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-administration-mba-ma/)
- Business Administration/Management, MBA (http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/business-administration-business-administration-business-administration-mba-ma/)
- 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-administration-business-business-ms-ms/)
- 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/)
- 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/)
- Master in Business Administration for Executives, MBA (http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/master-business-administration-executives-mba/)
- MBA/MS in Bioengineering (http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/mba-ms-bioengineering/)
- Taxation, MS (http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/taxation-ms/)

Certificates

- Bioinnovation and Entrepreneurship Certificate (http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/bioinnovation-entrepreneurship-certificate/)
- Commodities Certificate (http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/commodities-certificate/)
- Entrepreneurship Certificate (http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/entrepreneurship-certificate/)
- Graduate Certificate in Risk Management (http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/risk-management-insurance-certificate/)
- Post-Graduate Certificates (http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/post-graduate-certificates/)
- Sustainability Certificate (http://catalog.ucdenver.edu/cu-denver/graduate/schools-colleges-departments/business-school/business-administration/sustainability-certificate/)

Accounting (ACCT)

ACCT 5939 - Internship (1-3 Credits)
Repeatable. Max hours: 9 Credits.
Grading Basis: Pass/Fail Only
Repeatable. Max Credits: 9.

ACCT 6015 - Accounting for the Public Interest (3 Credits)
Applies accounting knowledge and concepts in a not-for-profit organization. Student volunteers help with functions or special projects and are supervised by both faculty members and personnel from the agency to which they are assigned Note: This class is rarely offered.
Restriction: Restricted to graduate majors and NDGR majors with a subplan of NBA within the Business School. Cross-listed with ACCT 4915.
Max hours: 3 Credits.
Grading Basis: Pass/Fail Only
Restriction: Restricted to graduate majors and NDGR majors with a subplan of NBA within the Business School.
ACCT 6020 - Auditing Theory (3 Credits)
Focus on the professional responsibilities of CPAs, generally accepted auditing standards, and PCAOB auditing standards, with emphasis on the theory underlying the development of standards, objectives and procedures. Students cannot receive credit for both ACCT 4620 & ACCT 6020. Note: A grade of C or higher must be earned to receive credit for the CPA license. Prereq: ACCT 6030 or ACCT 6031 or department consent. 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 6030 or ACCT 6031 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.
Typically Offered: Fall, Spring.

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. Prereq: ACCT 3230 or ACCT 6030 or ACCT 6032 each with a grade of C or higher, or department consent. 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 or ACCT 6030 or ACCT 6032 each with a grade of C or higher, or department consent. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.
Typically Offered: Fall, Spring.

ACCT 6025 - Auditing Practice (3 Credits)
Focus on the application of generally accepted auditing standards and PCAOB auditing standards to practice. Emphasis on procedures used by CPAs to gather and document audit evidence. Prereq: ACCT 6020 or department consent. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Students cannot receive credit for both ACCT 6025 and ACCT 6025. Note: A grade of C or higher must be earned to receive credit for the CPA license. Max hours: 3 Credits.
Grading Basis: Letter Grade
Prereq: ACCT 6020 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)
This course is designed to provide students with a comprehensive review and understanding of financial accounting principles, procedures, and financial statements as well as the measurement of income and assets. Skills related to problem solving, analytical thinking, and writing will also 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. 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 3220/ACCT 6031, this course covers concepts of financial accounting theory and generally accepted accounting principles not covered in 3220/6031. This typically includes detailed coverage of liabilities and equity, especially the topics of leases, deferred taxes, pensions and stock-options. Note: A grade of C or higher must be earned to receive credit for the CPA license. NOTE: Students who have taken ACCT 3230 (or equivalent) may not receive credit for ACCT 6032. Prereq: 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 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 6033 - Advanced Managerial Accounting (3 Credits)
Critical analysis of advanced topics in managerial accounting. Note: This class is rarely offered. Prereq: ACCT 3320. 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.

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. Must earn a grade of C or better to qualify for graduation at the UG level and to receive credit for the CPA license. Prereq: ACCT 6031 or BUSN 6550 or department consent. 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 (previously ACCT 3054). Max hours: 3 Credits.
Grading Basis: Letter Grade
Prereq: ACCT 6031 or BUSN 6550 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

ACCT 6070 - Intermediate Cost Accounting (3 Credits)
Cost accounting links financial and managerial accounting and emphasizes communication between accountants and managers. Topics include managerial uses of cost data for decision making, analysis of activities and cost behavior, the role of accounting in planning and control, and computer-assisted decision modelling. Note: A grade of C or higher must be earned to receive credit for the CPA license. Note: STUDENTS WHO HAVE TAKEN ACCT 3320 (or equivalent) MAY NOT TAKE THIS COURSE. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with ACCT 3320. 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.
**Accounting for Government and Nonprofit Organizations (3 Credits)**

Nonprofit Organizations. Planning and control of government and nonprofit organizations. Includes program budgets, responsibility accounting and fund accounting. Note: A grade of C or higher must be earned to receive credit for the CPA license. Prereq: ACCT 3220 or BUSN 6550 or ACCT 6031 each with a C or higher, or department consent. 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 or BUSN 6550 or ACCT 6031 each with a 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.

**Fundamentals of Federal Income Tax (3 Credits)**

Provisions and procedures of federal income tax laws and requirements affecting individuals and business organizations, including problems of tax planning and compliance. Note: A grade of C or higher must be earned to receive credit for the CPA license. Note: Students cannot receive credit for both ACCT 4410 and 6140. Cross-listed with ACCT 4410. 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.

Typically Offered: Fall, Spring.

**Taxation of Business Entities (3 Credits)**

A federal tax course stressing tax planning issues affecting corporations (both C corporations and S corporations) and partnerships. Note: A grade of C or higher must be earned to receive credit for the CPA license. Note: Students cannot receive credit for both ACCT 4420 and ACCT 6150. Cross-listed with ACCT 4420. Prereq: ACCT 6140 or ACCT 4410 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 6140 or ACCT 4410 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.

**Seminar: Corporate Financial Strategy and Controls (3 Credits)**

This course is designed to provide a comprehensive understanding of the wide ranging responsibilities of the Controller, including the timely and accurate preparation of the periodic financial statements, maintenance of an adequate reserves system, a comprehensive set of internal controls and budgets in order to manage and mitigate risk, how to enhance the accuracy of the company's reported financial results and ensure compliance with GAAP or IFRS. Topics also include techniques for cash forecasting, controlling and administering budgets, and developing effective long-range plans. Prereq: ACCT 6030 or ACCT 6032 or department consent. 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 6030 or ACCT 6032 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**Controllership: Managerial Strategy and Benefits Analysis (3 Credits)**

This course is designed to provide a comprehensive understanding of the wide ranging responsibilities of the Controller from a managerial and tax accounting perspective. Topics include establishing a cost accounting system, planning and control of manufacturing costs, business and strategic planning, mergers and acquisitions and a variety of tax related issues such as employment tax, employee vs. contractor, and choice of entity. The course will also include a discussion of benefits analysis, stock based compensation, ISO, NQSO and ESOP elections. Prereq: ACCT 6220 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 6220 with a grade of C (2.0) or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**Advanced Topics in Mergers and Acquisitions (3 Credits)**

Mergers and acquisitions are often a key component of organizational strategy for growth and competitive advantage; yet empirical studies indicate many of these transactions fail to meet their intended objectives. This course prepares accounting students as financial leaders to positively influence the achievement of planned synergies and acculturation for more successful M&A transactions. Integrating perspectives from accounting and organizational development, course topics include transaction valuation, contingent consideration, and asset impairment testing to organizational systems theory and post-transaction integration. Prereq: Grade of C (2.0) or higher in ACCT 6020 or ACCT 4620 and ACCT 6070. 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: Grade of C (2.0) or higher in ACCT 6020 or ACCT 4620 and ACCT 6070 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

**Seminar: Financial Accounting (3 Credits)**

Nature and origin of accounting theory and the development of postulates, principles and practices. Methodology appropriate to development and evaluation of accounting theory, with special emphasis on accepted research standards and procedures. Note: A grade of C or higher must be earned to receive credit for the CPA license. Co-req: ACCT 6032 or department consent. 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

Co-req: ACCT 6032 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Typically Offered: Fall, Spring.

**Seminar: Managerial Accounting (3 Credits)**

Focuses on the conceptual foundations of managerial accounting. Behavioral and quantitative approaches regarding information for decision making, planning, control, performance evaluation and other issues are investigated. Note: A grade of C or higher must be earned to receive credit for the CPA license. Max hours: 3 Credits.

