. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ECON 5073 with a B- or better Restriction: Restricted to students with Graduate standing

**ECON 6610 - Labor Economics (3 Credits)**

Advanced study of the labor market, including: history, nature, and function of labor organizations; the process of wage determination; and the formation of public policy. Prereq: ECON 5073 and 5813 with a B- or higher. Restriction: Restricted to students with Graduate standing. Term offered: spring. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ECON 5073 and ECON 5813 with a B- or higher Restriction: Restricted to students with Graduate standing  
Typically Offered: Spring.

**ECON 6666 - The Economics of Health Behaviors (3 Credits)**

This course teaches an economic approach to studying health behaviors and the policies that affect them. Special attention will be paid to analyzing the effects of excise taxes and to understanding the quasi experimental approach to doing applied research in economics. Prereq: ECON 5073 and ECON 5813 with a B- or higher. Restriction: Restricted to students with Graduate standing. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ECON 5073 and ECON 5813 with a B- or higher Restriction: Restricted to students with Graduate standing

**ECON 6770 - Development Economics (3 Credits)**

This course provides a theoretical and empirical framework for analyzing economic problems in developing countries focusing on the role of individuals, families and institutions. Topics include poverty traps, human capital accumulation, gender discrimination, microcredit and violent conflict. Prereq: ECON 5073 and 5803 with a B- or higher. Cross-listed with ECON 4770. Term offered: fall. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ECON 5073 and ECON 5803 with a B- or higher.  
Typically Offered: Fall.

**ECON 6801 - Advanced Mathematical Economics (3 Credits)**

Addresses economic dynamics, formal mathematical modeling in economics, and optimization in economic theory. Prereq: ECON 5803 with a B- or higher or permission of instructor. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ECON 5803 with a B- or higher.

**ECON 6810 - Econometrics and Forecasting (3 Credits)**

Covers advanced topics in cross-sectional and time-series analysis. Emphasizes important theoretical and empirical issues encountered in applied work in economics and business. Topics include problems of structural change and model misspecification, instrumental variables, simultaneous equations models, distributed lags, maximum likelihood estimation, qualitative and limited dependent variables, Arima models, vector-autoregressions, issues on exogeneity and causality. Through the use of econometric software programs and actual data, students learn to execute estimation and forecasting projects soundly. Prereq: ECON 5813 and 5823 with a B- or higher. Restriction: Restricted to students with Graduate standing. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ECON 5073 and ECON 5813 with a B- or higher Restriction: Restricted to students with Graduate standing

**ECON 6840 - Independent Study (1-3 Credits)**

Note: Students must submit a special processing form completely filled out and signed by the student and faculty member, describing the course expectations, assignments and outcomes, to the CLAS Graduate Academic Services Coordinator for approval. Term offered: fall, spring, summer. Repeatable. Max hours: 9 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 9.

Typically Offered: Fall, Spring, Summer.

**ECON 7073 - Advanced Microeconomic Theory II (3 Credits)**

This is a second-semester Ph.D. level course in microeconomics. The first semester course discussed consumer and producer theory; this course will discuss game theory, market equilibrium, and information economics.

Prereq: ECON 5073 with a B- or better. Restriction: Restricted to students with Graduate standing. Term offered: spring. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ECON 5073 with a B- or better Restriction: Restricted to students with Graduate standing

Typically Offered: Spring.

**ECON 7661 - Health Economics I (3 Credits)**

This is the first course in the Ph.D field sequence for Health Economics.

The goal of this course is to familiarize you with the basic theory and empirical findings in the part of health economics which focuses on the market for medical care and the policy that surrounds it. Prereq or Coreq ECON 5823. Students must enroll in both courses concurrently or have completed ECON 5823 with a B- or better. Restriction: Restricted to students with graduate standing. Term offered: spring. Max hours: 3 Credits.

Grading Basis: Letter Grade

Co-requisite ECON 5823 OR prerequisite ECON 5823 with a grade of B- or better. Restricted to students with graduate standing.

Typically Offered: Spring.

**ECON 7662 - Health Economics II (3 Credits)**

This course teaches an economic approach to studying the various policies that affect these risky health behaviors. The extensive economic literature on the causes and consequences of risky health behaviors will be studied. Prereq or Coreq: ECON 5823 with a grade of B- or better. Restriction: Restricted to students with graduate standing. Term offered: fall. Max hours: 3 Credits.

Grading Basis: Letter Grade

Co-requisite ECON 5823 OR prerequisite ECON 5823 with a grade of B- or better. Restricted to students with graduate standing.

Typically Offered: Fall.

**ECON 8990 - Doctoral Dissertation (1-10 Credits)**

Designed to allow doctoral students to conduct research for course credit prior to advancement to candidacy. Note: Students must submit a special processing form completely filled out and signed by the student and faculty member, describing the course expectations, assignments and outcomes, to the CLAS Graduate Academic Services Coordinator for approval. Term offered: fall, spring. Repeatable. Max hours: 50 Credits.

Grading Basis: Letter Grade with IP

Repeatable. Max Credits: 50.

Additional Information: Report as Full Time.

Typically Offered: Fall, Spring.

**Global Energy Management (GEMM)**

**GEMM 6000 - 21st Century Global Energy Issues and Realities (3 Credits)**

Introduction to the global energy industry's past, present and future.

Current and historical issues in regions such as: Atlantic Basin, former Soviet Union, east of Suez, North and South America will be covered.

World production centers and markets are discussed to include relevant energy security, scenario planning, risk management and regulation, deregulation, and environmental concerns. Note: Students will learn the geographic distribution of energy resources worldwide including governmental systems. Restriction: Restricted to Business (BUSN) graduate and non-degree graduate students within the School of Business only. Repeatable. Term offered: Fall, Spring. Max Hours: 6 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 6.

Restricted to Business (BUSN) graduate and non-degree graduate students within the School of Business only.

Typically Offered: Fall, Spring.

**GEMM 6100 - Global Energy Economics (3 Credits)**

Course includes energy geo-economics with and introduction to managerial tools of the trade. Topics will include world energy markets-demand and supply; refining and marketing, energy forecasts, oil and gas transportation, and National Oil Companies vs. International Oil Companies. An introduction to environmental economics will also help students connect the energy industry to sustainable work practices. In addition students will learn the geographic distribution of energy resources worldwide along with the political and government systems associated with those resources. Restriction: Restricted to Business (BUSN) graduate and non-degree graduate students within the School of Business only. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restricted to Business (BUSN) graduate and non-degree graduate students within the School of Business only.

**GEMM 6200 - Environmental, Regulatory, Legal & Political Environment in the Energy Industry (3 Credits)**

Exploration of current political situations regarding the energy industry, its environmental impact in the short and long term. Topics include climate change, pollution, solid wastes and conversions to natural resources. Students will become familiar with national and international energy laws and regulations, financial arrangements, confidentiality, and bidding agreements. Restriction: Restricted to Business (BUSN) graduate and non-degree graduate students within the School of Business only. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restricted to Business (BUSN) graduate and non-degree graduate students within the School of Business only.

**GEMM 6210 - Energy and the Law: Property and Contracts (3 Credits)**

The elective will focus on the process of managing the use and development of land resources in a sustainable way. Topics such as; public controls, powers used for land regulation, and an intro to real estate will be covered to enhance students understanding of land management and its application to the energy industry. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to GEMM majors within the Business School.



**GEMM 6230 - Political Risk Management for Global Energy Environment (3 Credits)**

The course examines public influence on energy business activities. Students will explore the economics of political action and methods for evaluating how stakeholder groups interact to influence political outcomes. They will use these tools to develop strategies for stakeholder engagement and to manage business risks. Max hours: 3 Credits.  
Grading Basis: Letter Grade

**GEMM 6240 - Environmental, Social, Governance (ESG) Trends in Energy & Commodities (3 Credits)**

This course will introduce students to the fundamental concepts and terminology associated with Environmental, Social, Governance (ESG). The evolution of climate change and ESG will be reviewed in terms of policies and metrics. The critical need commodities (agricultural, energy, and minerals, and metals) are studied to support more realistic views and opinions on climate change and ESG. An overarching goal is that students completing the course will have a sound understanding of ESG related policies and standards, the measuring metrics, and the benefits and costs associated with potential future trends. Cross-listed with CMDT 6240. Repeatable. Term offered: fall, spring. Max hours: 6 Credits.  
Grading Basis: Letter Grade  
Repeatable. Max Credits: 6.  
Typically Offered: Fall, Spring.

**GEMM 6300 - Technical Aspects of Energy Science (3 Credits)**

This course will familiarize students with the newest renewable and alternative energy sources. The course does not focus on hydrocarbon sources but examines challenges and opportunities that exist for the establishment of the new energy sources to become viable in the industry. Restriction: Restricted to Business (BUSN) graduate and non-degree graduate students within the School of Business only. Max hours: 3 Credits.  
Grading Basis: Letter Grade  
Restricted to Business (BUSN) graduate and non-degree graduate students within the School of Business only.

**GEMM 6400 - Leadership and Decision Making in the Global Energy Environment (3 Credits)**

Students will examine leadership from an energy executive perspective. Topics include: how execs lead, change, innovation, interacting with top management teams, the board, leadership issues involved with governance of the firm, strategies for enhancing executive influence and ethics and responsibilities associated with exec. Restriction: Restricted to Business (BUSN) graduate and non-degree graduate students within the School of Business only. Max hours: 3 Credits.  
Grading Basis: Letter Grade  
Restricted to Business (BUSN) graduate and non-degree graduate students within the School of Business only.

**GEMM 6410 - People Management in the Global Energy Environment (3 Credits)**

Explains that people are energy's most important asset. Students will learn the latest research in human resource theories, study models, and learn how to develop organizational effectiveness from the firm's human capital. Concepts on: effective teamwork, attracting and retaining talent and using HR processes such as performance management and development to drive engagement will be discussed. Max hours: 3 Credits.  
Grading Basis: Letter Grade  
Restrictions: Restricted to GEMM majors within the Business School.

**GEMM 6430 - Organizational Behavior in the Energy Industry (3 Credits)**

Students will learn how to lead and manage human assets inside energy industries. Students will be exposed to fundamental principles of human behavior and increase their competence of working in diverse settings. Proper management can lead to a sustainable competitive advantage, because of management of employees and developing them into enthusiasts of your firm. Max hours: 3 Credits.  
Grading Basis: Letter Grade  
Restrictions: Restricted to GEMM majors within the Business School.

**GEMM 6450 - Strategic Management of the Energy Industry (3 Credits)**

The course focuses on how to improve an organization's competitiveness in a changing global environment. Emphasis on sustainable strategies, students develop skills to formulate, implement and evaluate organizational strategies in the rapidly changing environment. Restriction: Restricted to Business (BUSN) graduate and non-degree graduate students within the School of Business only. Max hours: 3 Credits.  
Grading Basis: Letter Grade  
Restricted to Business (BUSN) graduate and non-degree graduate students within the School of Business only.

**GEMM 6470 - Energy Marketing and Communications (3 Credits)**

This course covers the challenges faced by energy industries in developing branding, and developing new markets. Marketing both products and the company to its stakeholders, in the face of competitive pressures, students learn practical marketing tools and how they can be used to effect corporate strategy. Max hours: 3 Credits.  
Grading Basis: Letter Grade  
Restrictions: Restricted to GEMM majors within the Business School.

