

Daniels College of Business
University of Denver
Online MBA Program (60 Credit-Hours)
Revised: October 30, 2023

Online MBA Program Learning Objectives:

1. Technical and Business Knowledge-synthesize business concepts covering major functions in organizations to solve complex business problems.
2. Communicate with others in ways that are effective and appropriate.
3. Be an effective decision maker using ethical reasoning and critical thinking.
4. Leadership Effectiveness - Use collaboration and multiple perspectives to lead in diverse environments.
5. Intercultural Competence - from a business perspective, evaluate intercultural opportunities and challenges, and demonstrate appropriate solutions.

Vision: Graduates will be indispensable to their organizations.

Managerial Economics FIN 4760 (4 credit hours)

Course Description: This course presents the fundamental concepts of microeconomics and macroeconomics and approaches them from a managerial decision-making perspective. The first half of the course emphasizes applying microeconomic theory to decision-making to help achieve a firm's objective – increasing profit, market share, or growth. In contrast to traditional economics course, this course emphasizes practical implementation AND how economics affects business decision making.

The second half of the course discusses macroeconomics and factors that affect the economy. The goal is to develop an understanding of macro-economic concepts such as GDP, inflation, and government policy such as Federal Reserve actions and government spending, to obtain a framework to model a firm's behavior according to an informed understanding of what the economy is doing. Armed with an understanding of the cycle of economic activity, one can formulate a firm understanding of policy alternatives by both the Federal Reserve and Congress.

Learning Outcomes:

1. Demonstrate how markets operate, including the role of competitive market forces affecting demand and supply and their influence on prices and profit (L1).
2. Evaluate the effects on elasticity, firm pricing strategies and firm conduct/performance under various industry market structures (L2).
3. Apply the concepts of marginal decision-making including how Marginal Cost and Marginal Revenue affect profits and prices (L3).

BUS 4610: Business Ethics for the Public Good (2 credit hours)

Course Description: This course provides foundational materials on ethical approaches to personal and professional experiences, using relevant studies from today's business environment to practice ethical decision making and highlight how ethical professionalism can serve the public good.

Learning Outcomes:

1. To practice the habits of ethical reflection and deliberation through participation in "deliberative teams" using normative decision-making models and frameworks.
2. To critically think through business cases and issues using ethical perspectives.
3. To activate student awareness of behavioral research regarding ethics and decision-making in business contexts.

4. Examine and discuss the ethical responsibilities of business professionals that promote the public good.

BUS 4611: Leading Self & People (2 credit hours)

Course description: The purpose of this course is to provide insight into why and how sustainable desired change occurs at the level of individual/social interaction. This course will orient the student towards gaining the most out of their education by focusing on learning as the cornerstone of development. It will provide students the critical skills to “lead the self” towards personal/professional goals as the context for studying intentional change. The premise of the course is that leading others first requires a keen sense of self leadership. Students will revisit assumptions about themselves as they develop intentional approaches to identify learning and career opportunities in their selected fields and lead themselves towards the accomplishment of professional objectives. As part of this process, students will learn necessary skills for leading others and working effectively in teams.

Learning Outcomes:

1. Students have a thorough understanding of intentional change theory, including the phases of intentional change and their importance for self-leadership and sustained and desired change.
2. Students can conduct a balanced assessment of their internal strengths and weaknesses.
3. Students can assimilate current strengths/weaknesses with their passions to formulate a precise understanding of necessary changes needed to make desired change and lead people.
4. Students can leverage the knowledge and wisdom of leadership theory and group dynamics—including diversity and conflict management—to work more effectively in teams.

ACTG 4610: Financial Accounting and Reporting (4 credit hours)

Course Description: In this course, students will gain a strong 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 through the preparation of a company’s financial statements. In addition, the course examines the complexity of accounting policy choices and the financial statement impacts of those decisions. Students will also gain significant experience analyzing Form 10-K annual reports of publicly traded companies.

Learning Outcomes:

1. Explain the purpose of each accounting financial statement used by external stakeholders to evaluate corporate performance.
2. Given a set of external business transaction and internal adjustments, identify the accounts affected and the implications on the resulting financial statements.
3. Use the accounting cycle to construct a set of financial statements that are in accordance with US GAAP.
4. Given a set of accounting policy choices, compare and conclude how the policy decisions impact the company’s financial statements.
5. Using the 10Ks of multiple publicly traded companies, compile a side by side comparison of the past financial performance and evaluate past results as predictors of future performance.
6. Successfully communicate technical information to a non-technical audience.