**Grading Basis:** Letter Grade

Typically Offered: Fall, Spring.
ACCT 6280 - Accounting Ethics (3 Credits)
This course examines the ethical responsibilities of accounting professionals from a personal and professional perspective, including examples of ethical dilemmas accounting professionals confront. The course utilizes various authoritative codes of conduct, professional standards and applied ethical theory as ethical guidance for auditors, accountants, tax professionals, and accounting management. A variety of case studies are employed to give students practice in developing a decision making approach in dealing with difficult ethical scenarios.
Prereq: ACCT 6031 or BUSN 6550. 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
Prereq: ACCT 6031 or BUSN 6550 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.
ACCT 6282 - Capitalism, Accounting and Ethical Choices (3 Credits)
Examines the development of the U.S. economy from 1850 to today with emphasis on the ethics of accounting, capitalism, and government controls. Prereq: ACCT 2220 or BUSN 6550 (not strictly enforced). 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.
ACCT 6285 - Accounting and Finance for Sustainability (3 Credits)
Topics in accounting and finance related to business sustainability include the merits and challenges of a triple-bottom-line perspective, mandatory and voluntary reporting, environmental liability measurement and disclosure, emissions trading, green investments, shareholder activism, microfinance, and socially responsible investing. 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.
ACCT 6290 - Management Control Systems (3 Credits)
Focuses on the design and use of control systems which ensure that people in organizations behave consistently with the organizational goals. Controls for communication, motivation and performance evaluation (along with informational requirements) are stressed through analysis of cases and classroom discussion. Note: This class is rarely offered. Prereq: BUSN 6550 or equivalent. 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.
ACCT 6320 - White Collar and Financial Crimes (3 Credits)
Course provides an opportunity to examine criminal activity perpetrated by individuals and/or organizations in a position of trust. White collar and financial crimes are qualitatively different from street crimes or violent crimes, yet they are highly destructive. Cover: types of crime, social impact, prevention, detection, regulating etc. Prereq: BUSN 6550 with a C or higher. 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
Prereq: BUSN 6550 with a C or higher Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.
ACCT 6330 - Fraud Auditing (3 Credits)
This course provides an introduction to and guidance for creation of an effective fraud audit program in core business systems. The fraud audit is designed specifically to detect potential fraud and is vastly different than the traditional audit. Fraud auditing focuses on proven fraud methodology that allows auditors to discover fraud versus investigating it. The course: • Explains how to create a fraud audit program • Shows auditors how to locate fraud through the use of data mining • Focuses on proven methodology for detecting fraudulent transactions • Explores fraud discovery within specific corporate F&A functions, such as disbursement, procurement, payroll, revenue misstatement, inventory, journal entries, and management override. Prereq: ACCT 6020. 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
Prereq: ACCT 6020 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.
ACCT 6340 - Financial Statement Analysis (3 Credits)
Financial statements are used as an information source on which to base investment, lending potential or even employment. Designed to develop skills in using, understanding, analyzing, and interpreting financial statements and to make students aware of the value and limitations of financial statement information. Note: Should take in the third semester of the graduate program. Prereq: BUSN 6550 or ACCT 6031 or department consent. 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
Prereq: ACCT 6031 or BUSN 6550 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.
Typically Offered: Fall.
ACCT 6350 - Current Issues in Professional Accounting (3 Credits)
An in-depth analysis of current issues in the accounting profession, including ethics development, and validity of standards and regulations. Prereq: ACCT 3230, ACCT 4620, ACCT 6020 or permission of instructor. 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
Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.
Typically Offered: Fall.
ACCT 6360 - Fraud Examination (3 Credits)
This course examines the theories and methods of the full spectrum of fraud examination including prevention, detection, investigation, and adjudication. In this course, students will explore the significant differences between fraud examination and auditing, going beyond detection into the investigative and adjudication process. Prereq: ACCT 6020 or department consent. 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 6020 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)
Designed to expose students to the international aspects of accounting and financial management. Includes discussion of some of the different financial accounting practices across countries; financial statement analysis in a global context; international auditing practices and procedures; international tax implications and the implications of operating within the regulations of the Foreign Corrupt Practices Act, the European Union, North American Free Trade Agreement and General Agreement on Tariffs and Trade. Prereq: ACCT 6031 or ACCT 6020. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Prereq: ACCT 6020 or department consent. 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 6031 or ACCT 6050. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

Typically Offered: Spring.

ACCT 6380 - Forensic Accounting (3 Credits)
An examination of investigative auditing, fraud auditing, litigation support, and economic quantification of damages. Prereq: ACCT 4620 or ACCT 6020. 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 4620 or ACCT 6020. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

ACCT 6400 - Taxation of C Corporations and Shareholders (3 Credits)
This course is a study of federal income tax problems facing corporations and corporate shareholders. The course addresses introductory corporate tax issues found in Subchapter C of the Internal Revenue Code, including defining a "corporation" for federal income tax purposes; tax consequences associated with the formation of a corporation; taxation of corporate operations (including an analysis of the differences that exist between earnings and profits, dividend distributions and taxable income); corporate redemption transactions; partial liquidations; complete liquidations; and the acquisition, sale and disposition of corporate entities in transactions governed by Sections 336(e) and 338 of the Internal Revenue Code. Prereq: 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 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.

Typically Offered: Fall.

ACCT 6410 - Advanced Tax for Individuals (3 Credits)
This course is an advanced federal income tax course stressing the use of the Internal Revenue Code, Treasury regulations, case law, and administrative guidance to resolve federal income tax issues affecting individuals. Topics include items of gross income inclusion, exclusions, deductions, items of non-recognition, characterization of income, and tax rates. Prereq: Grade of C or higher in ACCT 6140 or ACCT 4410. Restriction: Restricted to graduate business majors and NDGR majors with a sub-plan of NBA or CPA within the Business School. Max hours: 3 Credits.
Grading Basis: Letter Grade
Prereq: Grade of C or higher in ACCT 6140 or ACCT 4410. Restriction: Restricted to graduate business majors and NDGR majors with a sub-plan of NBA or CPA within the Business School.

Typically Offered: Spring.