**GEMM 6500 - Energy Accounting in the Global Markets (3 Credits)**

The course builds a basic understanding of how to convey to decision makers, in and out of the firm, information about its resources. Emphasis on; analysis of income statements, balance sheet, statement and cash flows (historical financial accounting information) with specific coverage of cost-volume-profit, variance, forecasting, joint interest accounting and measurement of divisional performance. Restriction: Restricted to Business (BUSN) graduate and non-degree graduate students within the School of Business only. Max hours: 3 Credits.  
Grading Basis: Letter Grade  
Repeatable. Max Credits: 6.  
Restricted to Business (BUSN) graduate and non-degree graduate students within the School of Business only.

**GEMM 6582 - Commodity Supply Chain Management (3 Credits)**

This course introduces the design, analysis, management, and control of supply chains as applied to commodities. The course covers integration of processes and systems, relationship management of upstream and downstream supply chain players, and commodity-specific supply chain strategies. Cross-listed with CMDT 6582. Repeatable. Term offered: Fall, Spring, Summer. Max hours: 6 Credits.  
Grading Basis: Letter Grade  
Repeatable. Max Credits: 6.  
Typically Offered: Fall, Spring, Summer.

**GEMM 6600 - Introduction To Financial Management In The Energy Industry (3 Credits)**

Introduction to fundamental principal of asset valuation and financing in competitive global markets. Providing the tools necessary to analyze day-to-day financial issues in the energy industry (time value of money, valuation of income streams, risk weighted investment returns.) Topics such as: risk management, arbitrage, hedging and foreign exchange will be covered. Restriction: Restricted to Business (BUSN) graduate and non-degree graduate students within the School of Business only. Repeatable. Max Hours: 6 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 6.

Restricted to Business (BUSN) graduate and non-degree graduate students within the School of Business only.

**GEMM 6610 - Advanced Financial Management in the Energy Industry (3 Credits)**

This course is focused on understanding the costs and benefits of various forms of capital. By examining internal and external managers, students will be able to assess alternative capital sources to achieve their strategic objectives. The course will introduce effective investor communication techniques. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to GEMM majors within the Business School.

**GEMM 6620 - Energy Asset & Production Management for the Energy Industry (3 Credits)**

The course covers management of an organization's energy resources and facilities as well as broader coverage of project management. Portfolio strategy, planning, scope, time, cost, quality and organizational effectiveness will be addressed. Also when budget, material, vendor relations or other factors disrupt a project, students will be prepared on how to react. Repeatable. Max Hours: 6 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 6.

Restrictions: Restricted to GEMM majors within the Business School.

**GEMM 6630 - Project Development, Management and Leadership in Renewable Energy (3 Credits)**

This course will focus on project management aspects of the renewable energy value stream from project conceptualization to decommissioning, inclusive of development, engineering, construction and operations.

GEMM 6630 will also focus on leadership and decision-making throughout the renewable energy value stream. Students will be exposed to decision making at corporate levels regarding directions energy and utility companies are taking towards expansion or transition into renewables. Restriction: Restricted to Business (BUSN) graduate and non-degree graduate students within the School of Business only. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restricted to Business (BUSN) graduate and non-degree graduate students within the School of Business only.

Typically Offered: Fall, Spring.

**GEMM 6670 - International Special Topics 2 (3 Credits)**

International travel course focusing on energy topics that affect the world. Repeatable. Term offered: Fall, Spring, Summer. Cross-listed with CMDT 6670. Max hours: 6 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 6.

Typically Offered: Fall, Spring, Summer.

**GEMM 6699 - International Special Topics (3 Credits)**

This course will offer concentrated problem-solving experiences within the energy industry through travel to industry significant cities and regions. Learn through a combination of guest lectures, field trips, and seminars with experts. Cross-listed with CMDT 6699. Max hours: 3 Credits.

Grading Basis: Letter Grade

**GEMM 6710 - Carbon Markets: Navigating the Future of Business (3 Credits)**

Climate change is a fundamental threat to global economic development. Both public and private business practices and consumer behaviors will drive how economies will decarbonize and the extent of future impacts. Consumers, investors, and governments will increasingly look toward markets for innovation and create a low-carbon economy. This course will introduce carbon markets in all their forms and elaborate on policies, trade, reporting, and tracking. This course will demonstrate the value of carbon management to the bottom line, allowing participants to apply learnings to new and developing business strategies practically. Cross-listed with CMDT 6710. Repeatable. Max hours: 9 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 9.

Typically Offered: Fall, Spring.

**GEMM 6840 - Independent Study (1-3 Credits)**

Allow students to gain additional experience in a particular realm of energy business that interest them and suit their ultimate career goals.

Repeatable. Max Hours: 3 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 3.

## Health Administration (HLTH)

**HLTH 5939 - Internship (1-3 Credits)**

Grading Basis: Satisfactory/Unsatisfactory

**HLTH 6010 - Health Care Systems (3 Credits)**

Introduces the structure and function of the medical care delivery system. Includes basic concepts and measures of health, disease, quality, values, needs and utilization; issues in health care manpower, institutions and system organization; general issues in policy, reimbursement and regulation; broad community, and organizational considerations in medical care organizations. The student is introduced to the principles of epidemiology and environmental health and demonstrates the application of epidemiology concepts to planning for the healthcare service needs of a population. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to HLAD and MBAH majors within the Business School.

Typically Offered: Fall.

**HLTH 6070 - International Health Policy and Management (3 Credits)**

A framework for understanding national health reform policy and management issues in the U.S. and other nations, including industrialized, developing, and transforming nations. This course combines classroom and on-line teaching. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to HLAD and MBAH majors within the Business School.

Typically Offered: Fall.

**HLTH 6071 - Introduction To Health Information Technology (3 Credits)**  
Examines what needs transforming in healthcare to improve value, safety, and appropriateness of care, and what the role of IT is in that transformation. IT also examines the challenges of cultural change and IT strategy in succeeding with clinical information projects. Differences between installation, implementation, transition and actual transformation are suggested, and methods for managing subcultures in healthcare (IT, clinical, administrative) are reviewed. Cross-listed with ISMG 6071. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to HLAD, MBAH and INFS majors within the Business School.

Typically Offered: Spring.

**HLTH 6072 - Management of Healthcare Information Technology (3 Credits)**

Provides an introduction to the management of information technology in healthcare. A description of information processing, the origin, content, evolution of healthcare information systems, and the methodologies deployed to acquire and manage information requirements are discussed. Cross-listed with ISMG 6072. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to HLAD, MBAH and INFS majors within the Business School.

Typically Offered: Fall.

**HLTH 6075 - International Health Travel Study (3 Credits)**

Experiential course, which is designed to open students up to innovative health delivery practices in an international location. Students learn how health issues such as reproductive health, infectious diseases, mental health, health and economy, and chronic diseases are handled in community and public health settings. Class trips are usually 14-18 days to an Asian country during the month of January. Prereq: HLTH 6010 or permission of instructor. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to HLAD and MBAH majors within the Business School.

**HLTH 6730 - Healthcare Operations Management (3 Credits)**

Students in this course will obtain a comprehensive and practical examination of operations management with an emphasis on application to health care organizations. Students will use mathematical and basic spreadsheet skills to critically assess patient flows, volume projection, and supply chain management to improve the efficiency of service delivery in health care organizations. Detailed content on reducing cycle times (e.g., patient wait times), measuring productivity, streamlining process flows, tracking outcomes, staffing, and performance metrics will be presented in the course. Max hours: 3 Credits.

Grading Basis: Letter Grade

**HLTH 6740 - Profiles in Health Care (3 Credits)**

This colloquium provides a rare opportunity for students to interact with top CEOs from health care organizations around the country. Students learn about HMOs, hospitals, medical group practices, consulting, managing careers, how to get jobs, and how to be successful in a job. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to HLAD and MBAH majors within the Business School.

Typically Offered: Spring.

**HLTH 6770 - Healthcare Quality and Outcomes (3 Credits)**

Studies the identification, measurement and improvement of healthcare quality. Covers, historic and contemporary views of quality, improvement theories and methods, organizational quality systems, leadership, patient safety, cost and quality, quality measurement and reporting, clinical outcomes, care redesign and medical terminology. Restriction: Restricted to HLAD and MBAH majors within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to HLAD and MBAH majors within the Business School.

**HLTH 6800 - Special Topics (3 Credits)**

Offered irregularly. Current interests in the health management field.

Topics recently offered include: international health, ethics, general systems theory, and key issues for health systems. Consult the current 'Schedule Planner' for semester offerings. Prerequisites vary according to topics and instructor requirements. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to HLAD and MBAH majors within the Business School.

**HLTH 6840 - Independent Study: HLTH (1-8 Credits)**

Instructor approval required. Allowed only under special and unusual circumstances. Regularly scheduled courses cannot be taken as independent study. Repeatable. Max Hours: 8 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 8.

Restrictions: Restricted to HLAD and MBAH majors within the Business School.

**HLTH 6911 - Health Field Studies (3 Credits)**

The objective of this course is to expose students to health care organizations with which they are not familiar. Each student is assigned to a health care organization and given a specific problem or project to complete. Prereq: HLTH 6010 or permission of instructor. After registration, please contact Errol.Biggs@ucdenver.edu for further instructions. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to HLAD and MBAH majors within the Business School.

## Information Systems (ISMG)

**ISMG 5050 - Intermediate Excel for Business (1 Credit)**

Spreadsheet software remains one of the essential digital skills required by businesses. In this course, you will learn key Excel skills including creating charts/graphs, filtering information, using pivot tables to summarize data, mastering Excel functions including sumif, countif, and vlookup. Cross-listed with ISMG 3050. Max hours: 1 Credits.

Grading Basis: Letter Grade

Typically Offered: Fall, Spring.

**ISMG 5060 - Prompt Engineering for Generative AI (1 Credit)**

Prompt Engineering for Generative AI is a dynamic and interactive course designed to equip students with the skills and knowledge needed to effectively leverage generative AI for a wide range of business tasks. Throughout the course, students will learn how to harness the power of natural language processing and artificial intelligence to optimize their workflows, enhance productivity, and solve real-world business and IT problems. From resume optimization to website creation, from data analysis to marketing content development, students will explore various applications of generative AI in diverse business contexts. By the end of the course, students will have the proficiency to craft tailored prompts, interact with generative AI efficiently, and maximize the utility of this powerful tool. Cross-listed with ISMG 3060. Max hours: 1 Credit. Grading Basis: Letter Grade

**ISMG 5070 - Introduction to Tableau (1 Credit)**

Tableau is a widely used business intelligence (BI) and analytics software that makes it easier for people to explore and understand data. This class introduces data management concepts and terminology, provides basic proficiency in analyzing and exploring data in Tableau. Students will transform raw data to meaningful visualizations and insights, create interactive dashboards and stories, and handle multiple data sources in Tableau. Cross-listed with ISMG 3070. Max hours: 1 Credit. Grading Basis: Letter Grade  
Typically Offered: Fall, Spring.

**ISMG 5080 - SQL Foundations (1 Credit)**

Structured Query Language (SQL or "Sequel") is a special-purpose language designed for managing data in a relational database and is necessary for careers dealing with data across many business roles. This class introduces students to data management concepts and terminology. This class will prepare you to extract data from relational databases using SQL syntax shared by many types of databases, such as PostgreSQL, MySQL, SQL Server, and Oracle. Cross-listed with ISMG 3080. Max hours: 3 Credits. Grading Basis: Letter Grade  
Typically Offered: Fall, Spring.

