2018-2019 Denver MBA Course Descriptions

Quarter 1

Weeks 1-10

**MBA 4110: Enterprise Challenge (2 Credit Hours)**

In recognition of the special value that comes from deep immersion into a subject, students in this course will start a business. Students will incorporate their business, put together an advisory board, identify customers, write an executive business summary, and have a professional business presentation. The final class will consist of presentations to entrepreneurs, representatives from the financial sector, and industry representatives. Students will learn about business by starting a business. This is a highly unstructured class. Students have to structure their projects and present to investors just as an entrepreneur would do.

Weeks 1-5

**MBA 4130: Corporate Financial Reporting (2 Credit Hours)**

The purpose of this course is to provide students with an understanding of the financial statements issued by companies to external parties, such as shareholders and creditors. The course covers the fundamentals of accounting, from recording economic events in the accounting records to the preparation of the company’s financial statements, as well as major transaction categories and accounting policies of business firms and their financial statement implications. In addition, the course introduces students to publicly-traded companies’ Form 10-K annual reports.

**MBA 4140: Ethics in Practice (2 Credit Hours)**

The fundamental purposes of the course is to 1) engage students in ongoing reflection and dialogue about their responsibilities as managers and leaders, 2) understand cognitive, behavioral, and principled approaches to ethics, and 3) advance your job prospects by focusing on ethical skills, practices, and exercises that will make you better managers and leaders. Of particular emphasis are the ethical and social responsibilities of managers and leaders, especially as it relates to numerous stakeholders. This course focuses on a systems-oriented approach to the ethical and social relationships of business leaders and business organizations in their communities. These roles will be examined by analyzing a variety of representative issues that characterize current concerns with business ethics. The goal is to provide students with generalized understanding and skills that can be employed in dealing with other issues that may emerge in their business careers. While the core of the curriculum will strengthen foundation business and management skills and competencies, the assumption of this course is that all of
these skills and competences must be grounded in a solid ethical and social commitment to values and principles. This course attempts to explore these values in various business contexts.

**MBA 4150: Understanding Your Market (2 Credit Hours)**

This course focuses on “knowing your customer” through the Segment, Target and Position Models. The STP Model consists of three steps that help you analyze your offering (product or service) and the way you communicate its benefits and value to specific groups. STP stands for: Step 1: Segment your market. Step 2: Target your best customers. Step 3: Position your offering. This model is useful because it helps you identify your most valuable types of customer, and then develop products and marketing messages that ideally suit them. This allows you to engage with each group better, personalize your messages, and sell much more of your product. This course explores the development, evaluation, and implementation of marketing strategy in complex environments. The course deals primarily with an in-depth analysis of a variety of concepts, theories, facts, analytical procedures, techniques, and models. The course addresses strategic issues such as: -In what environment do we operate? What impact will the environment have on marketing decisions? -How should the market be segmented for best return on investment? -Which market should be targeted to achieve highest profitability? -How shall we position the offering in the minds of our customers? -Which marketing models are most appropriately applied to the business problem at hand?

Weeks 6-10

**MBA 4120: Strategically Transitioning from Uncertainty to Risk 2 Credit Hours)**

Strategically Transitioning from Uncertainty to Risk is a course that introduces the student to the confluence of entrepreneurship and strategic management. Students will use an organized approach to rapid design leveraging their business ideas created for the Enterprise Challenge in order to develop a sustainable competitive advantage based upon iteration of the business model. Iteration that is discovered through an analysis of the existing business model and the competitive landscape that includes consideration of competitors, customers, suppliers, substitutes, and new entrants. Opportunities to create competitive advantage are analyzed through the design of generic competitive strategies in domestic and international markets, alliances and partnerships, and corporate diversification.

**MBA 4160: Opportunities with Data Skills 1 (2 Credit Hours)**

Develop an understanding of the basic concepts of probability and statistics, and how they relate to managerial type problems and decision making. Develop experience performing and interpreting standard data analysis methodologies. Obtain familiarity with a statistical software package.

**MBA 4230: Managing Cost Information (2 Credit Hours)**
Managing cost information is essential for the execution of a business strategy because it enables managers to understand the financial implications of their decisions. In this course, students will learn how to measure, report, interpret, and use cost information. Topics in the course include (traditional and advanced) costing system design; breakeven analysis; cost information for decision making.