MKTG 4100: Marketing Concepts (4 credit hours)

Course Description: Ever wonder how grocery companies choose which new products to launch? Or how Apple decides the price of its newest electronic wonder? Or what’s behind those “Big Game” ads we love to watch? Marketing is, at its core, the interface a company has with its customers, and what could be more

important in business? This course will provide you with a lens through which you may view the world as a consumer and as a marketer, relating marketing principles and models to consumer actions and business strategy.

Learning Outcomes:

1. Collect and analyze marketing research data about the market environment.
2. Segment the market, targeting the appropriate segments and positioning the “product” in the mind of the target customer.
3. Successfully define and offer effective solutions to marketing problems.
4. Write a complete Marketing Plan using ethical reasoning and critical thinking.
5. Communicate effectively in contemporary forms, to business audiences including colleagues, supervisors and clients, in appropriate ways about business issues.

MGMT 4690: Strategic Management (4 credit hours)

Course description: Developing a sustained competitive advantage is typically not due to simply luck or a single solution; it comes from a detailed, and well-designed, strategy. This course approaches strategic management by asking eight questions: 1. What do we mean by strategy and by strategic leadership? 2. What business are we in and where do we play? 3. What are we as a company good at? 4. How will we win? 5. How do we make this work? 6. Can we do better by working with others? 7. How do we grow? 8. How do we keep our competitiveness? After addressing these questions throughout the course, you’ll be able to assess and redesign an organization’s current strategy and develop plans for effective implementation of a new strategy to give your organization a competitive advantage, and evaluate whether this is a good fit for you.

Learning Outcomes:

1. Identify the basic elements of strategy planning and implementation.
2. Assess an organization’s strategic environment, internal activities, and strategic partners.
3. Create a strategic plan to establish competitive advantage (second part of analysis, making recommendations about direction of the company).
4. Propose how to leverage potential organizational strengths and overcome barriers during the strategy-implementation process.
5. Develop an implementation plan for leadership actions.

FIN 4630: Managerial Finance (4 credit hours)

Course description: Every organization has to answer two extremely important questions: how do we acquire dollars, and what do we do with those dollars? This course addresses the different sources of acquiring dollars, identifies the costs associated with each source and the benefits associated with the use of each source, and looks at the decision regarding how much of each source to use. The course addresses performance measures to determine how well the dollars have been spent and used and the decision-making techniques behind the decisions of exactly to what purpose the organization’s dollars were spent and used. These are the financial decisions that any type of organization has to make with frequent ethical challenges in the context of an uncertain economic environment. Prerequisite: ACTG 4610, Financial Accounting & Reporting

Learning Outcomes:

1. From the information in an organization's financial statements, calculate metrics to analyze its performance and identify its strengths and weaknesses in order to make decisions that will increase shareholder wealth.
2. Explain how operating breakeven, operating leverage, financial breakeven, and financial leverage are determined by operating and financing decisions.
3. Use tools and techniques to evaluate the risk and return tradeoff involved in the capital structure decision.
4. Apply the time value of money concepts to determine present values, future values, and rates of return earned.
6. Identify what causes the values of bonds and stocks, what causes these values to fluctuate, and how these values are impacted by financial decisions.
7. Recommend whether or not to accept a capital budgeting project.

ACTG 4660: Strategic Cost Management (4 credit hours)

Course description: Management accounting is in transition, moving from a quantitative procedural focus to include a qualitative strategic focus that uses accounting to facilitate the organization's success. Changes include a renewed focus on the customer, aggressive cost reduction, and increased use of information technologies, among others. Motivation for the changes in management accounting is driven by evolving business processes in response to increased competition, both global and domestic. The management accountant is no longer a reporter and analyzer of financial facts only but a business partner; developing the financial and nonfinancial information the organization needs to be successful. The concepts of management accounting are used in manufacturing and service organizations and are increasingly applied to government and not-for-profit organizations to help them succeed in their service missions and to be responsible to the citizens and funding agencies. In this course, students will learn how the management accountant plays a strategic role in the organization, developing and presenting the information that is critical for the organization's success. Students will use higher order thinking to apply accounting information to the types of strategic decisions organizations make for long-term sustainability.