**ISMG 5090 - Introduction to Python for Business (1 Credit)**

Python is a high-level programming language used by companies like Google, Facebook, and JP Morgan to solve common business and decision problems. This course introduces the Python programming language and the Pandas data analysis package to enable students to write simple data manipulation and analysis programs. The course uses business applied cases and dataset to enable students to increase decision making efficiency and productivity. It introduces algorithmic thinking skills that are beneficial for every manager in today's data-rich economy and can also serve as a starting point for learning more advanced programming skills. Cross-listed with ISMG 3090. Max hours: 3 Credits. Grading Basis: Letter Grade  
Typically Offered: Fall, Spring.

**ISMG 5939 - Internship (1-3 Credits)**

Supervised experiences involving the application of concepts and skills in an employment situation. Repeatable. Max hours: 9 Credits. Grading Basis: Satisfactory/Unsatisfactory  
Repeatable. Max Credits: 9.

**ISMG 6020 - Programming Fundamentals with Python (3 Credits)**

This course is designed to provide a thorough introduction to Python and fundamental programming concepts like data structures, networked application program interfaces, files and databases. Principles of object-oriented programming and secure programming practices are demonstrated using programming constructs taken from the business domain. Students are required to design and create their own applications for data retrieval, processing, and visualization. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Recommended prerequisite: ISMG 6080 or equivalent database experience. Max hours: 3 Credits. Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors  
Typically Offered: Fall, Spring.

**ISMG 6028 - Travel Study Topics (3 Credits)**

Join your classmates in an international travel study course to understand the business operations of another culture. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Repeatable. Max hours: 9 Credits. Grading Basis: Letter Grade  
Repeatable. Max Credits: 9.

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors

**ISMG 6060 - Analysis, Modeling and Design (3 Credits)**

Provides an understanding and application of systems analysis and design processes. Students are exposed to system development life cycle (SDLC), structured systems analysis and design methods, object-oriented analysis and design methods, prototyping and commercial off-the-shelf package software approaches, and joint and rapid application development. Emphasizes the skills required for system analysts such as analytical, interpersonal, technical, fact-finding, and project management skills. Topics include data, process and object modeling, input-output and user interface design, and systems implementation and support. To provide an opportunity to develop these skills, an information system project is completed by a group of students. Students use a Case tool for their group project. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors  
Typically Offered: Fall.



**ISMG 6080 - Database Management Systems (3 Credits)**

The success of today's business often hinges on the ability to utilize critical information to make the right decisions quickly and efficiently. Transforming mountains of data into critical information to improve decision making is a skill every business decision maker must possess. This focus course covers the database design topics with a focus on enabling business decision making. Detailed topics include collecting, capturing, querying and manipulating data (using SQL and QBE) for simple to medium complex business applications. Commercial database products are utilized to demonstrate the design of database applications in management, marketing, finance, accounting, and other business areas. Students will be able to design and implement simple to medium complex database applications after successful completion of this course. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors

Typically Offered: Fall, Spring.

**ISMG 6120 - Network Design and Analysis (3 Credits)**

Communication, knowledge sharing, and information acquisition within and between businesses are critical for long term strategic business success. Technological advancements are radically changing the way business communication and knowledge sharing are performed. This course will briefly examine the traditional concepts of local and wide area networks for reference purposes, but then will focus on how newer technologies are changing business practices. Traditional local and wide area network concepts that will be covered in this course include WiFi wide area networks, wireless local area networks, cellular networks, and additional supporting services. Newer technologies that will be covered include social computing, Internet of Things, and artificial Intelligence.

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors

Typically Offered: Spring.

**ISMG 6180 - Information Systems Strategy (3 Credits)**

Digital strategy is the application of digital technologies to business models to form new differentiating business capabilities. The course starts with the highlights of genesis and importance of IT in organizations, including the relationship between digital technology and competitiveness. Then, the development and management of an effective digital infrastructure are discussed. Realizing that the effective use of digital technology requires the alignment of competitive strategies, business processes, and applications, the course takes a top management perspective on the development of policies and plans that maximize the contribution of digital technologies to organizational goals. A broad overview of how systems support the operational, administrative, and strategic needs of organizations is covered. Cross-listed with BUSN 6610. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors

Typically Offered: Fall, Spring, Summer.

**ISMG 6220 - Business Intelligence, Machine Learning, and AI (3 Credits)**

This course covers business intelligence, machine learning, and artificial intelligence technologies. The topics will be discussed using concepts and theories, business cases and applications, and hands-on work. Students will use a leading BI software to perform business intelligence analysis. Students will also use a cloud computing platform and a machine learning programming language to build machine learning models using datasets available in the public domain. The course also covers artificial intelligence topics including neural networks, deep learning, and current developments in artificial intelligence. Note: The recommended prerequisite for this course is ISMG 6080. If you are familiar with SQL and have worked with databases in the past, you satisfy the prerequisite requirement for this course. Cross-listed with BUSN 6812. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors

Typically Offered: Fall, Spring.

**ISMG 6340 - Cloud Computing Concepts, Tools, and Security (3 Credits)**

This course provides an introduction to cloud computing concepts, capabilities, and scenarios where cloud computing technology can be leveraged. Students will learn the basic building blocks of cloud computing, investigate the various types and models of cloud computing, and identify how businesses can implement these technologies. This class uses hands-on labs to give students real-world practice on how to configure and secure a cloud computing environment. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors

Typically Offered: Summer.

**ISMG 6430 - Information Systems Security and Privacy (3 Credits)**

This course is designed to develop knowledge and skills for security of information and information systems within organizations. This course focuses on concepts and methods associated with planning, designing, implementing, managing, and auditing security at all levels and on all systems platforms, including enterprise systems. This course presents techniques for assessing risk associated with accidental and intentional breaches of security as well as disaster recovery planning. The ethical treatment of data is discussed. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Cross-listed with ISMG 4300. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors

Typically Offered: Spring.

**ISMG 6450 - IT Project Management (3 Credits)**

Focuses on how firms successfully manage the adoption of It. Projects and program management principles are the primary focus of this course. Topics covered include approaches to prioritizing projects, estimating cost and time-to-market, build vs. buy decision, planning, monitoring and controlling implementation, measurement, total cost of ownership, effective management of both behavioral and technical aspects of the project and change management. For the best outcome it is recommended that you complete ISMG 6180 or BUSN 6610 prior to taking this course. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors

Typically Offered: Summer.

**ISMG 6460 - Emerging Technologies (3 Credits)**

Provides an introduction to the expansive array of information technologies that form the infrastructure of a modern business enterprise. Emphasis is placed on learning conceptual technological foundations and understanding the business value of the various technologies. The purpose of the course is to develop the student's ability to discuss recent technological advancements with other It professionals and management. Technology assessment is emphasized. Prereq: ISMG 6180 or BUSN 6610 (6810). Restriction: Restricted to graduate majors within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Cross-listed with BUSN 6800. Max Hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ISMG 6180 or BUSN 6610 Restriction: Restricted to graduate majors within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Typically Offered: Fall.

**ISMG 6470 - Text Data Analytics (3 Credits)**

This course equips students with the skills required to analyze text data for business intelligence and decision-making. Students will be introduced into theories, algorithms, and tools necessary for conducting quantitative analyses on unstructured text data. Key topics to be covered include, but are not limited to, Power Law Distribution, Pattern Discovery, Inverse Document Frequency, Sentiment Analysis, Topic Modeling. A significant portion of this course involves weekly hands-on coding exercises using Python. Upon successfully completing this course, students will be able to understand how to preprocess text data, analyze underlying patterns, identify sentiments, and discover topics within text data. Note: The recommended prerequisite for this course is ISMG 6020. If you are familiar with programming and have worked with programming languages in the past, you satisfy the prerequisite requirement for this course. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors

Typically Offered: Fall.

**ISMG 6480 - Data Warehouse and Administration (3 Credits)**

Management of large, complex data warehouses and operational databases involves technical skills and background needed by information systems professionals as well as tactical and strategic issues faced by information technology managers. This course provides conceptual knowledge, practical skills, and policy background for prospective information systems professionals and information technology managers. The course covers business aspects, conceptual background, and product material about management of data warehouses and operational databases. Assignments and projects involve Oracle skills for database administration and tactical or strategic issues faced by information technology management. Prereq: ISMG 6080. Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Max Hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ISMG 6080 Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors  
Typically Offered: Spring.

**ISMG 6800 - Special Topics (3 Credits)**

A variety of advanced topics are offered in this course. Past topics include the human-computer interface, software engineering, artificial intelligence, graphical user interface, project management and electronic commerce. Consult the current 'Schedule Planner' for semester offerings. Note: Seldom offered. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Repeatable. Max hours: 15 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 15.

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors

**ISMG 6810 - Integration of Artificial Intelligence and Business Intelligence in Healthcare (3 Credits)**

Provides students with an overview of how artificial intelligence (AI) and business intelligence (BI) are integrated and used in the healthcare industry to leverage the intelligence-based transformative potential. Students study the evolution of IT to AI in healthcare, including digitization of electronic health records and systems-level integration of AI and BI. Issues, concerns, and challenges around the integration are discussed. Using case studies and hands-on exercises, students learn about different aspects of AI and BI in various subsets of the healthcare industry. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors

Typically Offered: Fall.

**ISMG 6820 - Business Intelligence for Financial Modeling (3 Credits)**

This course introduces students to the process of business intelligence in finance, focusing on using Python for financial modeling, data analysis, and decision support. Key financial concepts (e.g., the Time Value of Money, Rate of Return, and Effective Annual Return, among others) will be explored through Python coding examples to simulate financial behaviors. Additionally, students will learn to collect, process, and visualize financial data from various sources, as well as interpret analytical results to support financial decision-making. By the end of the course, students will have developed practical skills in Python for financial modeling and data analysis, and will be able to leverage these analyses to inform business decisions in finance. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Cross-listed with FNCE 6750

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors

**ISMG 6830 - IT Governance and Service Management (3 Credits)**

Deals with interrelated decisions on clarifying the business role of IT, defining integration and standardization requirements for the IT architecture, shared and enabling services for the IT infrastructure and business need for SaaS, and governance of cloud computing, IT outsourcing, and other IT services. Restriction: Restricted to graduate majors within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Recommended Prerequisite: ISMG 6180 or BUSN 6610. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors.

Typically Offered: Spring.

**ISMG 6840 - Independent Study: ISMG (1-8 Credits)**

Instructor approval required. Allowed only under special and unusual circumstances. Regularly scheduled courses cannot be taken as independent study. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Repeatable. Max hours: 8 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 8.

Restrictions: Restricted to graduate majors within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors.

**ISMG 6860 - Ethical Hacking Concepts and Methodologies (3 Credits)**

From a technical perspective, organizations need to know how hackers work so that they can build their security around it and take preemptive measures against future attacks. The goal of ethical hacking is to understand current exploits and assess weaknesses and vulnerabilities of various organizational information systems by attacking them within legal limits. This course is designed to provide students an insight into current hacking tools and techniques used by hackers and security professionals to break into any computer systems. Throughout the course, students will engage in offensive and defensive hands-on exercises stressing ethical hacking and penetration testing that will be conducted in a vendor-neutral virtual environment. Topics include security threats and attack vectors, footprinting and reconnaissance, Google hacking, social engineering, insider threat, network scanning and enumeration techniques, vulnerability assessment, the Dark Web, and attack and defense strategies in emerging technologies, such as the Internet of Things (IoT) and cloud computing. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Cross-listed with ISMG 4860. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors

Typically Offered: Fall, Spring.