ACCT 6442 - Accounting: Professional Research and Communications (3 Credits)
This course provides students with a structured approach to researching and communicating practice-oriented financial accounting, auditing, and tax-related issues. After completing this course, students should be able to effectively: (1) Communicate (both oral and written) solutions to practice-oriented financial accounting, auditing, and tax-related issues. (2) Navigate through U.S. and international accounting, auditing, and tax authorities. (3) Conduct systematic research for all types of accounting-related problems then reach and communicate efficient conclusions using a variety of techniques. Prereq: ACCT 6030 or ACCT 6032 or ACCT 3230 each with a grade of C or higher, or department consent. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with ACCT 4442. Max hours:
Grading Basis: Letter Grade
Prereq: ACCT 6030 or ACCT 6032 or ACCT 3230 each 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 6450 - Tax Research (3 Credits)
This course provides a study of various methodologies used in tax research and tax planning and requires students to present their results through various forms of business communication. In particular, this course explores techniques (with an emphasis on electronic/on-line techniques) for locating and researching judicial cases, statutory materials and legislative histories, and administrative materials promulgated by the Internal Revenue Service applicable to tax-related issues and problems. Students must present their tax research results for various client-based hypothetical factual patterns in written formats, including memoranda and client letters, and through individual oral and group presentations. Restriction: Restricted to graduate business majors and NDGR majors with a sub-plan of NBA or CPA within the Business School. Max hours: 3 Credits.
Grading Basis: Letter Grade
Restriction: Restricted to graduate business majors and NDGR majors with a sub-plan of NBA or CPA within the Business School.
Acct 6470 - Internal Auditing (3 Credits)
Intro course for business students and CIA candidates. Topics include: IA fundamentals; IA standards; internal controls; managing the IA department; IA working papers, procedures and evidences; fraud detection and prevention; ethics; evaluation of the IA function, and Sarbanes-Oxley Act of 2002. Prereq: ACCT 4620 or ACCT 6020. 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 4620 or ACCT 6020. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.
ACCT 6480 - Partnership Taxation (3 Credits)
This course focuses on fundamental tax issues relating to partnerships and joint ventures arising from the formation, operation, and liquidation of partnerships. Course work includes an examination of pertinent federal income tax returns of a partnership. Prereq: ACCT 6150 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or CPA within the Business School. Max hours: 3 Credits. Grading Basis: Letter Grade
Prereq: ACCT 6150 with a grade of C or higher. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or CPA within the Business School.
ACCT 6490 - Experiential Learning (3 Credits)
Designed to provide practical knowledge on developing a professional practice in accounting or financial management. Topics: Marketing, operating a professional practice. Lectures, guest speakers (if you are interested in being a guest lecturer for the class contact the instructor), and student projects. Prereq: ACCT 3220 or permission of instructor. Cross-listed with ACCT 4490. 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: Pass/Fail Only
Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.
ACCT 6510 - Advanced Accounting Information Systems (3 Credits)
The course is designed to develop knowledge and skills used to understand and evaluate corporate accounting processes and systems. Focuses on financial and information system internal controls and the flow of corporate information through an accounting system. A financial system objective and risk assessment approach is used to present concepts and techniques for evaluating the adequacy of system processes and controls. Prereq: ACCT 6054 or department consent. 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 6054. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Typically Offered: Fall.
ACCT 6520 - Issues in Oil and Gas Accounting (3 Credits)
The Oil and Gas Accounting course is a course designed to give students an overview of the oil and gas industry and the particular accounting issues this industry faces. The focus is on the oil and gas industry but many of the issues discussed are appropriate and applicable to all energy-related entities. 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. The course enjoys support from the energy industry in the form of guest speakers and project ideas. Prereq: BUSN 6550 or ACCT 3220 or permission of instructor. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Cross-listed with ACCT 4520. Max hours: 3 Credits. Grading Basis: Letter Grade
Prereq: BUSN 6550 or ACCT 3220 or permission of instructor. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Typically Offered: Spring.
ACCT 6620 - Seminar: Auditing and Other Assurance Services (3 Credits)
A graduate seminar course providing 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 PCAOB standards. Note: A grade of C or higher must be earned to receive credit for the CPA license. Prereq: ACCT 6020. 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 6030 or 6031 and 6020 all with a 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: Fall, Spring.
ACCT 6800 - Special Topics (3 Credits)
Research methods and results, special topics and professional developments in accounting. Consult the current 'Schedule Planner' for course 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 6900 - Professional Certification in Accounting (3 Credits)
This course will prepare students for the Uniform Certified Public Accountant Examination, including the Auditing and Attestation (AUD), Business Environment and Concepts (BEC), Financial Accounting and Reporting (FAR), and Regulation (REG) sections. Topical coverage will include a balance of most-tested topics, difficult topics, and exposure to topics not addressed in required accounting degree courses. Note: there will be a materials fee of $1,100 for this course. All materials will continue to be available until successful passage of the CPA Exam. Note: Undergraduate Accounting students typically perform better in this class when taking it during the final semester prior to graduation. 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 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: Pass/Fail Only
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.

ACCT 6900 - Professional Certification in Accounting (3 Credits)
This course will prepare students for the Uniform Certified Public Accountant Examination, including the Auditing and Attestation (AUD), Business Environment and Concepts (BEC), Financial Accounting and Reporting (FAR), and Regulation (REG) sections. Topical coverage will include a balance of most-tested topics, difficult topics, and exposure to topics not addressed in required accounting degree courses. Note: there will be a materials fee of $1,100 for this course. All materials will continue to be available until successful passage of the CPA Exam. Note: Undergraduate Accounting students typically perform better in this class when taking it during the final semester prior to graduation. 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.

BUSN 5939 - Internship (1-3 Credits)
Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School. Repeatable. Max Hours: 9 Credits.
Grading Basis: Pass/Fail Only
Repeatable. Max Credits: 9.
Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

BUSN 5620 - 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 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.

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 techniques for data analysis, including multiple regression, sampling theory and applications of probabilistic inference from sample data. The emphasis is upon the applications of these techniques to management problems. Students are required to analyze data sets, present their analyses in written or oral form and defend their conclusions. 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.

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 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.

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 and NDGR majors 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.
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 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.
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. Restrictions: 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 6560 - Marketing Dynamics in the 21st Century (Health Section) (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. 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
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.

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 firm’s 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. 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. 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. Co-req: BUSN 6550 or ACCT 6030 or ACCT 6031 and BUSN 6530 or FNCE 6290 or BANA 6610. 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
Co-req: BUSN 6550 or ACCT 6030 or ACCT 6031 and BUSN 6530 or FNCE 6290 or BANA 6610. Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.
Typically Offered: Spring.
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 Operations 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 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.

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 6640 - 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 MGMT 6620. 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. 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 6811 - Business Intelligence and Analytics (3 Credits)
This course covers business intelligence, analytics, and artificial intelligence technologies and is organized around three types of analytics that are enabled by those technologies: descriptive, predictive, and prescriptive analytics. The theme of artificial intelligence runs throughout the course from business intelligence, to machine learning and deep learning as applied in areas such as computer vision, autonomous vehicles, and robots. The topics will be discussed using concepts and theory, business cases and applications, and hands-on analysis or model building using datasets available in the public domain, with the hands-on analysis and model building being the focus of the course. Students will use a leading BI software and a cloud computing platform to perform analysis and build machine learning models. 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/ISMG 6220.
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.
**Commodities (CMDT)**

**CMDT 6490 - Commodity and Equity 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 as 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, FNCE 4490 and FNCE 6490. 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 CMDT 4582. Restrictions: 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

**CMDT 6682 - Commodity Valuation and Investment (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

**Commodity Data Analysis (3 Credits)**
This course is an applied introduction to commodity data analysis. Students will learn how to analyze commodity prices using quantitative techniques. 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 forecasting techniques and be able to develop and evaluate various forecasting models. Students will work with the open source R software environment throughout the course and gain proficiency. Cross-listed with CMDT 4782. Max hours: 3 Credits.  
Grading Basis: Letter Grade

**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: Pass/Fail Only

**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.  
Grading Basis: Pass/Fail Only
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. 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
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. 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
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. 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
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. 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
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. 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
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. 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
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: Pass/Fail Only
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. Restrictions: 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 6380 - Futures and Options (3 Credits)
This covers both speculation and hedging using futures and options. The student learns about futures pricing, how futures are related to the underlying commodities and how to design hedges. Stock index futures and interest rates futures get particular attention. The course covers the theory and application of option pricing, focusing on the binomial and Black-Scholes models. Popular options trading strategies are discussed. This course is useful for those who wish to trade or become portfolio managers, as well as those who plan on corporate treasury management. 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. 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 6382 - Survey of Financial 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. Restrictions: 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.
Prereq: BUSN 6640
Grading Basis: Letter Grade

In this course we examine how the insights of behavioral finance practices. Prereq: BUSN 6640. Max hours: 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

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. Repeatable. Max Credits: 9.

FNCE 6490 - Commodity and Equity 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 CMĐT 4490, CMĐT 6490 and FNCE 4490. Max hours: 3 Credits.

Grading Basis: Letter Grade

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.

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 CMĐT 4802/6802. Max hours: 3 Credits.

Grading Basis: Letter Grade

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. 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
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. 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
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 modeling plans. 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 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 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 similar coursework 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).

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. 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). 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 5560 - 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)
Introduces the use of mathematics in advanced micro- and macro-economic analysis. Emphasis on model-building techniques, solution methods, and economic interpretations. Restriction: Students must be admitted to the MA in ECON, MS or PhD in Health Economics in order to enroll ECON 5083. 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 in order to enroll in ECON 5083.

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).

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 Graduate School 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 Graduate School for approval. Term offered: fall, spring, summer. Repeatable. Max Hours: 6 Credits.
Grading Basis: Letter Grade

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 Graduate School for approval. Term offered: fall, spring, summer. Repeatable. Max Hours: 9 Credits.
Grading Basis: Letter Grade
Repeatable. Max Credits: 9.

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 Graduate School 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 6030 - Seminar in Applied Economics I (1.5 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. 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 Coreq: ECON 5823 Restriction: Restricted to students with graduate standing

ECON 6053 - 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
Prereq: ECON 5813 with a B- or higher Coreq: ECON 5823 Restriction: Restricted to students with graduate standing

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. 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

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. Max hours: 3 Credits.
Grading Basis: Letter Grade

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. Max hours: 3 Credits.
Grading Basis: Letter Grade

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. Max hours: 3 Credits.
Grading Basis: Letter Grade
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. Max hours: 3 Credits.
Grading Basis: Letter Grade

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

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 - Economic Growth and Development (3 Credits)
Considers the role of planning in economic development, with particular reference to investigation of planning problems, especially in less developed countries. Prereq: ECON 5073 and 5803. Max hours: 3 Credits.
Grading Basis: Letter Grade

ECON 6801 - Advanced Mathematical Economics (3 Credits)
Addresses economic dynamics, formal mathematical modeling in economics, and optimization in economic theory. Prereq: ECON 5803 or permission of instructor. Max hours: 3 Credits.
Grading Basis: Letter Grade

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 Graduate School for approval. Term offered: fall, spring, summer. Repeatable. Max Hours: 9 Credits.
Grading Basis: Letter Grade
Repeatable. Max Credits: 9.