**Quarter 2**

**Weeks 1-10**

**MBA 4210: Social Good Challenge (2 Credit Hours)**

Creating Community Capital: The Social Good Challenge is a Challenge Driven Educational (CDE) course that builds off prior foundational and experiential courses. The course is a practicum designed to address social issues; its purpose is to provide the opportunity for students to address a social issue with the discipline of business tools and techniques. Through the Challenge experience, students learn first-hand how to use business skills for social change as they design organizational initiatives to address social problems. The goal for students will be to create a novel response to a social problem that is more effective, efficient, sustainable, or just than current responses. The course emphasizes learning by doing, supported by intensive faculty coaching and field work. A small number of formal class sessions will provide structure in the course and will focus on collaborative problem solving; the remainder of time students will engage with community for-profit, non-profit, and government organizations to design and execute a social good initiative.

**Weeks 1-5**

**MBA 4170: Navigating the Global Economy (2 Credit Hours)**

Businesses today, whether domestic or multi-national, are part of a complex global economy. The challenges firms face today—global financial crises, corruption, and finite resources, to name a few—are impossible to tackle without a solid understanding of the broader political and economic institutions and environment. This class will provide a foundation to students’ understanding of the international political economy, international institutions, and trends and patterns across developed, emerging, and developing countries. Students will explore some of the myths of the global economy, the variations of capitalism that exist across time and space, as well as the role of international institutions and emerging economies in shaping the business environment.

**MBA 4220: Leading Effective Organizations (2 Credit Hours)**

This course introduces the human side of organizations. Its theme is leading people and organizations for high performance in changing times. It includes traditional organizational
behavior concepts such as motivation, power and politics, organizational design and culture. The global context of business is emphasized as a central factor in leading organizations; and the course includes integrating themes of sustainability, engagement, and inclusion – creating organizations that are sustainable, that attract and engage talented people, and that exemplify inclusive excellence. Critical and analytical thinking skills are developed and reinforced throughout the course.

**MBA 4280: Mastering Managerial Financial Competencies I (2 Credit Hours)**

This course and Mastering Managerial Financial Concepts II discusses basic principles of finance and provides practical tools for financial decisions and valuation. The purpose of these two courses is to give students a thorough introduction to the basics of finance. You will learn how to value distant and uncertain cash flows. You will learn how to apply the tools to make investment decisions for a firm. You will also survey the fundamental drivers of financing policy in a corporation and learn how financial markets interact with businesses. Unless you understand finance, you cannot have a thorough understanding of a company’s decision-making process.

Weeks 6-10

**MBA 4235: Profit Planning and Measuring Performance (2 Credit Hours)**

Profit Planning and Measuring Performance provides students with the necessary skills to effectively perform planning and performance evaluation processes. In this course, students will learn how to prepare operating and capital budgets, analyze budget variances, identify key performance indicators, and design management control systems.

**MBA 4285: Mastering Managerial Financial Competencies II (2 Credit Hours)**

This course and Mastering Managerial Financial Concepts I discusses basic principles of finance and provides practical tools for financial decisions and valuation. The purpose of these two courses is to give students a thorough introduction to the basics of finance. You will learn how to value distant and uncertain cash flows. You will learn how to apply the tools to make investment decisions for a firm. You will also survey the fundamental drivers of financing policy in a corporation and learn how financial markets interact with businesses. Unless you understand finance, you cannot have a thorough understanding of a company’s decision-making process.

**MBA 4290: Economics for Decision Making (2 Credit Hours)**

MBA 4290 emphasizes the standard tools of microeconomic analysis for the business manager. The focus is on managerial decision-making, and to emphasize real world economic decision makers for firm managers. The goal is for students to understand the current business environment and possess the tools to make sound managerial choices. The course will
emphasize analytical problem solving to highlight the decisions managers must make under constrained conditions. There will be a series of short quizzes to emphasize these skills based on class lecturers and homework. We will also use case studies to develop practical insights into managing the firm’s resources to achieve competitive advantage.

Quarter 3

Weeks 1-10

MBA 4310: Corporate Challenge (2 Credit Hours)

Experiencing Strategic Management through Corporate Challenges is a Challenge Driven Educational (CDE) course that builds off several previous foundational and experiential courses. Students will leverage the content from accounting, finance, management, marketing, economics, globalization, business stats and analysis in order to engage with corporate partners to examine real-world problems. Students will address issues involving vision / mission / values of the organization, the key industry forces that influence the corporate environment, ways of maintaining and sustaining a core competency, and critical strategy implementation issues that lead to a competitive advantage. The course will be offered in a work-shop atmosphere in which students will meet in class once a week and the remaining time outside of the classroom where students are expected to apply the various aspects of strategic analysis and management.

TBD: Elective 1 (4 Credit Hours)

The Denver MBA includes six electives, four of which will comprise your MBA concentration. You may select from one of the five concentrations listed here or customize your concentration in a cross-disciplinary field through the University’s graduate programs with the guidance and approval of faculty and advisors. Concentration classes generally run for a full 10-week quarter and are drawn from Daniels’ comprehensive Master of Science program curriculum.