**ISMG 6865 - Digital Forensics Analysis (3 Credits)**

From cyberterrorism to identity theft, the digital age has brought about a change in how crime is being committed. The usage of computers and the Internet in crime has led to the emerging field of digital forensics. Most businesses employ digital forensic experts to identify cyber threats, protect against insider threats, reinforce data loss prevention, reduce the risk of identity theft, fraud, and other digital crimes, and aid in the collection of digital evidence for various investigations. This course is designed to provide students the necessary skills to perform an effective digital forensics investigation. It presents a methodological approach to digital forensics, including searching and seizing, chain-of-custody, acquisition, preservation, analysis, and reporting of digital evidence. It covers major forensic investigation scenarios that enable students to acquire necessary hands-on experience on various forensic investigation techniques and standard forensic tools required to successfully carry out a digital forensic investigation leading to the prosecution of perpetrators. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Cross-listed with ISMG 4865. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors

Typically Offered: Fall, Spring.

**ISMG 6885 - Ethics: A Formula for Success (3 Credits)**

Students will learn how to spot and address red flags that foster unethical behavior in both publicly-traded and privately-held businesses. Governance and stakeholder management techniques that incentivize ethical behavior will be highlighted using examples of companies that are financially successful by "doing the right thing." Principle-based ethics are emphasized, namely, integrity, trust, accountability, transparency, fairness, respect, viability, and compliance with the rule of law. Cross-listed with MGMT 3420, MGMT 6420, ISMG 4785. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate business school students.

**ISMG 6890 - IT Risk Management (3 Credits)**

This course provides an overview of IT risk management practices. Students will learn the elements of risk management and the data necessary for performing an effective risk assessment. Various risk management models will be introduced to demonstrate the methods that can be implemented to achieve Confidentiality, Integrity, and Availability of information systems. This class uses hands-on labs to give students real-world practice utilizing Security Information and Event Management (SIEM) software to gain an understanding of how to detect and respond to a cyber threat. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors

Typically Offered: Spring.

**ISMG 6910 - Design Science Practicum (3 Credits)**

This is designed to be one of the final courses in the MS Information Systems degree. "Design Thinking" with user-centered perspectives will serve as a guiding principle to challenge assumptions and refine business problems to perform the final project. The instructor will provide students with tools and methods to identify, define and solve problems. Active discussion and creative presentation are core activities of this capstone course. Students will integrate what they have learned into a final project that can be either real-world problem designed in collaboration with an organization or a research paper on an emerging topic in the field. The final project will have multiple deliverables including a paper and a professional presentation to stakeholders who are directly related with the business problems defined in the project. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors

Typically Offered: Fall, Spring.

**ISMG 6950 - Master's Thesis (1-8 Credits)**

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Repeatable. Max hours: 8 Credits.

Grading Basis: Letter Grade with IP

Repeatable. Max Credits: 8.

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors

Additional Information: Report as Full Time.

**ISMG 7800 - Special Topics (3 Credits)**

A variety of advanced topics are offered at the Ph.D. level in this course. Consult the current 'Schedule Planner' for semester offering. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors.

Typically Offered: Spring.

**ISMG 7840 - Independent Study: Pre-Dissertation Research (1-9 Credits)**

Conduct pre-dissertation research under the supervision of a faculty member. Prereq: BUSN 6530. Repeatable. Max Hours: 18 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 18.

Restrictions: Restricted to graduate majors within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors.



**ISMG 8990 - Dissertation Development (1-15 Credits)**

Supports development of a dissertation in conjunction with a student's advisor. Prereq: Completion of first year and second year papers (ISMG 7840). Restriction: Restricted to graduate majors within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors. Repeatable. Max hours: 15 Credits.

Grading Basis: Letter Grade with IP  
Repeatable. Max Credits: 15.

Restrictions: Restricted to graduate majors within the Business School, graduate majors within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors.

Additional Information: Report as Full Time.

**International Business (INTB)****INTB 5800 - Special Topics in International Business (3 Credits)**

Current topics in international business are occasionally offered. Consult 'Schedule Planner' for specific course offerings or contact an advisor for information. Prereq: Topics vary depending on the topic and the instructor requirements. Repeatable. Max Hours: 9 Credits.

Grading Basis: Letter Grade  
Repeatable. Max Credits: 9.

**INTB 5939 - Internship (1-3 Credits)**

Supervised experiences involving the application of concepts and skills in an employment situation. Prereq: 9 semester hours and a 3.0 grade-point average. Repeatable. Max Hours: 9 Credits.

Grading Basis: Satisfactory/Unsatisfactory  
Repeatable. Max Credits: 9.

**INTB 6000 - Introduction to International Business (3 Credits)**

This course examines the international business environment, its impact on business operations across borders, and the international dimensions of key business and managerial functions. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**INTB 6022 - International Business Negotiations and Transactions (3 Credits)**

Examines the international dimensions of business negotiations. It addresses the impact of the cultural, legal, political environments in the negotiation process, and examines similarities and differences in negotiation styles and approaches across borders. Highlights salient features of selected international business transactions and key considerations in negotiating them. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**INTB 6024 - Trade Finance and Payments in International Business (3 Credits)**

Provides a practical understanding of international trade finance, trade management, and managing cross-border payments in international trade. It examines the roles played by various parties involved in international trade, addresses key methods of international payment and related financing, and provides practical experiences on how to manage the export and import trade management process. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**INTB 6026 - Marketing Challenges at the Global Frontier (3 Credits)**

Explores problems, practices, and strategies involved in marketing goods and services internationally. Emphasized analysis of uncontrollable environmental forces, including cultures, governments, legal systems, and economic conditions, as they affect international marketing planning. Emphasis on practice through the use of projects and speakers. Note: students cannot receive credit for both MKTG 6020 and INTB 6026.

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with MKTG 6020. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

Typically Offered: Fall, Spring.

**INTB 6028 - Global Study Topics (3 Credits)**

This course is reserved for CU Denver faculty-led study abroad experiences. The course topic will vary based on the location and course content. Students register through the Office of Global Education. Cross-listed with ENTP 4028, ENTP 6028, and INTB 4028. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Repeatable. Max Hours: 9 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 9.

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**INTB 6030 - One Year MBA International Business Study Abroad (1.5 Credits)**

The One Year MBA International Business Study Abroad is an experiential learning course conducted abroad. Available for One Year MBA students. Restrictions: Restricted to AMBA majors within the Business School. Max hours: 1.5 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to AMBA majors within the Business School.

**INTB 6270 - Intercultural Communications (3 Credits)**

The age of globalization means we are all neighbors, working across national boundaries and even continents. This class examines the philosophies, processes, problems, and potentials unique to communicating across cultures to address issues of social justice and ethical intercultural practices. We will consider the important role of context in interactions across cultures and subcultures, globally, transnationally, and within the U.S. Restriction: Restricted to NDGR majors with a sub-plan of NBA within the Business School. Cross-listed with COMM 4270 and COMM 5270. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

Typically Offered: Fall, Spring.

**INTB 6370 - International Accounting (3 Credits)**

This course provides an overview of the broadly defined area of international accounting from a financial statement user perspective, focusing on accounting issues uniquely relevant to multinational corporations. Includes discussion of some of the different financial accounting practices across countries; financial statement analysis in a global context, international auditing practices and procedures, and international tax implications. Prereq: Requires prerequisite course of ACCT 6031 or BUSN 6550 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with ACCT 6370, ACCT 4370, INTB 4730. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: ACCT 6031 or BUSN 6550 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

Typically Offered: Spring.

**INTB 6372 - International Financial Management (3 Credits)**

Addresses financial management in an international context that considers international capital movements and foreign exchange problems, and international operations as they affect financial functions. It reviews foreign and international institutions and the foreign exchange process and considers financial requirements, problems, sources, and policies of firms doing business internationally. Meets concurrently with FNCE 6370. Prereq: BUSN 6640. Cross-listed with FNCE 6370. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BUSN 6640 with a C or higher Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**INTB 6500 - International Business Consulting (3 Credits)**

This action-learning course provides students the opportunity to work with and consult for a company at the senior executive level (e.g., CEO, Business Unit heads) in order to add value to the firm's international business. Students will apply international business principles and practices to address a strategic, functional, operational, or geographic opportunity facing a sponsoring organization. In addition, students will gain "on the job learning" of key protocols in an international business consulting context. Note: Because the topics change each term, student may take this course twice. Work with an advisor to make sure there is room in your degree plan before enrolling in the second course.

Repeatable. Max Hours: 6 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 6.

**INTB 6600 - Transformative Technologies Impacting Globalization (3 Credits)**

Examines transformative technologies impacting globalization, such as Artificial Intelligence and Blockchain, how they are driving instant access to information, boosting transaction speed, and broadening the scope and reach of business across borders. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with BANA 6600. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**INTB 6730 - Supply Chain Analytics (3 Credits)**

Introduces the design, analysis, management, and control of supply chains. Because of continuing advances in globalization, sustainability, and information technology, course emphasis will include integration of processes and systems, relationship management of upstream and downstream players, and strategies that incorporate current and future trends. Cross-listed with BANA 6730. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Term offered: Fall. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

Typically Offered: Fall.

**INTB 6800 - Special Topics in International Business (3 Credits)**

Current topics in international business are occasionally offered. This includes international field study courses. Consult the 'Schedule Planner' for specific course offerings or contact an advisor for information. Prereq: Topics vary depending on topic and instructor requirements. Repeatable. Max hours: 12 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 12.

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**INTB 6830 - Marketing and Global Sustainability (3 Credits)**

Marketing & Global Sustainability focuses on the role of marketing in sustainable for-profit and not-for-profit companies from a global perspective. The course examines sustainable business practices and trends; green brands, green labels, and greenwashing; socially-conscious and "green" customer segments; innovating for sustainable new products and services; sustainable retailing and supply chains; and sustainability as a competitive advantage. The course will employ a variety of pedagogical techniques including lectures, discussion, guest speakers, case studies, and projects. Coreq: Requires corequisite course of BUSN 6560. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with MKTG 6830, SUSB 6830. Max hours: 3 Credits.

Grading Basis: Letter Grade

Coreq: BUSN 6560. Restriction: Restricted to graduate business students or NDGR majors and a sub-plan of NBA or NBD

Typically Offered: Fall.

**INTB 6840 - Independent Study (1-8 Credits)**

Instructor approval required. Allowed only under special and unusual circumstances. Regularly scheduled courses cannot be taken as independent study. Repeatable. Max Hours: 9 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 9.

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**INTB 6870 - Global Climate Change (3 Credits)**

Global climate change poses existential threats to cities, ecosystems, businesses, and humanity. This course will build the knowledge and skills necessary to help companies develop and implement a climate transition plan to drawdown carbon emissions while building a thriving business in the process. We will review climate change basics, the business risks of a changing climate, relevant government regulations and standards, cutting-edge climate solutions, conduct a greenhouse gas emissions inventory, and learn how companies are measuring, monitoring, offsetting, and disclosing their carbon emissions. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Cross-listed with MGMT 6827, SUSB 6827. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**Management (MGMT)****MGMT 5800 - Special Topics in Management (3 Credits)**

A number of different topics in management are offered under this course number. Consult the Schedule Planner for current course offerings. Prerequisites vary depending on the topic and instructor requirements. Cross-listed with MGMT 4950. Repeatable. Max Hours: 9 Credits. Grading Basis: Letter Grade Repeatable. Max Credits: 9.