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

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. Pre-req or co-req ECON 5823. Students must enroll in both courses concurrently or have completed ECON 5823 with a B- or better. 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.

ECON 7662 - Health Economics II (3 Credits)
This course teaches an economic approach to studying the various polices that affect these risky health behaviors. The extensive economic literature on the causes and consequences of risky health behaviors will be studied. Co-requisite ECON 5823 OR prerequisite ECON 5823 with a grade of B- or better. Restricted to students with graduate standing. Term offered: fall. Max hours: 3 Credits.
Grading Basis: Letter Grade

ECON 7663 - Health Economics IV (3 Credits)
The emphasis of this course is on empirical methodologies. Special topics include: the empirical study of the market for medical care and the policy that surrounds it. Pre-req or co-req ECON 5823. Students must enroll in both courses concurrently or have completed ECON 5823 with a B- or better. Restricted to students with graduate standing.

ECON 7990 - 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 Graduate School for approval. Note: Students must be in the Health Economics PhD program and have permission from the instructor to be eligible for this course. 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.

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. Repeatable. Max Hours: 6 Credits.
Grading Basis: Letter Grade Repeatable. Max Credits: 6.
Restrictions: Restricted to GEMM majors within the Business School.
GEMM 6100 - Global Energy Economics (3 Credits)
Course includes energy geo-economics with an 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. Max hours: 3 Credits.
Grading Basis: Letter Grade
Restrictions: Restricted to GEMM majors within the Business School.

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. Max hours: 3 Credits.
Grading Basis: Letter Grade
Restrictions: Restricted to GEMM majors within the Business School.

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 6220 - Interacting With Foreign Governments And State Enterprises (3 Credits)
Globalization of many energy companies, dwindling U.S. energy sources, and growing overseas energy demand have increased the need for energy professionals to gain expertise in doing business with foreign governments and state enterprises, which play a much greater role in the ownership and operation of energy extraction and energy delivery in virtually all countries beyond the United States and Canada. This course reviews negotiation strategies in the context of uncertain contract enforcement, volatility and uncertainty of prices and restrictions, and highly contentious political contexts. It also reviews the approaches for interacting effectively with state enterprises that are often undercapitalized and inefficient, and examines how valuation of energy assets can take into account political risk, and requirements to provide infrastructure and social services. 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 Environments (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 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. Max hours: 3 Credits.
Grading Basis: Letter Grade
Restrictions: Restricted to GEMM majors within the Business School.

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. Max hours: 3 Credits.
Grading Basis: Letter Grade
Restrictions: Restricted to GEMM majors within the Business School.

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. Max hours: 3 Credits.
Grading Basis: Letter Grade
Restrictions: Restricted to GEMM majors within the Business School.

GEMM 6460 - Integrated Information Management for Energy Firms (3 Credits)
This course covers issues associated with developing an integrated information managing strategy to identify major information categories used with an energy firm. It covers relationships to business processes to guide applications development and facilitate the integration and sharing of data. Using case studies from energy firms operational, administrative and strategic systems will be discussed. Max hours: 3 Credits.
Grading Basis: Letter Grade
Restrictions: Restricted to GEMM majors within the Business School.
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.
Restrictions: Restricted to GEMM majors within the Business School.
Grading Basis: Letter Grade

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. Max hours: 3 Credits.
Restrictions: Restricted to GEMM majors within the Business School.
Grading Basis: Letter Grade

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. Repeatable. Max Hours: 6 Credits.
Restrictions: Restricted to GEMM majors within the Business School.
Grading Basis: Letter Grade

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.
Restrictions: Restricted to GEMM majors within the Business School.
Grading Basis: Letter Grade

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.
Restrictions: Restricted to GEMM majors within the Business School.

GEMM 6630 - Commercialization Management of Renewable Energies (3 Credits)
This course will focus on the business aspects running a renewable energy entity either as a separate company or sector within an established company. Students taking this course have completed a previous course on the basic science of renewable energy. This course is intended to focus on leadership issues and decision making regarding renewable energy. As a significant part of the course, students will learn how to review information and data supplied to them by engineers, accountants, finance, marketing, scientists, and other stakeholders within and outside their company including federal, state, and local governments and regulatory agencies to make sound business decisions. Max hours: 3 Credits.
Restrictions: Restricted to GEMM majors within the Business School.
Grading Basis: Letter Grade

Health Administration (HLTH)

HLTH 5939 - Internship (1-3 Credits)
Restrictions: Restricted to HLAD and MBAH majors within the Business School.
Typically Offered: Fall.

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.
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.
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 and MBAH 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.
Typically Offered: Spring.

HLTH 6070 - Healthcare Operations Management (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
Restrictions: 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.

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

Information Systems (ISMG)

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: Pass/Fail Only
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. 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
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 6028 - Travel Study Topics (3 Credits)
Join your classmates in an international travel study course to understand the business operations of another culture. 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.
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 6040 - Business Process Management (3 Credits)
Designing effective information systems for business requires an awareness of the organization(s) business processes and how to manage and streamline them. The objectives of the course are for students to understand the importance of business processes; the main types of business processes; and the evolution of business process management; business process outsourcing, business process re-engineering; business process redesign; technology enabled business processes; and automated workflow. An important activity is graphically mapping business processes, which are transformed into an application or set of applications. The organization needs to manage the electronic workflow to monitor that the work gets done and allow changes to the workflow. Case studies of organizations are studied for most topics to enhance understanding. The group projects let students apply their knowledge of the course to a specific organization. By the end of this course students should have an appreciation of the important process-centric issues in business systems design. 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
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 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. 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
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 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 HLTH 6071. 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
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 6072 - Fundamentals of Health Information Technology Management (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 HLTH 6072. 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
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. 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
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 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. 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
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 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. 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
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 6200 - Global Information Systems (3 Credits)
Will focus on managing information technology globally and the new organizational and information technology designs that firms are establishing to meet the ever-growing global requirements. The course will cover such issues as how information is used and how information technology is deployed by multinationals in different countries, the state of information technology and telecommunication industries in countries around the world, how global firms gain strategic benefits from information technology, and how firms manage and use global virtual teams. Prereq: ISMG 6040 or 6120 or BUSN 6610. 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
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 6220 - Business Intelligence Systems and Analytics (3 Credits)  
This course covers business intelligence, analytics, and artificial intelligence technologies and is organized around three types of analytics that are enabled by those technologies: descriptive, predictive, and prescriptive analytics. The theme of artificial intelligence runs throughout the course from business intelligence, to machine learning and deep learning as applied in areas such as computer vision, autonomous vehicles, and robots. The topics will be discussed using concepts and theory, business cases and applications, and hands-on analysis or model building using datasets available in the public domain, with the hands-on analysis and model building being the focus of the course. Students will use a leading BI software and a cloud computing platform to perform analysis and build machine learning models. 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/ISMG 6220. 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, Summer.

ISMG 6240 - Website Development Practice and Technologies (3 Credits)  
Presents a broad coverage of design principles and techniques to develop effective web sites. The course emphasizes: (1) understanding the principles of web page and web site design and the process of publishing web pages, (2) developing client-side scripts for use in web sites, (3) using server-side programs or scripts to develop dynamic web sites using databases, and (4) understanding technologies for managing large web sites including XML schemas, content management systems and web services. If you have relevant experience in database and programming please contact the instructor for permission to waive the prerequisite of ISMG 6020. Prereq: ISMG 6020. 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 6280 - Service Oriented Architecture (3 Credits)  
Explores "Service Oriented Architecture" (SOA), which refers to a design pattern made up of components and interconnections that stress interoperability and location transparency. Covers the latest heterogeneous models for carrying out large scale distributed computing using Web services. The fundamentals of defining, designing, building, testing and rolling-out a SOA system are explored using tools from major Web service vendors. Also, looks at the impact of SOA on software quality, efficiency, performance and flexibility. Prereq: ISMG 6020. 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  
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 6320 - Innovative Health Information Technologies (3 Credits)  
Learn how innovative health info technologies shape and redefine healthcare by enhancing medical care through scope and scale effects, providing tech efficiencies in delivery of care, utilizing advance tools for patient Ed and self-care, network-integrated decision support, e-business models & opportunities for e-health. 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  
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, Summer.