Prerequisite: ACTG 4610, Financial Accounting and Reporting

Learning Outcomes:

1. Classify and analyze costs in order to align an organization's cost structure with its strategic objective.
2. Select the appropriate costing system necessary to provide accurate product, service, and activity costs.
3. Select the appropriate budgeting process necessary to implement and measure key performance indicators in order to achieve a strategic objective.
4. Assess an organization's success by comparing the budgeted plan to actual results.
5. Categorize an organization's life-cycle costs to successfully manage innovation.
6. Measure customer profitability for strategic decision making.

MBA 4610: Business Law and Public Policy (4 credit hours)

Course description: The political and legal risks confronting business are among the most serious and can affect corporate survival, as demonstrated by the scandals and crises of the past three decades. This course equips managers with the tools and perspectives to manage such enterprise risks, prevent conflicts from escalating into crises, and properly respond to legal challenges and political controversies when they do occur. In particular, this course provides a background and foundation in the fundamental concepts of law and public policy. It elevates a student's ability to (1) analyze important legal questions and problems facing business, and (2) analyze trends and forces in public policy that affect business.

LEARNING OUTCOMES:

1. Describe several important areas of law that apply to business.
2. Identify and apply legal principles to specific factual situations.
3. Discuss ethical principles when considering business issues.
4. Analyze factual situations for legally compliant ethical outcomes.
5. Identify interested stakeholders in nonmarket strategies issues.
6. Formulate strategies to respond to nonmarket issues.

INFO 4610: Business Statistics (4 credit hours)

Course Description: Making high quality business decisions is hard. Using data to make business decisions makes the process better. This course introduces students to a variety of techniques in analytics and statistics that facilitate data driven business decisions. Time will be spend identifying appropriate techniques to apply in various scenarios, applying in detail some of the quantitative techniques, and using analytic outputs to inform business decisions. Both technical skills and clear communication of results and decisions will be covered. Choosing proper techniques, technical work using Microsoft Excel, proper interpretation of results, and decision making are skills practiced in this course.

Learning Outcomes:

1. Students will match analysis techniques to business scenarios in order to facilitate data driven decision making
2. Students will use technical language when discussing and conducting data analysis
3. Students will solve technical problems start to finish in order to make sound data driven business decisions
4. Students will communicate business decisions, along with levels of confidence in those decisions, based on data analysis

INFO 4250: Business and Data Analytics (4 credit hours)

Course Description: Data can help businesses better understand their customers, improve their advertising campaigns, personalize their content, and improve their bottom lines. The advantages of data are many, but you can't access these benefits without the proper data analytics tools and processes. While raw data has a lot of potential, you need data analytics to unlock the power to create value. This class will provide you with a basic introduction to the concepts, methods, models, tools, and abilities used in business data and analytics so that you will develop an appreciation not only for its capabilities to support and enhance business decisions, but also for the ability to use business data and analytics in your work. The principal content elements are: 1. Data-driven decision making. 2. Business-driven data management. 3. Business analytics. 4. Dashboards for data-driven insights.

Learning Outcomes:

1. Examine business questions, problems, or opportunities for analytic applications.
2. Evaluate the foundations of business-driven data management.
3. Develop data-driven solutions to exploit opportunities to improve business performance.
4. Develop and interpret interactive, visual dashboards.
5. Create and explain data stories to propose and implement data-driven business change.

MGMT 4625: Leading People and Organizations (4 credit hours)

Course description: We live in a complex, uncertain and diverse world. Leaders need to be skilled in navigating these challenges, especially when it comes to leading people and organizations. Effective leaders

build and sustain employees' knowledge, skills, commitment, creativity, and effort to create sustained competitive advantage. Ethical leaders build a collaborative culture, foster high performance and realize the benefits of a diverse workforce. This course focuses on the effective leadership of employees, every organization's most critical resource.