**MGMT 5939 - Internship (1-3 Credits)**

Supervised experiences involving the application of concepts and skills in an employment situation. Prereq: 21 semester hours and 3.5 GPA. Repeatable. Max Hours: 9 Credits. Grading Basis: Satisfactory/Unsatisfactory Repeatable. Max Credits: 9.

**MGMT 6000 - Key Concepts and Issues in Sustainable Business (3 Credits)**

Environment is foundational to sustainability, but sustainability, as described in this course, is much more than a focus on mitigating climate change. This course is an introductory exploration of a variety of key sustainable business concepts and issues. We will discuss the concepts of compliance, greening business, regeneration, and other contemporary sustainable business concepts and frameworks. The issues we will discuss range from environment and climate action, biodiversity, energy, transportation, the built environment and urbanism, community well-being, poverty alleviation, responsible consumption and production, water scarcity and quality, and more. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Cross-listed with SUSB 6000. Max hours: 3 Credits. Grading Basis: Letter Grade Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6020 - Leadership in Difficult Times (3 Credits)**

The test of a leader often is their ability to lead their organizations through difficult times and crises. Such situations could be downsizing, product defects, ethical violations, a terrorist attack or a natural disaster. Successful management of these situations can strengthen and renew the organization. Inability to manage these situations can tarnish the organization's reputation and threaten its survival. This course examines leadership under stress and provides frameworks for categorizing and analyzing these difficult situations. The course also addresses strategies that leaders can use to enable their organizations to manage, recover and learn from these difficult experiences. Max hours: 3 Credits. Grading Basis: Letter Grade Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6028 - Travel Study Topics (3 Credits)**

Join your classmates in an international travel study course to understand the business operations of another culture. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Cross-listed with MGMT 4028. Repeatable. Max Hours: 9 Credits. Grading Basis: Letter Grade Repeatable. Max Credits: 9. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Additional Information: Global Education Study Abroad.

**MGMT 6040 - Managing Global Talent (3 Credits)**

This course has two objectives: (1) to understand the impact of cultural differences in the management of people in multinational firms; and (2) to compare and contrast critical human resource issues in the contexts of domestic and international operations. Topics include recruitment, staffing, training, performance appraisal, compensation, and labor and management relations in markets around the world. (This course qualifies as an international elective for the MS in International Business program). Restriction: Restricted to graduate Business majors and NDGR majors with a sub-plan of NBA or NBD, within the Business School. Cross-listed with INTB 6040. Max hours: 3 Credits. Grading Basis: Letter Grade Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**MGMT 6100 - Empowering Women in Business (3 Credits)**

This class focuses on empowering women to develop their leadership potential through an immersive syllabus designed to build confidence, cultivate leadership skills, and access a network of influential business professionals. Students will actively engage with mentors, industry leaders, and peers in collaborative workshops, in-class learning experiences and lectures, and in an end of semester retreat. Participants will develop an understanding of gender equity dynamics, emotional intelligence, and problem-solving strategies that are essential in today's complex business landscape. The course is designed to equip students—women, men, and non-binary—to become powerful allies and sponsors who can collectively and effectively address workplace challenges. By combining theoretical knowledge with practical skill-building and direct professional exposure, students gain a comprehensive toolkit for navigating and transforming business environments. Term offered: Fall, Spring. Max hours: 3 Credits. Grading Basis: Letter Grade Typically Offered: Fall, Spring.

**MGMT 6320 - Leading Organizational Change (3 Credits)**

The course focuses on the tasks and skills of a leader that are important for leading organizational change. Topics include: diagnosing problems, creating urgency, building the change team, creating a vision, implementing change strategies, sustaining the momentum and making change stick. These tasks and skills are studied in various change contexts. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6360 - Designing Effective Organizations (3 Credits)**

Examines how to design organizations within the context of environmental, technological, and task constraints. The emphasis is on learning how to recognize and correct structural problems through the analysis of existing organizations in which the students are involved. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6380 - Managing People for Competitive Advantage (3 Credits)**

Focuses on the management of human resources in organizations. Oriented toward the practical application of human resources management principles in areas such as: equal employment opportunity, affirmative action, human resources planning, recruitment, staffing, benefits and compensation, labor relations, training, career management, performance management, and occupational health and safety.

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**MGMT 6420 - Ethics: A Formula for Success (3 Credits)**

Students will learn how to spot and address red flags that foster unethical behavior in both publicly-traded and privately-held businesses. Governance and stakeholder management techniques that incentivize ethical behavior will be highlighted using examples of companies that are financially successful by "doing the right thing." Principle-based ethics are emphasized, namely, integrity, trust, accountability, transparency, fairness, respect, viability, and compliance with the rule of law. Cross-listed with MGMT 3420, ISMG 6885, and ISMG 4785. Restriction: Restricted to graduate business school students. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate business school students.

**MGMT 6610 - Business Strategy Lab (3 Credits)**

Gain strategy experience collaborating with and consulting to Senior Executives of a client company. This is a hands on, project-based course. Students will analyze a strategic initiative as defined by and with the organization's leadership and provide their client with research, insights and actionable strategic ideas. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6620 - Strategic Management (3 Credits)**

Concerned with the development of a general management perspective in establishing the strategic direction for an enterprise. Students gain an understanding of strategy formulation and implementation within the context of the global environment. Cross-listed with BUSN 6710. Restriction: Restricted to graduate students majoring in Management and Organization (ORMG) or Sustainable Business (SUSB) only. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restricted to graduate students majoring in Management and Organization (ORMG) or Sustainable Business (SUSB) only.

**MGMT 6710 - Talent Management (3 Credits)**

This course explores the many aspects of Talent Management including strategic talent planning, recruiting and acquisition, employee development, performance management, engagement and retention, succession planning, and compensation, with a strong focus on recruitment and acquisition. The course demonstrates how each aspect of Talent Management is interdependent. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Cross-listed with MGMT 4420 Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6720 - Training and Development (3 Credits)**

Demonstrates the importance of aligning training initiatives to business strategy, while considering learning theories and learner preferences. Students practice planning, designing, developing, delivering, and evaluating a training course. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Cross-listed with MGMT 4430. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6730 - Performance Management (3 Credits)**

Focuses on the design and implementation of human resources management systems to assess and enhance employee performance. Areas of study include performance measurement, rater training, goal setting and feedback. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Cross-listed with MGMT 4440 Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6740 - Compensation and Benefits (3 Credits)**

Develop and administer pay systems considering economic and social pressures, traditional approaches and strategic choices in managing compensation. Current theory research and practice. Students design a compensation strategy and a system that translates that strategy into reality. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Cross-listed with MGMT 4450. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.



**MGMT 6750 - Investing in People: HR Analytics (3 Credits)**

Managing talent-organization and deployment-and connections between talent and strategy in organizations. Rooted in a systematic, logical approach that challenges traditional ideas. Stresses the logical connections between progressive HR practices and firm performance and the use of data to demonstrate financial impact of the connections. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6760 - Employee Benefits and Workforce Risk Management (3 Credits)**

The course surveys an array of popular employee benefit programs to attract, protect, and retain valued employees. It also focusses on risk management programs that invest in human capital and address the downside risks of employing a workforce. Cross-listed with MGMT 4460 and RISK 4409/6409. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6781 - Human Resources Management: Career and employment coaching (3 Credits)**

Focuses on enhanced approaches to discovering employment opportunities and providing career coaching, with an emphasis on unemployed veterans. Topics include discovering the unique capabilities a job-seeking veteran possesses, addressing the barriers to employment he or she may face, and methods the job seeker can use to educate prospective employers about the contributions to organizational success he or she can make. Cross-listed with MGMT 4481. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6782 - Human Resources Management: Connecting talent with business needs (3 Credits)**

Focuses on methods for connecting businesses and public-sector organizations with job seekers who possess the capabilities that will fuel profitable growth and mission success. Topics include networking to establish relationships with hiring decisions makers, exploration conversations to identify an organization's success factors, and identifying job seekers (with a special emphasis on unemployed veterans) with the requisite skills, knowledge, traits, and aptitudes. Cross-listed with MGMT 4482. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6800 - Special Topics in Management (3 Credits)**

Current topics in management will be occasionally offered. Consult the 'Schedule Planner' for specific offerings or contact an advisor for information. Repeatable. Max hours: 6 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 6.

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6801 - Career Strategies (3 Credits)**

The downsizing, restructuring, and re-engineering so prevalent in U.S. industries and companies have strongly affected the job and career market. Every individual must sharpen his/her competencies and skills in order to compete effectively in the changing job market. This course is designed to assist students in understanding and operating in this difficult job market. Using many of the concepts that organizations use in their strategy formulation process, and coupled with individual techniques and skills proven effective in job searches and career planning, this course prepares students to deal with the issues involved in finding a job and pursuing a career. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6803 - Visionary Leadership (3 Credits)**

Examines the challenges faced by visionary leaders and the approaches used by these individuals (creation, articulation, and implementation of vision) to transform organizations. Participants utilize these approaches employed by effective leaders to develop plans for their own organizational success. Group experiences, applied readings, and videos are used to clarify the opportunities available. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6804 - Negotiation and Conflict Management. (3 Credits)**

Designed as a seminar in negotiation and conflict management. Students will practice and develop negotiation and conflict management skills as they use them to craft deals and resolve differences. Students will learn how negotiation and conflict management strategies and tactics vary depending on the situation encountered. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6806 - Corporate Entrepreneurship (3 Credits)**

Competitive performance in a global economy requires continuous innovation and new business growth. The creation and development of new ventures is a primary strategy for internally-generated growth. Managing innovation and new ventures requires attitudes, knowledge, and practices different from those usually required for the management of mature business units. This course provides the perspective, knowledge, and specific skills required for successful entrepreneurial management. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6808 - Leadership Development (3 Credits)**

Instruction in the design and practice of leadership development. Case studies of effective organizations will be examined and a variety of assessment and development activities will be completed as part of the course. Students will learn how to develop others while experiencing the development techniques first hand. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6820 - Management Field Studies (3 Credits)**

The objective of this course is to provide an opportunity for the in-depth examination of an actual management problem in a local organization. Much like an independent study conducted under faculty guidance, each student will execute a unique project suited to his or her interests. Priority is given to MGMT students. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6821 - Managing for Sustainability (3 Credits)**

This course considers a variety of key management functions that are needed for sustainability-oriented businesses. The course considers effective organizational design and the power of smart, hardworking employees. Other topics that will be discussed include social entrepreneurship and the importance of teams and diversity for innovation. The basics of strategic management are introduced and used in accompaniment with visionary and ethical leadership as well as change management. In addition, corporate social responsibility is introduced with sustainability marketing to maintain a strong, positive reputation for a company. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. #Cross-listed with SUSB 6821. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6822 - Business Ethics and Corporate Social Responsibility (3 Credits)**

Covers business ethics and corporate social responsibility in the global contexts of employment, marketing, product liability, the environment and other areas. Students compare ethical theories, including utilitarianism, Kantian, Rawlsian, stockholder, stakeholder and social contract and apply some or all of these theories to actual and hypothetical case studies. The doctrine of corporate social responsibility is defined and explored and diverging views of corporate social responsibility are discussed. Examples of how corporate social responsibility can increase a company's goodwill and net income are analyzed. Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Cross-listed with SUSB 6822. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6823 - The Sustainable Business Opportunity (3 Credits)**

This course examines the negative impact of a rapidly growing global economy on the natural and human environment. It shows that the need to create a more sustainable global economy represents a huge opportunity for business and how sustainability-based strategies drive innovation, competitive advantage and improved financial performance. It will examine both environmental aspects of sustainability like green supply chains, lifecycle analysis, energy and water efficiency, as well as initiatives that nurture and enhance the value of our human resources such as community development, employee and customer relations, employee wellness, telecommuting, and other stakeholder engagement in sustainability. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

Typically Offered: Fall, Spring.

