

## 2022-2023 Denver MBA Course Descriptions

### Quarter 1

Weeks 1-10

#### **MBA 4110: Entrepreneurship Challenge (2 Credit Hours)**

Want to start a business? Have a great idea? How do you get started? Using Design Thinking and Lean Startup practices we will explore what you can do on Day 1 and beyond. You will build your toolkit for how to make sure you are solving the right problem, create a variety of potential solutions, and then test and validate such ideas. At the conclusion teams will pitch a **validated problem** and **feasible** business opportunity. During the quarter, you will form teams around solving a specific problem, conduct ethnographic research regarding that problem, clearly define the target customer's point of view, generate several potential solutions, and then continuously test and iterate on an effective solution. Teams will also be required to determine if these solutions will produce a worthwhile business based on customer desirability and developmental feasibility.

Weeks 1-5

#### **MBA 4130: Accounting I (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 4120: Strategic Leadership (2 Credit Hours)**

Strategic Leadership through Contemporary Analysis is a course that introduces the student to the theory of strategic analysis, strategy development and execution. Students will develop the ability to think strategically by examining a firm's mission, vision, and values, business model and financial health of the organization. After assessing the firm's strengths and weaknesses, the focus is then placed on the industry and competitive environments using a series of tools and frameworks that result in identifying opportunities and threats. Synthesis in the course takes place when the student is able to develop strategic

alternatives and create a recommendation for strategy implementation that generates added value and competitive advantage for the firm. Principal Content Elements (i.e. weeks / modules): 1. Intro to Strategy Concepts; Role of Mission / Vision / Values and Governance 2. External and Internal Analysis 3. Business Strategies and Generic Competitive Strategies; Strengthening Competitive Position 4. Competing Internationally or Globally; Strategic Alliances; Corporate Strategy 5. Ethics, Corporate Social Responsibility, Sustainability and Strategy; Strategy Execution and Leadership.

### **MBA 4150: Marketing Strategy (2 Credit Hours)**

This is a newly developed, hands-on course that is a core part of the MBA. It uses a fresh integrated approach to applying the fundamentals of marketing to complex and evolving scenarios. This course also helps graduate students learn skills in a safe environment and leverage their experience and knowledge to investigate business situations and opportunities in a thoughtful and sophisticated manner. This course develops a student's ability to make sound business planning decisions using marketing theories and tools.

Weeks 6-10

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

Ethics in Practice is a cornerstone graduate course delivering a rigorous introduction to major topics, theories and issues relevant to the elements of the 21st century business environment. This course also focuses on legal and ethical reasoning and strives to enhance each student's ability to integrate these perspectives into appropriate business decisions. Beyond these overarching goals, this course will encourage students to: 1. Acquire the basic analytical tools necessary to engage in ethical analyses of business problems and decisions; 2. Apply basic ethical concepts to today's business environment; 3. Appreciate the distinction between an ethical and a legal judgment and deduce useful methods of integrating such perspectives into business decisions; 4. Attain a knowledge base steeped in major ethical frameworks that will prove invaluable in each individual's course of study, professional career and personal endeavors.

### **MBA 4160: Statistical Learning (2 Credit Hours)**

This course will allow the student to develop an understanding of more complex concepts of probability and statistics and how they relate to managerial type problems and decision making. These will include differentiating different data types and determining their appropriate analyses (descriptive, visual, and statistical including comparing means/proportions and regression.) In addition,

the student will experience performing, interpreting, and presenting these probability and statistics methodologies.

### **MBA 4230: Accounting II (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)**

In this course students will develop consulting process skills by assisting a non-profit organization in solving a problem or in taking advantage of an opportunity. It is in keeping with the DU Mission, "A great private university dedicated to the public good." This course is based on experiential learning, where you will: 1. Use a Social Good project as a workshop to develop the skills necessary -- project management, problem solving, and teamwork -- to successfully manage a consulting engagement. 2. Develop the key communication skills necessary for a consulting engagement, including information gathering, giving and receiving feedback, influencing clients and colleagues, and developing presentations. 3. Develop and deliver a final Social Good Project presentation and client report.

Weeks 1-5

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

This course is about leading people and organizations for high performance in changing times. The course builds on three foundational notions: 1) informal leadership is as essential to an organization as formal leadership – if not more so – and far more pervasive; 2) effective leaders – both formal and informal – know how to be good team players; and 3) most people's initial and formative leadership experiences occur while they are working in teams. In this course, you will acquire knowledge, skills and abilities for effective leadership and teamwork in organizations. You will learn about different approaches to leadership and reflect on and develop your own leadership style. You will learn about team dynamics, and how to be an effective team member. You will learn how the organizational and broader business context influence leadership and

teamwork. The course also develops and reinforces your critical and analytical thinking skills.