Learning Outcomes:

1. Apply Organizational Behavior and Human Capital concepts toward transformation of employees and organizations
2. Solve complex human capital issues using leadership competencies and management strategies
3. Use established team building techniques and concepts to execute desired outcomes through collaboration
4. Use collaboration and multiple perspectives to lead in diverse environments

MGMT 4740: Global Business I (2 credit hours)

Course Description: Almost all business is impacted by global trends. This course will help students develop a global mindset and understand challenges and opportunities arising from doing business across national boundaries and cultures. Addressing such issues as diverse cultures, laws, languages, currencies and economic contexts, the course will help students make well-informed decisions giving due consideration to the local and global context in which a given business operates.

Learning Outcomes:

1. Develop and keep up to date a personal global viewpoint.
2. Apply the standardization/localization paradox to business decisions and global strategy formulation.
3. Analyze and propose solutions for ethical and social dilemmas arising out of cross-border business.
4. Understand the importance of emerging markets to the future of global business.

MGMT 4745: Global Business II (2 credit hours)

Course Description: Working across national boundaries and cultures demands a new approach to business management. This course will help students assess the local environment of the country in which they intend to do business; introduces students to global aspects of marketing, finance, and management; and examines examples of opportunities associated with doing business in so-called "base of the pyramid" markets. Prerequisite: MGMT 4740, Global Business I

Learning Outcomes:

1. Conduct an assessment of local country conditions in a location of interest to your business.
2. Analyze and propose solutions to challenges related to finance, marketing, and management in the context of cross-border business.
3. Explore the intersection between social good and business success in base of pyramid market.

BUS 4400: MBA@Denver Capstone (4 credit hours)

Course description: The MBA@Denver Capstone course will help you integrate your learning experience while you have pursued your degree at Daniels. It is designed for you to draw from and apply the technical business, management, and leadership competencies, skills and knowledge covered in this program to help a client solve a problem they are currently facing. You will work as a team to conduct a project for a non-profit organization. Your project will begin with a discussion of your client organization's issues and opportunities. Using this information, you and your client will jointly arrive at a scope of work and a

contract for that work. Then you will conduct an organization assessment. Finally, you will develop a set of recommendations which you will provide to the client in a presentation via Zoom.

Learning Outcomes:

1. Draw from and apply the technical business, management and leadership competencies, skills and knowledge acquired during the MBA@Denver course of study to help a client solve a problem they are currently facing.
2. Identify problems and opportunities facing the client organization.
3. Apply appropriate business models, processes and systems that will assist the client organization in addressing problems and taking advantage of opportunities.
4. Present well-reasoned recommendations, in writing and in a presentation, to the client organization.
5. Use evidence to defend their recommendations and the logic behind them.
6. Demonstrate their ability to act as an effective team member who helps the team accomplish its purpose.

FIN 4200: Financial Investments and Markets (4 credit hours)

Course description: Students will learn how households, institutions, firms, and governments interact in financial markets to channel funds from savers to productive uses of capital and provide firms with opportunities to hedge certain risks. This comprehensive understanding of how markets function is essential for anyone with a finance or high-level management role. We will begin by identifying the key institutions in financial markets and how securities come into existence and subsequently trade. We will then learn to measure the risk and return of financial assets while identifying techniques to improve and assess the performance of investment portfolios. Finally, we will introduce derivatives and techniques to wisely hedge firm risks. Prerequisite: FIN 4630, Managerial Finance

Learning Outcomes:

1. Navigate institutional details of the investment process, such as what financial assets are available to invest in and how investors interface with financial markets
2. Measure the risk and return of financial assets
3. Evaluate the performance of investments
4. Optimally construct portfolios incorporating diversification.
5. Assess market imperfections that interfere with corporate capital raising
6. Hedge extraneous firm risks to minimize need to acquire costly external financing

FIN 4410: Financial Planning and Analysis (4 credit hours)

Course description: Developing skills for making sound corporate investment and financing decisions is crucial for any professional who wants to become indispensable for their organization. To successfully plan for a sound financial future, you need to know how to manage growth, how to identify value-creating projects and how to effectively finance these projects.