**MGMT 6824 - Sustainable Business/CSR Field Study (3 Credits)**

Gain practical, hands-on experience with aspects of sustainable business and/or corporate social responsibility. Work with a local company/non-profit/or government organization under the direction of an executive to conduct a sustainability-focused project which is important to the organization's sustainability initiative. Prereq: Completion of one or more sustainability focused courses or permission of instructor. Cross-listed with MGMT 4824. Max hours: 3 Credits.

Grading Basis: Letter Grade

Pre: ACCT 6285orBUSN 6826or6830or6850or6870orDSCI 6826/BANA 6730orENTP 6642 or 6644or6808or6858or6860orINTB 6870orMGMT 6821or6822or6823orMKTG 6830 Restriction: Grad and NDGR majors with a sub-plan of NBA within the Business School.

Typically Offered: Fall.

**MGMT 6825 - Transformative Leadership for Sustainability (3 Credits)**

Today's businesses need transformative leaders who can design and lead adaptable organizations to thrive in rapidly changing social, political, economic, and environmental conditions. Learn and apply sustainability, resilience, and leadership concepts. This course also develops transformative leadership skills to become an agent of change to create enduring solutions to sustainability challenges. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with SUSB 6825. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**MGMT 6826 - Environmental Sustainability and Stewardship (3 Credits)**

This course will introduce the following environmental sustainability concepts and theories within a business context: business impact on the environment, the tragedy of the commons, systems thinking, context-based sustainability, environmental governance and stewardship, water resource management and sustainability, corporate water strategy and disclosure, and environmental stewardship and collaboration. The course culminates with the development of a corporate water or sustainability strategy for a business. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Cross-listed with SUSB 6826. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6827 - Global Climate Change (3 Credits)**

Global climate change poses existential threats to cities, ecosystems, businesses, and humanity. This course will build the knowledge and skills necessary to help companies develop and implement a climate transition plan to drawdown carbon emissions while building a thriving business in the process. We will review climate change basics, the business risks of a changing climate, relevant government regulations and standards, cutting-edge climate solutions, conduct a greenhouse gas emissions inventory, and learn how companies are measuring, monitoring, offsetting, and disclosing their carbon emissions. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Cross-listed with INTB 6870, SUSB 6870. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6830 - Sports and Entertainment Management (3 Credits)**

This course is designed as a speaker series of sports and entertainment industry elite focusing on: industry trends, strategic planning, managing revenue streams, managing media, managing for effectiveness, managing post-merger integration, leadership and leading change. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6832 - Law and Negotiation in the Sports/ Entertainment Industries (3 Credits)**

Provides an overview of major legal issues in the sports and entertainment industries. Students develop the skills required to negotiate contracts in these industries. Topics include contracts with athletes (agency, player and sponsorship), stadium financing and sports franchises, labor law and collective bargaining agreements, entertainment contracts in the music, film and live theater fields and copyright, trademark and tort law principles in the sports and entertainment industries. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6834 - London Calling: Global Sports and Entertainment Management (3 Credits)**

Through 2 weeks of visiting organizations and talking with industry elite in London a broader perspective on the Sports and Entertainment Industry is gained. Students will be asked to do advanced reading, participate in discussions, keep a journal and write a reflection paper at the end of the experience. Site visits (to be confirmed) include: Arsenal Football Club, Premier League, the O2 Arena, NHL and NBA regular season games in London, 2012 Olympics Committee, Formula One, Hollywood Studio-International Finance Office, Theatre, Lord's Cricket Ground, All England Lawn Tennis Club/Wimbledon and the office of the Minister of Sport. Cross-listed with MGMT 4834, MKTG 4834, and MKTG 6834. Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

Typically Offered: Summer.

**MGMT 6840 - Independent Study (1-8 Credits)**

Instructor approval required. Allowed only under special and unusual circumstances. Regularly scheduled courses cannot be taken as independent study. Repeatable. Max Hours: 8 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 8.

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MGMT 6950 - Master's Thesis (1-8 Credits)**

Repeatable. Max hours: 8 Credits.

Grading Basis: Letter Grade with IP

Repeatable. Max Credits: 8.

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

Additional Information: Report as Full Time.

## Marketing (MKTG)

**MKTG 5939 - Internship (1-3 Credits)**

Supervised experiences involving the applications of concepts and skills in an employment situation. Repeatable with program director permission and faculty sponsor permission. Prereq: 21 semester hours and 3.5 GPA.

Repeatable. Max Hours: 9 Credits.

Grading Basis: Satisfactory/Unsatisfactory

Repeatable. Max Credits: 9.

**MKTG 6010 - Marketing Strategy (3 Credits)**

Focuses on marketing strategy and marketing planning. Addresses the formulation and implementation of marketing plans within the context of the overall strategies and objectives of both profit and not-for-profit organizations. There is heavy emphasis on group projects and presentations. Note: This course is intended to be taken near the end of your program. Prereq: BUSN 6560 completed with a C or better. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BUSN 6560 completed with a C or better Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MKTG 6020 - Marketing Challenges at the Global Frontier (3 Credits)**

Explores problems, practices, and strategies involved in marketing goods and services internationally. Emphasized analysis of uncontrollable environmental forces, including cultures, governments, legal systems, and economic conditions, as they affect international marketing planning. Emphasis on practice through the use of projects and speakers. Note: students cannot receive credit for both MKTG 6020 and INTB 6026.

Restriction: Restricted to graduate business students or NDGR majors and a sub-plan of NBA or NBD. Cross-listed with INTB 6026. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**MKTG 6030 - Sales and Sales Force Management (3 Credits)**

Focuses on issues in personal selling and managing the field sales force. Deals with organization sales analysis, forecasting, budgeting and operating, with particular emphasis on the selling task, recruiting, selection, training, compensation, supervision and motivation. Coreq: BUSN 6560. Max hours: 3 Credits.

Grading Basis: Letter Grade

Coreq: BUSN 6560 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MKTG 6040 - Services Marketing for Traditional and Creative Industries (3 Credits)**

Service industries such as health care, finance, information, entertainment, retailing, government, and professional services comprise 80% of the total employment and GDP of the US and an increasing share of GDP in both other developed and emerging economies. This course provides students with the skills to design and deliver high quality services, improve customer satisfaction, and effectively manage service organizations. It also addresses how small, medium, and large firms can develop marketing plans and strategies in the current service environment. A variety of teaching methods may be used to demonstrate these concepts, such as cases, projects, field experiences, and/or guest speakers. Coreq: BUSN 6560. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Coreq: BUSN 6560 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MKTG 6050 - Market Research Analytics I (3 Credits)**

The objectives relate to effective marketing information management and include: (1) developing an understanding of the techniques and procedures that can be used to generate timely and relevant marketing information; (2) gaining experience in developing and analyzing information that is decision oriented; and (3) being able to make recommendations and decisions based on relevant and timely information. Computer analysis and projects are employed. Coreq: BUSN 6560 or 6530 or BANA 6610. Max hours: 3 Credits.

Grading Basis: Letter Grade

Coreq: BUSN 6560 or 6530 or BANA 6610 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MKTG 6051 - Market Research Analytics II (3 Credits)**

This course focuses on advanced topics and applications in marketing research. A variety of teaching techniques will be used. Prereq: MKTG 6050. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max Hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: MKTG 6050 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School

**MKTG 6060 - Consumer Intelligence—Psychology and Behavior (3 Credits)**

Why do consumers buy? How can marketing activities influence buyer behavior? Answers to these questions are key to marketing success & business fortune. In this course, we explore how to understand the heart & soul of consumers & examine the strategic implications of consumer psychology. Course participants conduct a market segmentation project that identifies & dissects various buyer groups within a chosen market. Coreq: BUSN 6560. Restriction: Restricted to graduate business students or NDGR majors and a sub-plan of NBA or NBD. Max hours: 3 Credits.

Grading Basis: Letter Grade

Coreq: BUSN 6560. Restriction: Restricted to graduate business students or NDGR majors and a sub-plan of NBA or NBD

**MKTG 6070 - Brand Identity & Marketing Communication Strategy (3 Credits)**

A brand's identity has a substantial influence on an organization's financial wealth. But brand identity is not simply the result of a great product or a creative ad. Utilizing many real examples, historic approaches, and current trends, this course explores how integrated marketing communications help build a brand identity that reverberates with consumers. Participants create an integrated marketing communications campaign. Coreq: BUSN 6560. Max hours: 3 Credits.

Grading Basis: Letter Grade

Coreq: BUSN 6560 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MKTG 6090 - Big Data Customer Relationship Management (3 Credits)**

Involves the management of customer relationships to maximize customer service and its associated benefits at minimal cost. Includes services marketing concepts and techniques, IT applications, and software. Designed to acquaint students with practices and issues in state-of-the-art customer relationship management systems in an array of different types of organizations. The course initially focuses on the nature of customer relationship management (CRM) the interaction between strategic management planning, corporate culture and CRM. Other topics examined include successful models of CRM, managing the employee or CRM interface, marketing research, and CRM, and customer trust, loyalty, CRM customer service levels, customer service levels, customer profitability or metrics, selecting and integrating CRM software, CRM integration and timing of CRM roll-out. Coreq: BUSN 6560. Max hours: 3 Credits.

Grading Basis: Letter Grade

Coreq: BUSN 6560 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MKTG 6091 - Strategic Product Marketing (3 Credits)**

Familiarizes students with key theories and practices regarding products. Successful development of a new product, or extending the life cycle of an existing product. Outlines and necessitates the understanding of product development, key concepts related to successful product management over the course of its life cycle including the way the product function adds synergy to other marketing activities and, in turn, benefits from them. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MKTG 6092 - Digital Media Marketing - Tools and Analytics (3 Credits)**

This course focuses on digital marketing management, skills, applications, and analytics. Topics include web design, web analytics, online advertising, search engine optimization, search engine advertising, email marketing, social media marketing and online reputation management. Students engage in hands on applications in developing digital marketing campaigns in both simulations and for real brands. Coreq: BUSN 6560. Max hours: 3 Credits.

Grading Basis: Letter Grade

Coreq: BUSN 6560 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.



**MKTG 6093 - Hot Topics in Digital Marketing (3 Credits)**

Students attend The Digital Marketing Summit Conference in Denver, CO. Conference speakers include Leaders in the field of Digital Marketing. Participants will learn about the latest & greatest hot trends in Digital Marketing going on NOW! This conference also includes networking sessions with national industry Leaders and Denver's "Digiterati" community. Numerous state of the art topics include Content Marketing, Search & SEO, Social Media, Mobile, Social Intelligence Data, Wearables, and Engagement. The course builds on this content in a HYBRID format in which participants continue to engage in online learning & discussion, while applying these concepts to create their own unique digital programs. The Digital Conference constitutes the classroom portion of the course and the remainder is completed via additional reading & application under the direction of the course Professor. Enrollment is limited so make plans early. Contact the Director of the Marketing Discipline (Vicki.lane@ucdnever.edu) to reserve your spot. Special conference fees apply. Coreq: BUSN 6560. Restriction: Restricted to graduate business students or NDGR majors and a sub-plan of NBA or NBD. Max hours: 3 Credits.