### **MBA 4280: Finance I (2 Credit Hours)**

Mastering Managerial Financial Competencies I focuses on the fundamentals of finance, emphasizing the basic principles, theoretical concepts, and analytical methodology in managerial finance. Topics covered include, but are not limited to: 1. Analyze financial statements; Calculate the quantity and dollar break-even points and determine the impact of price, fixed costs and variable costs on operating profit; Define and calculate the degree of operating, financial and combined leverage explaining the risks associated with higher levels of each; 2. Time Value of Money; Know how to value distant and uncertain cash flows; 3. Understand different types of financial securities; Calculate the intrinsic value of corporate bond, preferred stock and common stock. Upon completion of this course, students should be able to understand many fundamental issues in managerial finance and be adequately prepared for further study in Mastering Managerial Financial Competencies II and other advanced finance courses.

### **MBA 4235: Accounting III (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.

Weeks 6-10

### **MBA 4285: Finance II (2 Credit Hours)**

Mastering Managerial Financial Competencies II is the second course in the MBA finance sequence. This course focuses on the framework and tools for analyzing and making financial decisions based on principles of modern financial theory. Topics covered include, but are not limited to: 1. Understand what is corporate financial analysis and its importance. 2. Introduce classic financial models and their roles in financial decision making. 3. Analyze corporate financial policy in the business practices, including capital structure, investment, payout and working capital policy, and understand how firms interact with capital markets; Understand the cost of capital and optimal capital structure; Present capital budgeting techniques and how to make

investment decisions under uncertainty; Develop a framework to make payout decision; Learn the key determinant of an efficient working capital management system. This course assumes that students have a good grasp of the material covered in MBA 4280 and hence the pace is fast. Upon completion of this course, students should be familiar with the analytical tools and problem-solving skills in managerial finance and be adequately prepared for making quality financial decisions.

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

This course provides an overview of sustainability and how it has become relevant to all corporations and their stakeholders. Sustainability is more than financial or environmental – it is a larger concept that includes the economic, social, and environmental aspects of an organization. While there has been debate about corporate responsibility to not cause social or environmental harm, sustainability has become an economic driver of financial performance with specific business risks and opportunities. Why? First, we can better measure the real costs of climate change and other negative externalities and their costs to society, communities, and corporations. Second, investors and other stakeholders are asking companies how prepared they are to manage the business risks and opportunities in their industries. Companies are being asked for data on their environmental impacts and their workforce development and inclusiveness because these affect their future business performance as business risks, revenue opportunities, and access to capital. Investors, customers, employees, suppliers, and other stakeholders are asking companies for data and reporting on their sustainability outcomes, and companies are now using that data to guide operational and strategy decisions. According to McKinsey & Co, corporations will need to focus on sustainable and inclusive growth that adapts to climate-related risks, competes effectively for limited resources, and shares costs and benefits across generations. This course highlights what all MBA students should know about sustainability as it will continue to affect all organizations - global public corporations, small private companies, large nonprofits like hospitals and universities, and government entities.

### **MBA 4265: Introduction to Analytics (2 Credit Hours)**

Businesses make decisions and improve processes using their own and external data and a variety of modeling and analytic techniques. This course introduces students to the business data landscape, data management in organizations, the data-driven decision-making process, and the fundamental concepts behind statistical inference and analytic modeling to support decision-making.

## Quarter 3

Weeks 1-10

### **MBA 4310: Corporate Challenge (2 Credit Hours)**

Corporate Challenges is a Challenge Driven Educational (CDE) course that builds on several previous foundational and experiential courses. Students will leverage the content from accounting, finance, ethics, management, marketing, economics, globalization, strategy, business stats and analysis in order to engage with corporate partners to examine real-world problems. Students will address issues involving marketing and digital strategy, market feasibility, digital transition, e-commerce, competitive analysis, business development, go-to-market strategy, supply chain management, and innovation and product development. The course is delivered in both lecture and lab format in which students will meet one day of the week in the classroom and the other day of the week in an on-campus study room discussing their specific corporate challenge. The lecture will focus on content applicable to all corporate challenges. In order to provide the best learning experience, guest speakers will be provided periodically in lecture format. During the on-campus lab time, groups will brief the instructor on their project's progress, achievements to date, and obstacles that require assistance to overcome in order to achieve success. The remainder of the lab time must be spent in groups working on the corporate challenge project.

### **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
- Sustainability
- 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.

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Weeks 1-5

**MBA 4360: Introduction to Data Mining I (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.

Weeks 6-10

**MBA 4290: Microeconomics (2 Credit Hours)**

This course meshes the standard tools of microeconomic analysis with a well-rounded appreciation of the important perspectives that form the business environment in the contemporary world. The goal is to provide students with the tools from microeconomics that they need to make sound managerial decisions. The course will use case studies to develop practical insights into managing the firm's resources to achieve competitive advantage.

Quarter 4

Weeks 1-9

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

Quarter 5

Weeks 1-10

**MBA 4410: Global Challenge I, Global Challenge Travel (Interterm), and Global Challenge II (Winter Quarter, Quarter 6, first five weeks) (2 Credit Hours each)**

The Global Challenge represents the culmination of your Challenge work in the Denver MBA offering you the opportunity to apply your learning in an overseas setting. Working with a client organization, you will conduct an overseas consulting project. Beginning your work in Denver during the Fall quarter, you will work with your client to understand the scope of the project, conduct Denver-based research, plan your field research strategy, prepare for your overseas travel, and prepare a pre-trip project deliverable that allows you to leverage your time in the field. During the interterm you will travel to your destination country, meeting local and global organizations, conducting research across cultures, and managing your relationship with your client while in the field. Your in-country research will combine with your Denver-based research to support your final report and recommendations – to be delivered to your client in a written report and presentation - as you complete Global Challenge III in the Winter quarter.