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. 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  
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 6420 - Global Enterprise Systems (3 Credits)
Examines the evolution of global enterprise systems - from internally focused enterprise resource planning (ERP) client or server systems to externally focused eBusiness. Studies the types of issues managers need to consider in implementing cross-functional integrated enterprise systems. Examines the general nature of global enterprise computing, re-engineering principles and the technical foundations of client or server systems and enterprise information architectures. Students learn about the global enterprise systems marketplace. Topics include the tools and methodology, modules, processes and industry initiatives. Finally, the course looks into the future and predicts enterprise system trends. The objective of the course is to make students aware of the potential and limitations of global enterprise systems. The objective will be reached through case studies, lectures, guest speakers and a group project. Coreq: ISMG 6180 or BUSN 6610. 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
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 6430 - Information Systems Security and Privacy (3 Credits)
Designed to develop knowledge and skills for security of information and information systems within organizations. 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. For the best outcome it is recommended that you complete ISMG 6180 or BUSN 6610 prior to taking this course or during the same term as you take this course. 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
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. 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
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 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 covers algorithms and tools that are required to perform quantitative analyses of unstructured text data. Concepts and algorithms that will be covered include Zipf's Law, Power Law Distribution, Pattern Discovery, Inverse Document Frequency, measurements of Document Clustering and Similarity and so on. R will be introduced as a practice tool to practice quantitative analysis of text data. After the completion of this course, students will be able to uncover and visualize underlying themes and concepts which might be latent in large text documents. 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. 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
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 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 6510 - Accounting and Information Systems Processes and Controls (3 Credits)
Designed to develop knowledge and skills used to understand and evaluate corporate accounting processes and systems. Focuses on financial and information system internal controls and the flow of corporate information through an accounting system. A financial system objective and risk assessment approach issued to present concepts and techniques for evaluating the adequacy of system processes and controls. Cross-listed with ACCT 6510, 4780 and ISMG 4780. 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
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 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. 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. 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
Typically Offered: Spring.

ISMG 6810 - Business Intelligence in Healthcare (3 Credits)
Provides students with an overview of how business intelligence is used in the healthcare industry. Students study the evolution of IT in healthcare including digitization of electronic health records and systems integration. Next the course looks at healthcare transformation and the evolution of business intelligence in general. Using case studies and hands on exercises, students learn about different aspects of business intelligence in various subsets of the healthcare industry. 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
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 and Financial Modeling (3 Credits)
This course will introduce students to the application of business intelligence in a corporate finance setting. Financial data intelligence is essential for effective decision making throughout the firm, in finance directly and in other functions supported by the finance department. Strategy setting, budgeting, and new product development are just a few decision areas where finance personnel play an active role. In this course, we learn how to apply business intelligence software tools to enable finance personnel to access and analyze corporate data in support of critical decision making across the enterprise. Students will also analyze data through the use of financial models built in Microsoft Excel. The development of complex financial models will provide students with valuable hands-on experience with a software tool used widely incorporate finance departments. 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. Cross-listed with ISMG 4750 and FNCE 4750. 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 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. 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. 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

ISMG 6840 - 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 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. 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. Repeatable. Max Hours: 3 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 6850 - Securing the Enterprise (3 Credits)
This course provides the knowledge required to analyze the current enterprise environment in order to prepare a risk mitigation for security vulnerabilities encountered. Topics include principles and concepts; threats, vulnerabilities, risks, attacks and controls; risk process and management; and enterprise security policies. 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
Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors.

ISMG 6855 - Protecting the Enterprise (3 Credits)
This course examines methods and techniques used to secure an enterprise's environment. Topics include threat prioritization and mitigation; social engineering and security policies; encryption and cryptography; virtual private networks, wireless and mobile device management; antivirus, intrusion detection and protection systems; and firewalls and proxy servers. Max hours: 3 Credits.
Grading Basis: Letter Grade
Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA 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 the 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 of 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, network scanning and enumeration techniques, vulnerability assessment, system hacking, malware threat analysis, social engineering, attack and defense strategies in emerging technologies. 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
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 6865 - Digital Forensic Analysis (3 Credits)
This is an introductory course in collecting, examining, and preserving evidence involving digital devices. This course examines the issues, tools, and control techniques needed to successfully investigate illegal or malicious activities facilitated through the use of information technology. The tools of collecting, examining, and evaluating data in an effort to establish intent, culpability, motive, means, methods, and loss resulting from these crimes will be examined. 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
Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the College of Engineering, Design and Computing, PHCS PhD majors and PhD majors.

ISMG 6870 - Securing Information Assets (3 Credits)
This course concentrates on the identification of information assets and the techniques used to protect them from unauthorized access. Topics include laptops, desktop and server vulnerabilities; network vulnerabilities; extranet and intranet management; incident response and management; web site and web services management; virtualization in the data center; and cloud computing security. 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
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 6875 - Restricting Information Assets (3 Credits)
This course illustrates how information assets can be subjected to internal and external attacks and presents techniques used to secure them from unauthorized access. Topics include sub-networking for guest and vendor access; managing mixed operating system environments; data at rest and data in-transit; database inference; network management systems and security; information assurance tools and techniques. 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
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 6880 - Intrusion Detection and Incident Response (3 Credits)
A topic of increasing importance and interest in the world of information systems and business is malicious intruder detection and the response procedures required to secure business systems once an intrusion has occurred. It is critical that the organizations dependent on information technology have incident handling procedures when computer intrusions occur. By having proper incident response procedures, organizations can quickly recover from intrusions and where feasible bring perpetrators to justice. This course will provide the student the opportunity to learn about the elements that comprise Intrusion Detection and Incident Response. 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
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 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. 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
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 6895 - Digital Forensic Analysis II (3 Credits)
This course examines advanced digital forensic analysis topics, tools, techniques, and control mechanisms. Advanced topics include operating system artifacts, anti-forensics, mobile and embedded devices, and volatile memory forensics. Students will gain experience with state-of-the-art forensics tools and techniques needed to successfully investigate illegal activities perpetuated through the use of information technology. Prereq: ISMG 6860 and ISMG 6865. Restriction: Restricted to Graduate Business School students. Max hours: 3 Credits.
Grading Basis: Letter Grade
Prereq: ISMG 6860 and ISMG 6865 Restriction: Restricted to Graduate Business School students

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. 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
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 6950 - Master's Thesis (1-8 Credits)
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. 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 7001 - AI-Based Decision Making (3 Credits)
Introduces decision making concepts. It covers a range of approaches, techniques and tools for decision aiding and describes how they can be used to support decision processes. The topics include human decision making, decision support systems, knowledge-based systems, and AI methods that support decision making, like machine learning, Bayesian networks and association rules. Restrictions: Restricted to PhD majors within the Business School and within the College of Engineering, Design and Computing, PHCS PhD majors and PHIS PhD majors.
Max Hours: 3 Credits.
Grading Basis: Letter Grade
Restrictions: Restricted to PhD majors within the Business School and within the College of Engineering, Design and Computing, PHCS PhD majors and PHIS PhD majors.

ISMG 7002 - Computer Security (3 Credits)
A broad overview of computer security, roughly divided into three unequal components: a) the history of codes and ciphers; b) basic cryptographic techniques, for example, symmetric cryptography, authentication techniques, and asymmetric cryptosystems, and; c) applications to current and future computer-related technologies, for example, network security, wireless communication, quantum cryptography, and more.
Restrictions: Restricted to PhD majors within the Business School and within the College of Engineering, Design and Computing, PHCS PhD majors and PHIS PhD majors. Cross-listed with CSCI 7002. Max Hours: 3 Credits.
Grading Basis: Letter Grade
Restrictions: Restricted to PhD majors within the Business School and within the College of Engineering, Design and Computing, PHCS PhD majors and PHIS PhD majors.

ISMG 7208 - Philosophy of Information Systems Research (3 Credits)
This course surveys the philosophical foundations that underlie the development of IS theories, research methods and measurements. The focus is placed on intensive and rigorous readings and critiques of key literature at the intersection of philosophy, sociology, history and information systems. Upon the completion of this course, students are expected to have enhanced capabilities to discern the ontological and epistemological boundaries of various IS theories and research methods so that they can carry out IS research with informed knowledge.
Restrictions: Restricted to PhD majors within the Business School and within the College of Engineering, Design and Computing, PHCS PhD majors and PHIS PhD majors. Max Hours: 3 Credits.
Grading Basis: Letter Grade
Restrictions: Restricted to PhD majors within the Business School and within the College of Engineering, Design and Computing, PHCS PhD majors and PHIS PhD majors.