Grading Basis: Letter Grade

Coreq: BUSN 6560. Restriction: Restricted to graduate business students or NDGR majors and a sub-plan of NBA or NBD

**MKTG 6095 - Advanced Social Media Marketing (3 Credits)**

This online course will help you build the skills required for social media marketing through extensive project experience. The course will help you master social media marketing, including strategy, reputation management, influencer marketing, content marketing, and analytics. Perform a social media audit of a company's social media channels. It will develop your abilities to build comprehensive, social media marketing plans for a company. Prereq: BUSN 6560. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BUSN 6560

**MKTG 6096 - Advanced Search Marketing (3 Credits)**

Web content including videos, social media posts, blog posts, and website content is only valuable if it can be found. Generating traffic is one of the most successful and cost-effective ways of obtaining business, improving brand awareness, and increasing sales. Two key techniques of search marketing will be explored: search engine optimization (SEO) to improve results from the natural or organic listings, and paid search engine marketing (SEM) including pay-per-click (PPC) efforts to deliver results from the sponsored listings within search engines. Learn how to optimize a website for better performance including through positioning through search engines including Google, Yahoo, and Bing. This course covers how successful websites are structured (information architecture), how search engines work, what they are looking for, how people search, choosing competitive keywords, writing content for your website, building landing pages, tools for measuring website effectiveness, code optimization, link building, and some advanced optimization techniques. Prereq: BUSN 6560. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BUSN 6560

**MKTG 6200 - CRM, Big Data, and Marketing Metrics (3 Credits)**

CRM (Customer Relationship Management) involves the management of customer relationships to maximize customer benefits at minimal cost. It facilitates decision making about marketing strategies and tactics that are informed by the actual financial outcomes of these decisions. This course provides a toolkit of skills that will help in three areas, 1) identifying important marketing metrics, 2) making accurate assessments of metrics, and 3) applying the results to future decisions. Other topics include successful models of CRM, big data, marketing research, customer trust, customer loyalty, customer profitability, and CRM software. Coreq: BUSN 6560. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Coreq: BUSN 6560 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MKTG 6700 - Marketing Travel Study (3 Credits)**

This is a 2-week travel course, designed to focus on the marketing of the specific country we visit. In the past the travel course has been to Spain and Costa Rica, but the country of destination may be different every time (usually offered every other year). While in the country, students will visit companies (such as advertising agencies, marketing research firms, local grocery stores, marketing departments of multinational corporations, etc.), have lectures/discussions on marketing in that country and work on a marketing plan for a local company or not-for-profit organization.

Prereq: BUSN 6560 with a C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MKTG 6800 - Topics in Marketing (3 Credits)**

Courses offered irregularly for the purpose of presenting new subject matter in marketing. Consult the current 'Schedule Planner' for semester offerings. Prereq: BUSN 6560. Repeatable. Max hours: 9 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 9.

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

Typically Offered: Fall, Spring, Summer.

**MKTG 6820 - Sports & Entertainment Marketing (3 Credits)**

This course focuses on techniques for formulating marketing plans for various types of sports organizations. The course deals with marketing issues particularly germane to sports organizations such as: fans as consumers, fan loyalty, sports pricing, servicescapes, player development and sports sponsorships. This course includes lectures, guest speakers, cases, examinations and student group projects. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

**MKTG 6822 - "Fan"tastical Consumers of American Sports and Entertainment (3 Credits)**

This course explores the study of consumer behavior via the lens of American Sports and Entertainment. Class occurs while students attend a variety of sports and entertainment performances. Students engage in experiential learning via participant and observation research techniques as they attend live performances of American sports and entertainment. The class will attend and study consumers and fans in a variety of venues, (e.g., Baseball, LaCrosse, Fun Run, Hike, Golf, Symphony, Rock Concert Festival, Jazz Concert Festival, American Ninja Warrior filming, Broadway Play, Cirque de Solei, and Museum exhibition). These performances primarily take place in downtown centers, e.g., Pepsi Center, Denver Performing Arts Complex, Coors Field, Sports Authority Field at Mile High, Walk or run through various Denver parks, 16th St. Mall, The Civic Center, the Denver Art Museum. Students will engage in observational and immersive consumer behavior research techniques as part of their experience. They will complete assignments relevant for consumer understanding and business practice. Special fee. Coreq: BUSN 6560. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max hours: 3 Credits. Max hours: 3 Credits.

Grading Basis: Letter Grade

Coreq: BUSN 6560. Restriction: Restricted to graduate business students or NDGR majors and a sub-plan of NBA or NBD

**MKTG 6824 - Sales and Negotiation (3 Credits)**

This course focuses on developing executive sales skills and techniques, including contract negotiation, account management, and sales force. Coreq: BUSN 6560. Restriction: Restricted to graduate business students or NDGR majors and a sub-plan of NBA or NBD. Max hours: 3 Credits.

Grading Basis: Letter Grade

Coreq: BUSN 6560. Restriction: Restricted to graduate business students or NDGR majors and a sub-plan of NBA or NBD

**MKTG 6826 - The Sports and Entertainment Industry (3 Credits)**

This course is designed as a speaker series of sports and entertainment industry elite focusing on: industry trends, strategic planning, management challenges, financing in sports and entertainment business (e.g., stadium/venue financing, sports team valuation, entertainment event guarantee estimation, player/artist salary issues, franchises, and managing disparate revenue streams), and major legal issues in the sports and entertainment industries (entertainment contracts, copyright, trademark and tort law). Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**MKTG 6830 - Marketing and Global Sustainability (3 Credits)**

Marketing & Global Sustainability focuses on the role of marketing in sustainable for-profit and not-for-profit companies from a global perspective. The course examines sustainable business practices and trends; green brands, green labels, and greenwashing; socially-conscious and "green" customer segments; innovating for sustainable new products and services; sustainable retailing and supply chains; and sustainability as a competitive advantage. The course will employ a variety of pedagogical techniques including lectures, discussion, guest speakers, case studies, and projects. Coreq: BUSN 6560. Restriction: Restricted to graduate business students or NDGR majors and a sub-plan of NBA or NBD. Cross-listed with SUSB 6830, INTB 6830 Max hours: 3 Credits.

Grading Basis: Letter Grade

Coreq: BUSN 6560. Restriction: Restricted to graduate business students or NDGR majors and a sub-plan of NBA or NBD

Typically Offered: Fall.

**MKTG 6834 - London Calling: Global Sports & Entertainment Management (3 Credits)**

Through 2 weeks of visiting organizations and talking with industry elite in London a broader perspective on the Sports and Entertainment Industry is gained. Students will be asked to do advanced reading, participate in discussions, keep a journal and write a reflection paper at the end of the experience. Site visits (to be confirmed) include: Arsenal Football Club, Premier League, the O2 Arena, NHL and NBA regular season games in London, 2012 Olympics Committee, Formula One, Hollywood Studio-International Finance Office, Theatre, Lord's Cricket Ground, All England Lawn Tennis Club/Wimbledon and the office of the Minister of Sport. Restriction: Restricted to graduate business school students. Cross-listed with MGMT 4834, MGMT 6834, and MKTG 4834. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate business school students.

Additional Information: Global Education Study Abroad.

Typically Offered: Summer.

**MKTG 6840 - Independent Study (1-8 Credits)**

Allowed only under special and unusual circumstances. Regularly scheduled courses cannot be taken as independent study. This course requires program director permission and faculty sponsor. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Repeatable. Max Hours: 8 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 8.

Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

## Entrepreneurship (ENTP)

**ENTP 5939 - Internship (1-3 Credits)**

Supervised experiences involving the application of concepts and skills in an employment situation. Approval Required. Repeatable. Restriction: Graduate level students. Term offered: fall, spring, summer. Max hours: 9 Credits.

Grading Basis: Satisfactory/Unsatisfactory

Repeatable. Max Credits: 9.

Restriction: Graduate level students.

Typically Offered: Fall, Spring, Summer.

**ENTP 6020 - Strategizing the Startup Prelaunch (3 Credits)**

This course familiarizes students with the key steps for preparing an effective business plan for a new (or existing) business venture. Utilizing strategies based on research, students learn how to create an effective pitch, a superb slide deck, and a cutting-edge business plan. Real-world feedback from seasoned entrepreneurs is synergistically interwoven with coursework, and THE CLIMB | Startup Pitch Competition events are used to further enhance the quality of one's business concept. Several past students have won prizes at THE CLIMB and launched successful businesses from concepts developed in the course. Restriction: Restricted to Graduate and Graduate Non-Degree Majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate students and graduate non-degree seeking students.

Typically Offered: Spring.

**ENTP 6021 - Corporate Entrepreneurship (3 Credits)**

Corporate Entrepreneurship empowers Master's students to think like innovators within established organizations, unlocking the ability to create breakthrough ideas, new business creation and new revenue streams. This dynamic course dives into how to drive change, overcome barriers, and launch game-changing initiatives, all while leveraging the resources of a corporate environment. We will explore the impact of Intrapreneurship on scaling the business to generate organic growth and using acquisitions to increase market share or expand into new markets. The goal of the course will be to move beyond theory and concept, focusing the discussion on what works in practice. Using real-world case studies and hands-on projects, students will learn to lead transformative innovation and position themselves as indispensable leaders in their organizations. Term offered: spring. Max hours: 3 Credits.

Grading Basis: Letter Grade

Typically Offered: Spring.

**ENTP 6024 - The Startup Launch (3 Credits)**

Did you know that over 99 percent of business concepts never see the light of day? Why? Because execution of an idea is possibly the most important aspect of a successful business startup. This course takes students through the process of launching a venture after a business concept has been validated. This course pairs practical lessons with a robust theoretical framework to help students understand why businesses fail or succeed based on how they began. Throughout the course, students meet many exciting entrepreneurs, hear their stories, and learn from their journey. Groups then write an execution plan for a viable business concept. Max hours: 3 Credits.

Grading Basis: Letter Grade

**ENTP 6028 - Global Study Topics (3 Credits)**

This course is reserved for CU Denver faculty-led study abroad experiences. The course topic will vary based on the location and course content. Students register through the Office of Global Education. Cross-listed with ENTP 4028, INTB 4028, and INTB 6028. Repeatable. Max hours: 6 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 6.

Additional Information: Global Education Study Abroad.

Typically Offered: Spring, Summer.

**ENTP 6110 - Innovation in Fintech (3 Credits)**

Financial technology (fintech) describes products and opportunities that accrue when vast synergies between finance and technology can be effectively operationalized. It is rapidly changing the way we think about money and finance, and it profoundly impacts banks, global financial markets, transaction speeds, and government regulations. The global fintech market is predicted to reach around \$250 billion by 2027. Topics in this course include peer-to-peer lending, digital wealth management, insurance, consumer finance, real estate, blockchain, automation, and payment systems. Restriction: Restricted to Graduate and Graduate Non-Degree Majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Typically Offered: Spring.