**MBA 4470: Introduction to International Business (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 international business leaders, and will learn specific concerns facing key regions or countries globally.

**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



- Marketing
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#### **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.

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Weeks 1-5

#### **MBA 4170: Business and Politics (2 Credit Hours)**

Businesses, both domestic and multinational, are vital actors in a complex global political economy. This class will explore how broader political and economic institutions affect businesses and markets, but also, how the choices of firms in turn affect our global economy. This class will provide students with a deeper understanding of international political economy, international and domestic institutions, the role of businesses in global markets, and the challenges that businesses face in current and recent political climates. We will explore this by discussing the role of businesses in shaping political and economic policies, differences between developed and emerging economies, and how global crises and problems impact the choices of firms.

Weeks 6-10

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

Global Macroeconomics, MBA 4490, covers the theory and practice of modern macroeconomics for an open economy. 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, foreign exchange rates, business cycles, trade policies, and countercyclical monetary and fiscal policies. It covers current global macro issues including negative interest rates, electronic money, Brexit, trade wars, and financial crisis. Students are encouraged to investigate the potential and limitations of macroeconomic theory with real-world problems.

## Quarter 6

Weeks 1-10

### **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
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### **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.

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Weeks 1-5

### **MBA 4545: Business Law**

MBA 4545 is a graduate course providing future business leaders with an overview of essential topics in business law. It introduces the ways in which legal considerations impact business strategy, inform business tactics, and affect managerial decision-making. It is designed to enhance students' ability to (1) understand the U.S. legal system as it relates to business, (2) use legal lenses to identify significant business risks and opportunities; (3) appreciate and discharge the legal obligations of businesses, managers and workers; (4) evaluate the force and weight of legal arguments about the "gray areas" in which modern businesses often must operate; and (5) incorporate legal considerations into business strategy in order to secure value and mitigate risk. Students will learn how to negotiate and craft enforceable contracts, manage attorneys and resolve business disputes efficiently, select and run business entities, discharge the fiduciary duties of corporate directors and officers, structure workforce relationships, avoid actionable harms and mitigate the risk of lawsuits, and secure competitive advantage by protecting intellectual property.

Weeks 6-10

### **MBA 4540: Risk, Value and Public Policy**

This course explores the public policy environment affecting business in society. It is designed to enhance students' ability to (1) recognize business risks and opportunities through public policy lenses; (2) evaluate aspects of social, legal and economic policies affecting contemporary business; (3) incorporate policy considerations into business strategy; and (4) implement business strategy by understanding and influencing policy in various public arenas and on various issues. By the end of this course, students will be able to explain, analyze, evaluate core aspects of public policy relevant to business (e.g., healthcare, financial services regulation), as well as: (1) the scope and limits of the U.S. government's ability to regulate business activities, (2) the forces and actors affecting policy and business regulation in the United States, (3) the key tools of policy influence and the key points of access to U.S. policy-makers, and (4) the regulation and implications of the political activities of businesses, investors and workers, and (5) how corporate responsibility is enforced and encouraged through the criminal law. Finally, students will have an opportunity to reflect on the causes and effects of the 2008 Global Financial Crisis, as well as post-Crisis reforms.

### **MBA 4550: Product Management (2 Credit Hours)**

Ask any product manager how they got started and you'll likely hear a lot of serendipity. Product Management is a relatively new discipline that has many different career paths leading to it. Tech driven companies especially value Product Managers (PMs) who bring a combination of strong business acumen, technology and design, process and workflow efficiencies, leadership and communication skills, passion, and eventually extensive domain knowledge. A product manager is the voice for the customer and the business. Great product managers are strategic thinkers and tactical executors. This course will provide a hands-on overview and understanding of the product management role for Denver MBA graduates.

#### Quarter 7

Weeks 1-5

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

This course is a capstone course to integrate students' learning and development across the two-years of the Denver MBA. In it, students build their personal leadership framework that incorporates the three key dimensions of community, enterprise and self (which includes knowledge, skills and abilities acquired through the full-time MBA course of study). The course helps students identify and fine tune their unique value proposition and integrate it with their desired spheres of influence. It also allows them to identify critical gaps in all three dimensions of their personal framework. Students will take stock of their learning and development and then prepare to move forward with research, critical thinking and analysis.

### **BUS 4700: Talent Management (2 Credit Hours)**

Managing and developing talent is one of the top 3 issues on the minds of CEOs from around the world. In fact, CEOs cite managing and developing their leadership talent as the issue that is most important to the future success of their business, yet are least capable of addressing effectively. This course will provide you with the insights, frameworks and tools to effectively manage and develop talent in your teams and organizations.