This course integrates financial decision-making tools, techniques and theory in order to allow students to better understand and analyze corporate finance activities. The main objective of this course is that students can critically analyze corporate issues from a financial perspective so that they are able to provide financial analysis and financial planning inputs to support major corporate decisions. Students will acquire the financial analytical knowledge, skills and abilities required to deal with new problems that arise in the ever-changing business environment. Specific topics will include cost of capital and capital structure,

financial planning, business valuation, as well as an introduction to corporate events such as mergers and acquisitions or IPOs. Prerequisite: FIN 4630, Managerial Finance

Learning Outcomes:

1. Make smart capital budgeting choices
 - a. Identify relevant cash flows for capital budgeting decisions
 - b. Apply the proper decision criteria for corporate investment decisions
2. Make smart financing decisions
 - a. Calculate the cost of capital components and the weighted average cost of capital for a firm
 - b. Weigh the costs and benefits of debt to evaluate the optimal capital structure for a firm
3. Evaluate the essential elements of short-term and long-term financial planning to manage growth.
4. Apply standard forecasting techniques to predict elements of pro-forma financial statements and use pro-forma statements for business valuation.
5. Identify the basic issues related to corporate events such as IPOs and M&As.

FIN 4320: Equity Analysis (4 credit hours)

Course description: What is the value of a share of stock? Learning the equity valuation process provides a deeper understanding of financial markets and improved personal financial planning decisions. This course teaches students how to implement objective, unbiased valuations through an understanding of the valuation process in theory and how it is implemented in practice. Students will learn to apply valuation approaches that include discounted cash flow, price multiples, and newer approaches that are more useful in a knowledge based economy. To choose the best approach for valuation, one needs to understand the key value drivers for a company and how investors use these drivers to calculate the intrinsic equity value. Students can maximize the value of their organization by improving these key value drivers and effectively benchmarking to competitors. Prerequisite: FIN 4200, Financial Investments and Markets

Learning Outcomes:

1. Describe the dimensions of a durable competitive advantage and identify the approaches used to create this advantage.
2. Determine the inputs into a discounted cash flow model for equity valuation.
3. Implement a dividend discount model and identify situations in which this valuation approach is most effective.
4. Calculate free cash flow and develop a model to forecast future cash flows and estimate intrinsic value.
5. Calculate residual income and identify situations in which this valuation approach is most effective.
6. Explain the economic rationale and different approaches used for market-based valuation. Implement a market-based valuation to estimate intrinsic value.
7. Identify industry-specific risk issues that measure the ability to provide sustainable financial performance in today's knowledge-based economy.

FIN 4150: Advanced Business Valuation (4 credit hours)

Course Description: Business valuation is at the heart of intelligent decision-making for many areas of finance – corporate finance, investment banking, investment management, private equity, venture capital, personal financial planning, and financial litigation. It is no easy task, but a good understanding of valuation and skill in using valuation to guide business decisions are prerequisites for company success. In this course, students will learn theoretical development, analytical tools and practical approaches to analyze and tackle business valuation issues at the core of the financial professions. The theoretical section of the course

provides in-depth coverage of the financial theories and models essential to value businesses. The application section provides students with opportunities to apply the valuation principles and techniques to assess business value and develop strategies to create value in a real-world context. Prerequisite: FIN 4410, Financial Planning and Analysis

Learning Outcomes:

1. Describe the fundamental drivers of corporate value.
2. Identify the valuation elements crucial to make and support corporate decisions.
3. Apply the financial theory and concepts to evaluate valuation issues in various scenarios.
4. Build the financial models to value different types of businesses and transactions.
5. Use financial data to perform detailed business valuation analysis.

MKTG 4810: Integrated Marketing Communications (4 credit hours)

Course description: Integrated Marketing Communication is a critical component of marketing strategy and is vital to any business's success. Organizational, technological, and societal trends of the past few years have disrupted traditional marketing communications by necessitating digital delivery in addition to traditional strategies. It's essential to integrate all marketing communication activities into one master plan. This course is based upon the notion that marketing communications include much more than just advertising. The course provides students with a foundation in the development and execution of communications strategies for any organization (large, small, public, or private). We'll bring clarity to the current ecosystem of digital tools and promotional strategies through data-driven decision-making.

Prerequisite: MKTG 4100, Marketing Concepts

Learning outcomes:

1. Explain marketing communication integration strategies.
2. Utilize current marketing communication tools to benefit large, small, public and private enterprises.
3. Successfully create an integrated marketing communication plan.
4. Successfully deliver an integrated marketing communication plan to a specific set of decision-makers.