- Accounting
- Business Analytics
- Finance
- Marketing
- Real Estate and the Built Environment
- Customization

TBD: Elective 2 (4 Credit Hours)

The Denver MBA includes six electives, four of which will comprise your MBA concentration. You may select from one of the five concentrations listed here or customize your concentration in a cross-disciplinary field through the University’s graduate programs with the guidance and approval of faculty and advisors. Concentration classes generally run for a full 10-week quarter and are drawn from Daniels’ comprehensive Master of Science program curriculum.
Weeks 1-5

**MBA 4360: Opportunities with Data Skills II (2 Credit Hours)**

Develop an understanding of more complex concepts of probability and statistics, and how they relate to managerial type problems and decision making. Develop experience performing and interpreting complex analysis methodologies. Obtain further familiarity with statistical software packages. Develop experience integrating data skills with project for Corporate Challenge.

Weeks 6-10

**MBA 4340: Creating Sustainable Enterprises (2 Credit Hours)**

All students should be able to demonstrate an understanding of: (1) the concept of sustainability as a decision-making model; (2) the environmental, cultural, social justice, equity, and economic issues inherent in principles of sustainability; (3) the intra- and inter-generational aspects of sustainability; (3) the interconnectedness of individuals, societies, eco-systems, cultures and cultural products in understanding issues of sustainability; and (4) the roles that multiple academic disciplines and perspectives play in identifying, understanding, and addressing issues of sustainability. All students should be able to demonstrate the ability to: (1) apply critical thinking and analysis toward understanding and solving problems related to sustainability; (2) communicate about issues of sustainability across academic disciplines and to non-academics.

Quarter 4

Weeks 1-9

**MBA 4980: Internship (4 Credit Hours)**

Quarter 5

Weeks 1-10

**MBA 4410: Global Challenge I (2 Credit Hours)**
This course provides you with the opportunity to apply what you have learned in the first year of your Denver MBA program with a live client. You will work on a project focused on entrepreneurship, social good, or a corporate partner. Scoping the project will be a key learning outcome, as will learning about cross-cultural issues.

**TBD: Elective 3 (4 Credit Hours)**

The Denver MBA includes six electives, four of which will comprise your MBA concentration. You may select from one of the five concentrations listed here or customize your concentration in a cross-disciplinary field through the University’s graduate programs with the guidance and approval of faculty and advisors. Concentration classes generally run for a full 10-week quarter and are drawn from Daniels’ comprehensive Master of Science program curriculum.

- Accounting
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- Finance
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- Customization

**TBD: Elective 4 (4 Credit Hours)**

The Denver MBA includes six electives, four of which will comprise your MBA concentration. You may select from one of the five concentrations listed here or customize your concentration in a cross-disciplinary field through the University’s graduate programs with the guidance and approval of faculty and advisors. Concentration classes generally run for a full 10-week quarter and are drawn from Daniels’ comprehensive Master of Science program curriculum.

- Accounting
- Business Analytics
- Finance
- Marketing
- Real Estate and the Built Environment
- Customization

**Weeks 1-5**

**MBA4470: International Business Theory in Practice (2 Credit Hours)**

International business is its own field of academic study with rich theories and frameworks. Facing a dynamic, and increasingly chaotic, external business environment, business students need to understand both the theories and how they can be applied. To that end, this course draws on the rich international business writings to better understand global business practices.
and to ultimately make better business decisions. Students will actively explore current international business issues, will interact with local international business leaders, and learn specific concerns facing key regions or countries globally.

Weeks 6-10

**MBA 4490: Global Macroeconomics (2 Credit Hours)**

Managerial macroeconomics covers the theory and practice of modern macroeconomics. It teaches students how private market forces and government policy decisions drive fluctuations in the global economy and affect the business environment. It explores issues related to inflation, interest rates, business cycles, and monetary and fiscal policies. The course will use case studies to analyze real-life macroeconomic issues. Students are encouraged to investigate the potential and limitations of macroeconomic theory with real-world problems, and the goal is to understand the macroeconomic environment.

Interterm

**MBA 4415: Global Challenge Travel (2 Credit Hours)**

This course provides you with the opportunity to apply what you have learned in the first year of your Denver MBA program, plus what you learned on the ground during your travel, on a project with a live client. You will work on a project focused on entrepreneurship, social good, or with a corporate partner. The key learning outcome is how to pivot based on your learning while in the host country.