**ENTP 6200 - Purpose-Driven Innovation in Social Entrepreneurship (3 Credits)**

The course is designed to teach students how traditional profit-driven models for innovation are being challenged by those seeking to create positive social impact. Beyond just the nonprofit sector, businesses of all kinds are integrating environmental and societal change into their core operations. Students will explore how organizations can embrace social entrepreneurship while generating sustainable financial returns. Restriction: Restricted to Graduate and Graduate Non-Degree Majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate students and graduate non-degree seeking students.

Typically Offered: Spring.

**ENTP 6300 - AI-Driven Entrepreneurship (3 Credits)**

This course will introduce you to Artificial Intelligence (AI) and its application in various fields relevant to entrepreneurial ventures across different sectors. When used judiciously, AI can help accelerate and improve many aspects of critical business functions, including concept evaluation, business planning, financial forecasting, data-driven marketing, customer personalization, and more. With course content, interactive discussions, and expert guest speakers you'll gain a comprehensive understanding of the ethical considerations and potential risks inherent in AI adoption within entrepreneurial settings, as well as the best AI tools that can help aspiring entrepreneurs get started today. Prereq: Graduate standing (Grad or Non-Degree Grad). Term offered: Fall. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: Graduate standing (Grad or Non-Degree Grad)

Typically Offered: Fall.

**ENTP 6400 - Tech-Based Strategies for Startups (3 Credits)**

This course teaches how to strategically plan, implement, and manage information systems to gain competitive advantages in today's industries. It covers aligning IT resources with business goals, enhancing decision-making, driving innovation, and building tech-based solutions to address common strategic and operational challenges in startups—all tailored for non-technical entrepreneurs. Throughout the course, students will meet with the instructor one-on-one to get personalized guidance on their specific startups, ideas, and projects. Term offered: Fall. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate students and graduate non-degree seeking students.

Typically Offered: Summer.

**ENTP 6620 - New Venture Operations and Project Management (3 Credits)**

Many viable businesses have failed due to cash flow problems, poor management, and poor execution. Utilizing both academic fundamentals and practical knowledge imparted by an experienced instructor, this course provides the project management knowledge and skills needed to build strong operation plans. Restriction: Restricted to graduate level students. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate students

Typically Offered: Fall.

**ENTP 6800 - Special Topics in Entrepreneurship (3 Credits)**

A variety of topics in entrepreneurship are offered. Consult the current 'schedule Planner' for semester offerings. Restriction: Graduate level students. Repeatable. Max hours: 15 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 15.

Restriction: Graduate level students.

**ENTP 6822 - Legal and Ethical Issues of Entrepreneurship (3 Credits)**

This course addresses the legal issues most frequently encountered by entrepreneurs and others involved in startups and small businesses (closely held or family owned). The focus is on how to avoid legal problems and how best to cope when they arise. Topics include choice of business form, legal aspects of raising capital, taxation, intellectual property law, employment law, product liability, e-commerce, and the problems of managing lawyers and litigation. Note: Cannot receive credit for both BUSN 6540 and this course. Restriction: Restricted to Graduate and Graduate Non-Degree Majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate students and graduate non-degree seeking students.

Typically Offered: Summer.

**ENTP 6824 - Entrepreneurial Financial Management (3 Credits)**

This course provides a foundation for the financial management of an entrepreneurial business. Topics covered include differentiation from traditional corporate financial management assumptions, financial aspects of setting up a business, and how to create, evaluate, forecast, and analyze future financial statements. Students will examine theoretical and practical valuation techniques, considerations for buying versus starting a business and franchising. The course also discusses different choices for financing a new business, venture capital, angel financing, crowd funding, private equity and security laws, harvesting alternatives, and financial distress turnaround considerations. Cannot receive credit for both FNCE 6460 and this course. Restriction: Graduate level students. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Graduate level students.

**ENTP 6826 - International Entrepreneurship (3 Credits)**

This course focuses on the intersection of international business and entrepreneurship. Topics addressed include international entrepreneurship theory and practice (opportunity identification, processes and route to market). This course also highlights new topics in international entrepreneurship such as digital globalization and new technologies driving international entrepreneurship (blockchain and the global supply chain). Leading practitioners and entrepreneurs will be facilitating these modules. Restriction: Graduate level students. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Graduate level students.

**ENTP 6834 - Lean Marketing (3 Credits)**

This course teaches students how to create successful marketing strategies in entrepreneurial environments where resources are often limited and negative outcomes can be unforgiving. Students will understand the imperative link between the fundamental marketing principles and entrepreneurial lean marketing guiding principles through real-life case studies, projects, videos, podcasts, and reading materials. Students will leave this course knowing how to develop an effective and pragmatic marketing plan for an entrepreneurial venture. Restriction: Restricted to Graduate and Graduate Non-Degree Majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate students and graduate non-degree seeking students.

Typically Offered: Spring.

**ENTP 6838 - Data Analysis in Innovation and Entrepreneurship (3 Credits)**

Entrepreneurial activity based on sound data analytics greatly reduces the probability of new concept failure and increases the odds of continued venture success. This quantitative analytics course covers various aspects of data collection, assimilation, and analysis. Topics include questionnaire design, measurement, advanced multivariate analysis, and interpretive report writing. Both primary and secondary approaches, including making sense of big data, are covered. Restriction: Restricted to Graduate and Graduate Non-Degree Majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate students and graduate non-degree seeking students.

Typically Offered: Spring.

**ENTP 6840 - Independent Study: ENTP (3 Credits)**

Restriction: Graduate level students. Repeatable. Max Hours: 9 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 9.

Restriction: Graduate level students.

**ENTP 6842 - Fundamentals of Idea Feasibility (3 Credits)**

This course explores the data-driven tools and insights entrepreneurs can use to assess the viability of their ideas. Before drafting a full business plan, an entrepreneur must first determine if a new business concept is truly worthy of development. Students will learn how to identify market gaps and problem-solving products/services while maintaining a healthy level of skepticism regarding their ideas. Throughout this course, students will complete various experiential and theoretical learning exercises to investigate relevant topics, such as market and industry attractiveness; competitive and economic sustainability; and financial per-unit modeling. Restriction: Restricted to Graduate and Graduate Non-Degree Majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate students and graduate non-degree seeking students.

Typically Offered: Fall.



**ENTP 6848 - Leadership for New and Innovative Ventures (3 Credits)**

This course provides students with an overview of key leadership principles for creating strategy and managing teams in a startup environment. It introduces leadership concepts critical to gaining true organizational commitment and focuses on case studies relevant to common business issues. By exploring what entrepreneurial leaders do and how visionary leadership is required to develop an organization, students will learn how to execute these concepts through measurable goals. Restriction: Restricted to Graduate and Graduate Non-Degree Majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate students and graduate non-degree seeking students.

Typically Offered: Fall.

**ENTP 6860 - Innovation in Blockchain (3 Credits)**

This course provides a foundational overview of the key aspects of blockchain technology, how it works, why it was created, and its possibilities and limitations in entrepreneurship. Learn how blockchain technology can bootstrap and transform a business or marketplace by boosting its efficiency, sustainability, and digital privacy. This course is not technical but rather explores the potential applications of blockchain in business, its long-term implications, and its relationship with other emerging technologies such as AI and IoT. Restriction: Restricted to Graduate and Graduate Non-Degree Majors. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to non-degree majors and graduate majors within UC Denver.

Typically Offered: Summer.

## Risk Management (RISK)

**RISK 5939 - Experiential Learning in RMI Industry (1-3 Credits)**

This course connects students to risk management service providers through the Risk Management and Insurance (RMI) Program. The students will intern with a specific provider. The RMI program and faculty will supervise and monitor tasks and assignments, and coordinate with the providers to maximize the learning experience. Repeatable. Max hours: 6 Credits.

Grading Basis: Satisfactory/Unsatisfactory

Repeatable. Max Credits: 6.

**RISK 6028 - Global Enterprise Sustainability and Resilience (3 Credits)**

Study abroad and interact with business leaders to learn how corporations are creating solutions, partnerships, reporting on their sustainability performance, and building resilience to strategic risks such as climate change and water challenges. The course culminates with a business challenge. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Cross-listed with RISK 4028. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

Typically Offered: Fall.

**RISK 6129 - Practical Enterprise Risk Management (3 Credits)**

Enterprise risk management examines all categories of an organization's risks and expands beyond Hazard risk, covering Strategic, Financial, and Operational risks and methods to mitigate these risks. Prominent local Risk Management guest speakers share their experiences with Risk and ERM. Cross-listed with RISK 4129. Term offered: fall. Max hours: 3 Credits.

Grading Basis: Letter Grade

Typically Offered: Fall.

**RISK 6209 - Cyber Risk Management (3 Credits)**

Computer networks and the data that travels upon them are under constant and increasing attack. This course will focus on a discussion of how state and non-state actors utilize this form of asymmetrical warfare to infiltrate government and corporate networks, risk management responds and risk strategies apply. Cross-listed with RISK 4209. Max hours: 3 Credits.

Grading Basis: Letter Grade

**RISK 6309 - Strategic Risk Management (3 Credits)**

Introduces the theory and practice of strategic risk management in volatile, uncertain, complex, and ambiguous conditions that increasingly characterize corporate risks. Identify critical risks (climate, reputational, regulatory, disruptive technologies) to a firm, and develop strategies to increase resilience and thrive. Cross-listed with RISK 4309, SUSB 6309. Max Hours: 3 Credits.

Grading Basis: Letter Grade

Typically Offered: Fall.

**RISK 6409 - Employee Benefits and Workforce Risk Management (3 Credits)**

The course surveys an array of popular employee benefit programs to attract, protect, and retain valued employees. It also focusses on risk management programs that invest in human capital and address the downside risks of employing a workforce. Cross-listed with RISK 4409 and MGMT 4460/6760. Max hours: 3 Credits.

Grading Basis: Letter Grade

**RISK 6509 - Global Risk Management (3 Credits)**

A distinctive immersion to explain how risk is transferred globally, through standard insurance markets, surplus lines markets, Lloyds of London, and reinsurers. Includes optional travel to London, which is the home to many of the world's largest insurers and reinsurers. Prereq: One RISK course. Cross-listed with RISK 4509. Term offered: spring. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: One RISK Course

Typically Offered: Spring.

**RISK 6709 - Life and Health Insurance (3 Credits)**

This course introduces students to life and health insurance concepts and policy types with an emphasis on insurance planning for individuals and businesses. The insurance industry and trends within are also explored. Prereq: BUSN 6640. Cross-listed with RISK 4709. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: BUSN 6640.

**RISK 6800 - Special Topics (3 Credits)**

Current topics in risk will be occasionally offered. Cross-listed with RISK 4950. Repeatable. Max hours: 6 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 6.

**RISK 6809 - Principles of Property & Casualty Insurance (3 Credits)**

This course prepares students for advanced work in insurance and RM. The course first covers insurer operations and property and casualty insurance regulation. It then considers the principal techniques of managing risk exposures and the basis of decision making in management of business risks via a case study. Max hours: 3 Credits.

Grading Basis: Letter Grade

**RISK 6840 - Independent Study (3 Credits)**

Max hours: 3 Credits.

Grading Basis: Letter Grade

RISK 6909 - Corporate Risk Management (3 Credits)

This course provides an overview of the corporate risk management process. It considers the ways companies identify their risk exposures, the tools used to measure and mitigate those exposures including the latest developments in alternative risk transfer, and ultimately, how risk management adds value to the firm. Coreq: BUSN 6640. Max hours: 3 Credits.

Grading Basis: Letter Grade

Co-req: BUSN 6640