ISMG 7210 - Topics In Analytical Research In Management Information Systems (3 Credits)
Provides a detailed coverage of selected analytical research in information systems. Restrictions: Restricted to PhD majors within the Business School and within the College of Engineering, Design and Computing, PHCS PhD majors and PHIS PhD majors. Cross-listed with CSCI 7210. Max Hours: 3 Credits.
Grading Basis: Letter Grade
Restrictions: Restricted to PhD majors within the Business School and within the College of Engineering, Design and Computing, PHCS PhD majors and PHIS PhD majors.

ISMG 7211 - Topics In Behavioral and Organizational Research In Management Information Systems (3 Credits)
Provides a detailed coverage of selected behavioral and organizational research in information systems. Restrictions: Restricted to PhD majors within the Business School and within the College of Engineering, Design and Computing, PHCS PhD majors and PHIS PhD majors. Cross-listed with CSCI 7211. Max Hours: 3 Credits.
Grading Basis: Letter Grade
Restrictions: Restricted to PhD majors within the Business School and within the College of Engineering, Design and Computing, PHCS PhD majors and PHIS PhD majors.

ISMG 7212 - Strategic and Organizational Research in IS (3 Credits)
This course examines concepts in information technology with an emphasis on organizations, organizational strategy, and competitive advantage. Using a seminar method, students will be introduced to foundational concepts and current knowledge in the IT-based research areas of information and organizational economics, boundaries and markets, firm performance, organizational capabilities, innovation, organizational design and management mechanisms, and the challenges to achieving competitive advantage over competitors. Through completion of this course, students should acquire the ability to evaluate organization-focused IT research and identify valued questions that can be examined in future research. Restrictions: Restricted to PhD majors within the Business School and within the College of Engineering, Design and Computing, PHCS PhD majors and PHIS PhD majors. Max Hours: 3 Credits.
Grading Basis: Letter Grade
Restrictions: Restricted to PhD majors within the Business School and within the College of Engineering, Design and Computing, PHCS PhD majors and PHIS PhD majors.
ISMG 7214 - Mixed Methods Research (3 Credits)
This course focuses on techniques for designing and executing mixed methods research in information systems area. Students will review the philosophical foundations of both qualitative and quantitative foundation. Basic practice, effective use and avoidance of pitfalls in mixed methods approach will be discussed. Restrictions: Restricted to PhD majors within the Business School and within the College of Engineering, Design and Computing, PHCS PhD majors and PHIS PhD majors. Max Hours: 3 Credits.
Grading Basis: Letter Grade
Restrictions: Restricted to PhD majors within the Business School and within the College of Engineering, Design and Computing, PHCS PhD majors and PHIS PhD majors.

ISMG 7220 - Research methods: Design and Analysis (3 Credits)
Research methods: Design and Analysis. Topics include: research design, approaches to gathering data; sampling methods; linear multivariate analysis methods emphasizing structural equations models; and a brief survey of other methods such as cluster analysis, multidimensional scaling, methods such as neural nets, CART and/or genetic algorithms. While much of the material is of general interest, the course emphasizes methods and situations to prepare students in the CS/IS Ph.D. program for research in their field(s). The course includes student projects involving the analysis of data using appropriate software, whose results are presented to the class. Restrictions: Restricted to PhD majors within the Business School and within the College of Engineering, Design and Computing, PHCS PhD majors and PHIS PhD majors. Cross-listed with DSCI 6220. Max Hours: 3 Credits.
Grading Basis: Letter Grade
Restrictions: Restricted to PhD majors within the Business School and within the College of Engineering, Design and Computing, PHCS PhD majors and PHIS PhD majors.

ISMG 7551 - Parallel and Distributed Systems (3 Credits)
Examines a range of topics involving parallel and distributed systems to improve computational performance. Topics include parallel and distributed programming languages, architectures, networks, algorithms and applications. Restrictions: Restricted to PhD majors within the Business School and within the College of Engineering, Design and Computing, PHCS PhD majors and PHIS PhD majors. Cross-listed with CSCI 7551. Max Hours: 3 Credits.
Grading Basis: Letter Grade
Restrictions: Restricted to PhD majors within the Business School and within the College of Engineering, Design and Computing, PHCS PhD majors and PHIS PhD majors.

ISMG 7552 - Advanced Topics in Parallel Processing (3 Credits)
Examines the advances of sequential computers for gaining speed and application of these techniques to high-speed supercomputers of today. Programming methodologies of distributed and shared memory multiprocessors, vector processors and systolic arrays are compared. Performance analysis methods for architectures and programs are described. Restrictions: Restricted to PhD majors within the Business School and within the College of Engineering, Design and Computing, PHCS PhD majors and PHIS PhD majors. Cross-listed with CSCI 7552. Max Hours: 3 Credits.
Grading Basis: Letter Grade
Restrictions: Restricted to PhD majors within the Business School and within the College of Engineering, Design and Computing, PHCS PhD majors and PHIS PhD majors.

ISMG 7574 - Advanced Topics in Operating Systems (3 Credits)
Covers the advanced topics in operating systems by examining functionality and performance issues in CPU Scheduling, communications, distributed file systems, distributed operating systems, shared-memory multiprocessors and real-time operating systems. In addition to studying papers, reviews, and presentations, students carry out a semester long team project within the scope of one of the above topics. Prereqs: CSCI 3453 or CSCI 5573. Cross-listed with CSCI 7574. 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.

ISMG 7582 - Artificial Intelligence (3 Credits)
Approaches to design of systems for solving problems usually solved by humans, especially those related to intelligent decision making. Emphasis on various types of knowledge representation. Cross-listed with CSCI 7582. 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.

ISMG 7654 - Algorithms For Communication Networks (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.

ISMG 7765 - Computer Networks (3 Credits)
An in-depth study of active research topics in computer networks. Topics include: Internet protocols, TCP/UDP, congestion and flow control, IP routings, mobile IP, P2P overlay networks, network security, performance, and other current research topics. Prereq: Graduate Standing. Cross-listed with CSCI 7765. 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.

ISMG 7779 - Topics in Network Computing (3 Credits)
Studies the active research topics in network based computing such as Cluster, Grid computing, P2P Computing, Pervasive Computing, Workflow system and Cloud Computing. Students will study key papers in the literature, and submit a research term project. Prereq: Graduate Standing. Cross-listed with CSCI 7799. 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.
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 specific course offerings. 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). 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. Max hours: 15 Credits. Grading Basis: Letter Grade 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: 21 semester hours and a 3.5 grade-point average. Repeatable. Max Hours: 9 Credits. Grading Basis: Pass/Fail Only 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 6020 - Cross-Cultural Management (3 Credits)
Focuses on the management of diverse socio-cultural and political norms and values in the global marketplace. The goal of this course is to develop skills in managing impacts of such values and norms on the effectiveness of international business operations and managerial activities. Prereq: INTB 6000 or permission of instructor. 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 (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. (This course qualifies as an international elective for the MS in International Business program.) 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 - International Trade Finance and Management (3 Credits)
Provides an overview of international trade finance and trade management. 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 import and export trade management process. (This course qualifies as an international elective for the MS in International Business program.) 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. Coreq: BUSN 6560. Instructor may waive coreq for business students. Restriction: Restricted to graduate business students or NDGR majors and a sub-plan of NBA or NBD. Note: students cannot receive credit for both MKTG 6020 and INTB 6026. Cross-listed with MKTG 6020. 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, 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 - 11-Month MBA International Business Study Abroad (3 Credits)
The 11-Month MBA International Business Study Abroad is an experiential learning course conducted abroad. Available for 11-Month MBA students only.
Grading Basis: Letter Grade
Restrictions: Restricted to AMBA majors within the Business School.

INTB 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.)
Prereq: BUSN 6520 or BUSN 6521 or MGMT 6380 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. Cross-listed with MGMT 6040. Max hours: 3 Credits.
Grading Basis: Letter Grade
Prereq: BUSN 6520 or BUSN 6521 or MGMT 6380 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.