MKTG 4380: Supply Chain Management (4 credit hours)

Course description: Supply chains are everywhere, from the local store to a large multinational electronics manufacturer operating halfway across the world. From cradle to grave, it is the supply chain management system that links all of the numerous stakeholders into one strategic plan for us as customers in markets. These systems link processes such as product design, sourcing, supply chain planning, manufacturing, fulfillment, and reuse. In today's fast paced markets driven by globalization and technology, knowledgeable professionals in supply chain management are increasingly important for companies to achieve their business objectives. Some of the most successful manufacturers (e.g., Apple and Samsung) and retailers (e.g., Wal-Mart and Amazon) are winning as a result of their supply chain strategies. Especially as markets change rapidly, supply chain management professionals will be integral to a company's success. The purpose of this course is to provide a student with a baseline of knowledge, skills, and abilities to succeed in the various functions of supply chain management at a managerial level of an organization. Prerequisite: MKTG 4100, Marketing Concepts

LEARNING OUTCOMES:

1. Explain the elements of SCM through a structured problem-solving process (DMAIC).

2. Correlate how the six pillars of supply chain management interrelate to each other, and to other areas of business such as marketing, financial management, and others.
3. Formulate a business strategy that incorporates a *cradle to grave* (or even *cradle to cradle*) interpretation of supply chain management relating to products and services within any specific market.
4. Through the normal course of business operations, recognize the role of supply chain management in a local operation to a large global manufacturer and supplier in a business model.
5. Identify how successful business models and new markets in the future will be operationalized through supply chain management practices.
6. Create a supply chain strategy that could enable an organization to achieve its objectives in the marketplace.

MKTG 4580: Insights to Innovation (4 credit hours)

Course description: Consumer insights are a driving force of change for organizations and markets. It is becoming increasingly clear that the development of novel offerings requires the contributions of multiple stakeholders, including customers. This course explores the collaborative processes that drives value creation and innovation. Students will learn how consumer insights can enable the development and enhancement of compelling value propositions. They will also utilize a design-thinking approach and work with different types of data sources in developing innovative solutions and designing consumption experiences. Prerequisite: MKTG 4100, Marketing Concepts

Learning Outcomes:

1. Apply frameworks related to co-creation, collaboration, and customer journeys to design customer experiences
2. Apply qualitative methods and design-thinking approach to innovate customer experiences
3. Identify human-centered insights through data collection and analysis during the innovation process
4. Ideate, prototype, and iterate through the innovation process
5. Use data to present ideas and tell stories to help managers make informed decisions and take action
6. Collaborate with your small team to derive consumer insights to understand a problem and develop an innovative solution that is desirable, viable, and feasible

MKTG 4820: Brand Management (4 credit hours)

Course description: How do leading organizations create compelling brands that inspire trust, build a sense of community, and fuel loyalty? As consumers find their digital voice, how are brands co-created by firms and users alike? What can brand managers do to insure brand equity over time?

In this course, you'll learn the underlying principles and theories from brand authorities, then apply them to real-world client challenges. Join us as we learn and apply strategies and tactics to build, measure, and manage brand equity. Prerequisite: MKTG 4100, Marketing Concepts

Learning Outcomes:

1. Articulate the meaning, relevance, and core components of brand management
2. Establish brand positioning and values
3. Plan effective brand management programs
4. Select appropriate techniques to measure and interpret brand performance
5. Apply methods to grow and sustain brand equity over time

MKTG 4675: Marketing for Social Impact (4 credit hours)

Course description: The integration of Impact + Profit is one of the biggest trends in the startup world-- influencing socially-responsible products and driving cause-related branding, customer choice, and loyalty. Marketing for social impact is multifaceted and requires an understanding of how Impact + Profit is essential to social enterprises, B Corps, and nonprofits. Through this course students will develop themselves as purpose-driven professionals knowledgeable in the latest trends of story-driven marketing, conscious capitalism, and social psychology. This course builds upon students' understanding of Design Thinking to think strategically about value creation as it relates to Impact + Profit. Upon completion of the course, students will understand the relationship between business and social good, as well as acquire the necessary knowledge and skills to design a marketing campaign specific to a social enterprise, B Corp or nonprofit. Applicable to all facets of the business and nonprofit world, this advanced elective is open to all MBA students and provides skills and knowledge to help you be indispensable to your company or organization. Prerequisite: MKTG 4100, Marketing Concepts