Quarter 6

Weeks 1-10

**MBA 4410: Global Challenge II (2 Credit Hours)**

This course provides you with the opportunity to apply what you have learned in the first year of your Denver MBA program, plus what you learned on the ground during your travel, on a project with a live client. You will work on a project focused on entrepreneurship, social good, or with a corporate partner. The key learning outcome is how to pivot based on your learning while in the host country.

TBD: Elective 1 (4 Credit Hours)

The Denver MBA includes six electives, four of which will comprise your MBA concentration. You may select from one of the five concentrations listed here or customize your concentration in a cross-disciplinary field through the University’s graduate programs with the guidance and
approval of faculty and advisors. Concentration classes generally run for a full 10-week quarter and are drawn from Daniels’ comprehensive Master of Science program curriculum.

- Accounting
- Business Analytics
- Finance
- Marketing
- Real Estate and the Built Environment
- Customization

**TBD: Elective 2 (4 Credit Hours)**

The Denver MBA includes six electives, four of which will comprise your MBA concentration. You may select from one of the five concentrations listed here or customize your concentration in a cross-disciplinary field through the University’s graduate programs with the guidance and approval of faculty and advisors. Concentration classes generally run for a full 10-week quarter and are drawn from Daniels’ comprehensive Master of Science program curriculum.

- Accounting
- Business Analytics
- Finance
- Marketing
- Real Estate and the Built Environment
- Customization

**Weeks 1-5**

**MBA4550: Strategic Marketing Decision Making (2 Credit Hours)**

Strategy sets the direction for an enterprise, all of its employees, programs, tasks and activities. All must be planned and executed “on strategy”. Marketing Strategy is the overall company’s strategy applied and executed within the Marketing Department. Deciding upon a strategy offering the best opportunities for the organization to succeed is critical. Being able to implement it effectively is essential. Making informed strategic marketing decisions in the real world is highly complex, challenging and demanding. Choosing among strategic alternatives requires qualitative and quantitative analysis of options, making tough choices and trade-offs, and assessing requirements for executing a bona fide option successfully. This course effectively approaches strategic decision-making through the Marketing lens; that is, through marketing-focused cases and decisions, although making successful decisions in a marketing context requires evaluating them in a larger strategic perspective and company context. It also requires thorough understanding and application of basic marketing concepts, industry (external) and company (internal) situation analyses, and identification of critical issues and success factors, and the application of basic financial analysis—all of which are foundation blocks for making successful strategic decisions out in the real world. Each case features a specific marketing
situation that serves as a “portal” for strategic decision-making. The specific situations include pricing, distribution, new product introductions, branding, communications, sales and distribution and the like. Every case evaluation, like every real-world decision, requires financial analysis. Students must be able to analyze income statements and selective balance sheet factors. Marketing and financial metrics play roles in case strategic decision-making. The course involves identification, synthesis, integration and application of basic marketing concepts within strategic decision-making contexts. Core marketing concepts are reviewed in classes on a high level.

Weeks 6-10

**MBA 4540: Business Law and Public Policy (2 Credit Hours)**

This course is designed as a survey to cover a broad scope of basic concepts, along with their application to three major policy areas in the final weeks of the course. The course begins with an exploration of the role of business in the public policy environment. The course then examines the legal environment of business, including key elements of private law (contracts, agency, torts, and business organization law) and public law (employment law, administrative law, antitrust law, environmental law, and intellectual property law). In so doing, the course finally applies basic concepts from law and public policy, along with some concepts from economics, to examine three crucial policy areas related to business: regulatory policy, competition policy, and natural resource policy.

Quarter 7

Weeks 1-5

**MBA 4620: Leadership Capstone: Integration and Transition (2 Credit Hours)**

This course is a capstone course to integrate the leadership learning and development across the two-years of the MBA. In it, students will explore further their three core areas of development as a leader: 1) Emotional Intelligence; 2) Self-Leadership, and 3) Capacity to Develop Teams. These areas of study are reflective of interconnected areas of development within the Daniels Leadership Development (p3) model. At its core the model investigates purpose, principles, and presence, and in its outer ring explores perspective, partnerships, and practices. Students in this course will deepen their understanding and fluency with the P3 model by exploring the particular areas of emotional intelligence, self-leadership, and team building. They will conclude the course with a study of models of organizational and individual change and transition, in preparation for their own professional transition and deepening of capacity to lead change. The course is designed to be experiential – work will be done in the context of a team – and reflective, with an emphasis on self-reflection and individual learning. The course is organized to provide students with a platform for integrating learning during the last quarter of the MBA.
MBA 4670: Global Issues (2 Credit Hours)

Develop a personal viewpoint regarding the "Global Tilt." Explore current global issues and their implications for business and careers. Develop future scanning strategy/skills to keep up with global issues. Assess the changing “permeability” of national borders.