INTB 6050 - The Legal Aspects of International Business (3 Credits)
Analyzes the legal aspects of international business transactions and considers risk-reducing mechanisms such as letters of credit and arbitration. The course examines NAFTA, the European union, and other international trading structures and rules, giving the background for export or import activities. (This course qualifies as an international elective for the MS in International Business program.)
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 6520 or BUSN 6521 or MGMT 6380 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.

INTB 6060 - International Accounting (3 Credits)
Designed to expose students to the international aspects of accounting and financial management. Includes discussion of some of the different financial accounting practices across countries; financial statement analysis in a global context. IFRS's are reviewed and compared with the requirements of US GAAP. Note: Students cannot receive credit for both ACCT 6550 and INTB 6370. Cross-listed with ACCT 6550 and INTB 6370. Prereq: BUSN 6550 or ACCT 6370. Cross-listed with ACCT 6370 and ACCT 4370. Max hours: 3 Credits.
Grading Basis: Letter Grade
Prereq: ACCT 6031 or BUSN 6550. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School.

INTB 6200 - International Business Policy (3 Credits)
The objective of this course is to develop competence relevant to strategy formulation and implementation in a multi-national enterprise, and in an international context. Provides theoretical knowledge, skills, and sensitivities that help deal effectively with the strategic and managerial problems of managing in a global environment.
Prereq: INTB 6000 or ENTP 6826. 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
Prereq: INTB 6000 or ENTP 6826. Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

INTB 6270 - Intercultural Communications (3 Credits)
This course examines the philosophy, process, problems, and potentials unique to communication across cultural boundaries. This course may count towards the MS in International Business program and Global Cross-Cultural Studies specialization. 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.

INTB 6370 - International Accounting (3 Credits)
Designed to expose students to the international aspects of accounting and financial management. Includes discussion of some of the different financial accounting practices across countries; financial statement analysis in a global context. IFRS’s are reviewed and compared with the requirements of US GAAP. Note: Students cannot receive credit for both ACCT 6370 and INTB 6370. Prereq: BUSN 6550 or ACCT 6031. Cross-listed with ACCT 6370 and ACCT 4370. Max hours: 3 Credits.
Grading Basis: Letter Grade
Prereq: ACCT 6031 or BUSN 6550. 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 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. (This course qualifies as an international elective for the MS in International Business program.) 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. Note: Students cannot receive credit for both FNCE 6411 and INTB 6411. Cross-listed with FNCE 6411 and FNCE 4411. 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 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 FNCE 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

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

INTB 6600 - Blockchain and Emerging Technologies Impact Globalization (3 Credits)
Examines Blockchain and digital technologies powering globalization—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. 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. 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 6750 - Research Methods in International Business (3 Credits)
Focuses on three major issues: (1) research design from an international management perspective (e.g., qualitative, quantitative and ethnographic); (2) topical issues (e.g., culture, international negotiations, mergers and alliances); (3) trends in international business research (e.g., cross-national project teams, emerging theoretical perspectives). This course qualifies as an international elective for the MS in International Business program. Note: Available to students as Independent Study only. Prereq: INTB 6000 and BUSN 6530 or equivalent. 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.

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. (This course qualifies as an international elective for the MS in International Business program.) 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 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. (This course qualifies as an international elective for the MS in International Business program.) 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 may be one of the most important challenges facing business in the 21st century. This course will introduce the potential impacts of climate, then discuss possible regulatory responses to and business risks and opportunities that may emerge if climate change occurs. 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.

Business Administration
INTB 6950 - Master's Thesis  (1-8 Credits)
Prereq: INTB 6750. 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.

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 5930 - 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: Pass/Fail Only
Repeatable. Max Credits: 9.

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 learn from these difficult experiences. 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 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 6320 - 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 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 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 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. 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.
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 majors of ORMG within the Business School. Max hours: 3 Credits.
Grading Basis: Letter Grade
Restriction: Restricted to graduate majors of ORMG within the Business School.

MGMT 6710 - HR: Talent MGT (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. Prereq: MGMT 6380. Max hours: 3 Credits.
Grading Basis: Letter Grade
Prereq: MGMT 6380 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

MGMT 6720 - Human Resources Management: Training (3 Credits)
Covers training methods, theories, research findings. Students design and deliver their own training program, including collecting and analyzing metrics to gauge training success. Co-req: MGMT 6380. Cross-listed with MGMT 4430. Max hours: 3 Credits.
Grading Basis: Letter Grade
Co-req: MGMT 6380 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

MGMT 6730 - Human Resources Management: 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. Prereq: MGMT 6380. Max hours: 3 Credits.
Grading Basis: Letter Grade
Prereq: MGMT 6380 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

MGMT 6740 - Human Resources Management: Compensation (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. Prereq: MGMT 6380 and BUSN 6530. Cross-listed with MGMT 4450. Max hours: 3 Credits.
Grading Basis: Letter Grade
Prereq: BUSN 6530 and MGMT 6380 Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

MGMT 6750 - HRM: 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
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 - Managing for Sustainability (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. 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 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 6809 - 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 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 will consider how companies are using social responsibility as a competitive advantage. The so-called green revolution is calling for organizations to take on increasing responsibility for environmental conservation, employee well being, and community development. This course considers how organizations can work with various stockholders (employees, customers, communities, society-at-large) to develop and promote mutually beneficial products and solutions to key social needs and concerns. 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. 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 6285 or BUSN 6826 or 6830 or 6850 or 6870 or DSCI 6825 or BANA 6730 or ENTP 6542 or 6644 or 6808 or 6860 or NTB 6870 or MGMT 6821 or 6822 or 6823 or MKTG 6830
Restriction: Grad and NDGR majors with a sub-plan of NBA within the Business School.
Typically Offered: Fall.

MGMT 6825 - Sustainable Change Leadership: Turning Business Into a Force for Good (3 Credits)
This course develops leadership from the perspective of managing the people side of change required to transform a traditional business to one that is not only financially successful but also a genuine "force for good" for our natural and social environment. The B Lab Impact Assessment tool is used to measure, monitor, and link sustainable business practices to drive continuous improvement and innovation. Students will conduct hands-on, practical work with local businesses to develop change leadership skills as they relate to sustainability. Restriction: Restricted to graduate majors and NDGR majors with a sub-plan of NBA or NBD within the Business School. Cross-listed with MGMT 4825. 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 - Business for a Better World (3 Credits)
Introduces the main concepts and tools of sustainable business, such as life-cycle analysis, circularity, carbon footprinting, market failure, closed-loop systems, DfE (Design for the Environment), corporate sustainability reporting, then examines how companies can move from doing less bad to making the world better. Note: Typically offered in the Fall. 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 6827 - Global Climate Change (3 Credits)
Global climate change may be one of the most important challenges facing business in the 21st century. This course will introduce the potential impacts of climate, then discuss possible regulatory responses to and business risks and opportunities that may emerge if climate change occurs. 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 6828 - 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 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.

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. Prereq: 21 semester hours and 3.5 GPA. Repeatable. Max Hours: 9 Credits.
Grading Basis: Pass/Fail Only
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.
Typically Offered: Fall, Spring.

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. Coreq: BUSN 6560. Instructor may waive coreg for business students. Restriction: Restricted to graduate business students or NDGR majors and a sub-plan of NBA or NBD. Note: students cannot receive credit for both MKTG 6020 and INTB 6026. Cross-listed with INTB 6026. 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 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.
Typically Offered: Spring.

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. 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.

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.
Typically Offered: Fall, Spring.

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. Restriction: Restricted to graduate business students or 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 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 6080 - Marketing in Emerging Markets (3 Credits)
Explores problems, practices and strategies involved in marketing goods and services in emerging markets. Emphasizes analysis of uncontrollable environmental forces, including cultures, government, legal, social and economic conditions as they affect marketing planning. Coreq: BUSN 6560. Note: students cannot receive credit for both MKTG 6080 and INTB 6082. Cross-listed with INTB 6082. 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 for participants with marketing, and 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 “Digitariat” 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. Restriction: Restricted to graduate majors within the Business School. Max hours: 3 Credits.
Grading Basis: Letter Grade
Restriction: Restricted to graduate majors within the Business School.

MKTG 6094 - Marketing Issues in the Chinese Environment (3 Credits)
This course assesses numerous marketing and marketing related topics in the Chinese environment with the objective of helping the graduate student develop managerial and marketing expertise. In specific, the course pinpoints key developments in the Chinese business environment, develops expertise in conducting market opportunity analysis, assesses market entry conditions and strategies and applies marketing mix strategies in the context of the Chinese environment. Note: It is recommended for students to take BUSN 6560 or INTB 6000 prior to this course. Cross-listed with INTB 6094. 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 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)
Restrictions: Restricted to graduate majors and NDGR majors with a sub-plan of NBA within the Business School.

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. Co-Req: 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 for Consumer, Services, Sports, and Entertainment Industries (3 Credits)
This course focuses on developing sales skills and techniques for success in the sports and entertainment industries. Students also develop the skills required to negotiate contracts in these industries. 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 & 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. 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 6834 - 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. Cross-listed with MGMT 4834, MGMT 6834, and MKTG 4834. Restriction: Restricted to graduate business school students. Max hours: 3 Credits. Grading Basis: Letter Grade
Restriction: Restricted to graduate business school students.

MKTG 6840 - Independent Study (1-8 Credits)
Allowed only under special and unusual circumstances. Regularly scheduled courses cannot be taken as independent study. Prereq: Permission of instructor. 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/Cooperative Education. (3 Credits)
Supervised experiences involving the application of concepts and skills in an employment situation. Max hours: 3 Credits.
Grading Basis: Pass/Fail Only

ENTP 6020 - Business Model Development & Planning (3 Credits)
Jointly taught by a successful Colorado entrepreneur and an experienced professor, this course familiarizes students with the key steps for preparing a business plan for a new (or existing) business venture. This course provides real-world feedback and advice and integrates coursework with THE CLIMB | Jake Jabs Business Plan Competition events 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. Max hours: 3 Credits.
Grading Basis: Letter Grade

ENTP 6022 - Digital Strategy for Entrepreneurs (3 Credits)
This course focuses on how digital innovations are disrupting traditional business practices. Students will participate in a team project where they identify an industry prepared for disruption, and then develop a relevant digital strategy. Students can also expect industry leaders from some of Colorado’s greatest digital and tech companies as guest speakers. 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. Max hours: 3 Credits.
Grading Basis: Letter Grade

ENTP 6030 - Entrepreneurship in Emerging Industries (3 Credits)
How entrepreneurs in emerging industries raise capital, find talent, attract customers, manage regulatory uncertainty, and respond to opposition. Focus on blockchain tech, renewable energy, fracking, and sharing economy, we will discuss the challenges and opportunities facing entrepreneurs pioneering new/controversial products and practices. We will also examine how these lessons generalize to innovation in other industries. Max hours: 3 Credits.
Grading Basis: Letter Grade

ENTP 6100 - Digital Advertising for Entrepreneurs (1.5 Credits)
This course explores current trend in digital advertising that affect the industry today, especially small businesses. All of these concepts are critical to an entrepreneur who is attempting to launch a business. We will explore advertising in social media advertising, display advertising and affiliate marketing for entrepreneurs. Max hours: 1.5 Credits.
Grading Basis: Letter Grade

ENTP 6110 - Innovation in Fintech (1.5 Credits)
The class has four focus areas. The first covers the fields in which fintech is operating, such as financial education, crypto currency, retail banking and investment. The second examines examples of fintech, including trading apps, peer-to-peer lending and robo-advisors. The third analyzes the four types of users. The fourth is about fintech innovations in machine learning and AI. Max hours: 1.5 Credits.
Grading Basis: Letter Grade

ENTP 6120 - Ethics: 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. Max hours: 3 Credits.
Grading Basis: Letter Grade

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. This course presents students with an operations model for developing internal and external plans when starting new ventures. 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. Max hours: 3 Credits.
Grading Basis: Letter Grade

ENTP 6644 - Impactful Social Innovation (3 Credits)
Innovations in social organizations are unique and warrant equally unique startup strategies for success. This course takes students through various stages of the social enterprise development process, from building competitive business models to attracting investors to operationalizing the business concept successfully while simultaneously doing social good. Max hours: 3 Credits.
Grading Basis: Letter Grade

ENTP 6700 - Special Topics in Entrepreneurship (3 Credits)
A variety of topics in entrepreneurship are offered. Consult the current ‘schedule Planner’ for semester offerings. Repeatable. Max Hours: 15 Credits.
Grading Basis: Letter Grade
Repeatable. Max Credits: 15.

ENTP 6801 - Building Biotechnology (3 Credits)
This course teaches students the fundamentals of life science technology in entrepreneurship. Serving as an introduction to bioinnovation and entrepreneurship, topics covered include tech transfers, accounting and finance basics, opportunity assessments, legal and regulatory environments, clinical trials, project management best practices, ethics and societal issues, and team building. Cross-listed with IDPT 6301. Max hours: 3 Credits.
Grading Basis: Letter Grade

ENTP 6802 - Regulatory Environment of Life Science Innovation (3 Credits)
This course is designed to familiarize graduate-level engineering, business, law and life science students with the fundamentals of life science technology commercialization including drugs, devices, diagnostics, and healthcare IT and platform applications. Cross-listed with IDPT 7302. Max hours: 3 Credits.
Grading Basis: Letter Grade

Typically Offered: Fall.
ENTP 6807 - Personal Branding (3 Credits)
This course is designed to show students how to create successful personal brand strategies for professional and personal development in both entrepreneurial and intrapreneurial environments. The course work will demonstrate the imperative link between marketing and personal branding through case studies, projects, guest speakers and reading materials. Students will also leave the course knowing how to develop and implement a personal branding plan. Max hours: 3 Credits.
Grading Basis: Letter Grade
Typically Offered: Summer.

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, closely held or family businesses. 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. Max hours: 3 Credits.
Grading Basis: Letter Grade

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. Max hours: 3 Credits.
Grading Basis: Letter Grade

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. Max hours: 3 Credits.
Grading Basis: Letter Grade

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. The course work will demonstrate the imperative link between the fundamental marketing principles and entrepreneurial lean marketing guiding principles through real-life case studies, project, videos, podcasts and reading materials. Student will leave this course understanding how to develop an effective and pragmatic marketing plan for an entrepreneurial venture. Max hours: 3 Credits.
Grading Basis: Letter Grade

ENTP 6842 - New Concept Development (3 Credits)
This course provides insights and tools that will help students assess the viability of new business concepts (a.k.a. those in the very early stages of development). Unlike the "business plan" course where students create an actual plan, this course will help students determine if a new business concept is truly worthy of a business plan. The main objective of the course focuses on understanding problems and solutions from the potential market's perspective. The value of the problem-solution approach is that it quickly gets to the reason why people buy things: to solve perceived problems. Along the way students will employ various experiential and theoretical learning aids to investigate a series of relevant topics such as product markets, new business concepts and entrepreneurial risk-taking. Max hours: 3 Credits.
Grading Basis: Letter Grade

ENTP 6848 - Leadership in New 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 actually do and how visionary leadership is required to develop an organization, students will learn how to execute these concepts through measurable goals and objectives. Max hours: 3 Credits.
Grading Basis: Letter Grade

Risk Management (RISK)

RISK 6129 - Practical Enterprise Risk Management (3 Credits)
Enterprise RM involves identifying the risks and opportunities faced by a firm, assessing them, developing and implementing a plan to address them, and then monitoring progress. Students will learn the basics of ERM while working with risk management professionals to develop and present such a plan to an ongoing business. Cross-listed with RISK 4129. Max hours: 3 Credits.
Grading Basis: Letter Grade

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)
This course introduces strategic risk management, the process of managing the uncertain and unknown risks to a firm's plans to add value to its owners and society. Cross-listed with RISK 4309. Max Hours: 3 Credits.
Grading Basis: Letter Grade

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 focuses 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)
This course is designed to study how risk is transferred globally. The course will include travel to London, which is the home to many of the world's largest insurers and reinsurers. While in London, we will visit and have presentations from insurance brokers, companies, Lloyds of London, and reinsurers. Prereq: One RISK course. Cross-listed with RISK 4509. Max hours: 3 Credits.
Grading Basis: Letter Grade
Prereq: One RISK Course

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 6809 - Principles of Risk Management & Insurance (3 Credits)
This course prepares students for advanced work in insurance and RM. The course first covers the nature of risk and risk fundamentals, insurer operations and insurance regulation. It then considers the principal techniques of managing risk exposures and the basis of decision making in management of business and personal risks. Coreq: BUSN 6640 or permission of instructor. Max hours: 3 Credits.
Grading Basis: Letter Grade
Coreq: BUSN 6640

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. Co-req: BUSN 6640. Max hours: 3 Credits.
Grading Basis: Letter Grade
Co-req: BUSN 6640

**Sustainability (SUST)**

SUST 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. Max hours: 6 Credits.
Grading Basis: Letter Grade