Learning Outcomes:

1. **Describe** the relationship between business and social good that is essential to fostering Impact + Profit.
2. **Explain** the approaches to Impact + Profit inherent to social enterprises, B Corps, and nonprofits.
3. **Apply** latest trends of story-driven marketing, cause-related branding, conscious capitalism, and social psychology to purpose-driven companies.
4. **Communicate** Impact + Profit in relatable terms for client and customer.
5. **Assess** real-world marketing campaigns of purpose-driven companies.
6. **Design** a marketing campaign for a social enterprises, B Corp, or nonprofit.

BUS 4810: The Head and Heart of Leadership: Neuroscience and Emotional Intelligence (4 credit hours)

Course description: Neuroscience is the most talked about approach to leadership development and change management. Admired and respected leaders understand both the "head" of leadership, how the workings of our brains impact our ability to lead, as well as the "heart" of leadership, the harnessing and leveraging of emotions to inspire others. This course incorporates content from the latest research in the fields of neuroscience and emotion regulation, and their applications in leadership and managing change. Students will develop highly-relevant leadership skills, strategies and tactics that will make an immediate impact on their ability to successfully lead self as well as others. Prerequisite: Admission to concentration

Learning Outcomes:

1. Recognize neuroscience-based leadership practices real-world situations in the imagination-age.
2. Plan how to maximize the conscious, creative and courageous mind SKILLSET.
3. Demonstrate how the brain's anatomy controls decision making, emotion regulation, collaboration and change management.
4. Design a plan to optimize emotional responses in professional environments.
5. Create a plan that uses neuroscience-based leadership skills and strategies to manage change.

BUS 4820: Leading Success in Others (4 credit hours)

Course description: Successful leadership does not occur without successful followers. This exciting course explores the elements of how great leaders enable the success of others. We begin by exploring several well-known theories of leadership, including servant, authentic, and values-based leadership, as a means for students to formulate their own personalized framework of what great leadership look like to you. We will learn how to hire, understand, inspire, coach, mentor and sponsor a diverse and inclusive team. We will also

explore storytelling, one of the hottest topics in leadership. Students will create a personal development plan that ensure the ability to incorporate the elements of this course into successful leadership.

Prerequisite: Admission to concentration

Learning Outcomes:

1. Formulate a personal framework of leadership theory that incorporates the elements of existing leadership theories
2. Create strategies and tactics for inspiring others to greatness
3. Assemble strategies and tactics for leading a diverse and inclusive group
4. Appraise the elements of successful storytelling as a tool to achieve authentic leadership
5. Synthesize the materials on performance feedback, coaching, mentoring and sponsoring into a leadership execution plan, incorporated into your existing personal leadership plan.

BUS 4830: Leading Change and Building an Agile Culture (4 credit hours)

Course description: The capacity to lead highly change-capable, agile organization is critical in today's VUCA world – volatile, uncertain, complex and ambiguous. Foundational to leadership success at every level within an organization is the capacity to build a change-ready, agile culture and successfully execute sustainable change. By exploring and evaluating the latest thinking on leadership and change, this course arms leaders with the strategies and tactics necessary to; 1) create teams and organization with high levels of change-capability and agility; 2) motivate followers and overcome resistance to change; and 3) successfully achieve both incremental and transformative change. Prerequisite: Admission to concentration

Learning Outcomes:

1. Analyze the types of changes organizations and leaders face.
2. Formulate a framework describing how leadership impacts organizational culture and in turn organization change capabilities
3. Assess conceptual frameworks such as organization ambidexterity and agility and apply those models to your firm.
4. Evaluate strategies for motivating followers to overcome resistance to and enact change.
5. Produce individualized strategies and tactics for leading highly change-capable organizations.

BUS 4840: CEO's Toolbox (4 credit hours)

Course description: Strategy is integral to a successful organization. But without strong execution, even a well-defined strategy can fall apart. Executive teams/leaders that combine actionable strategy with operational depth are the ones most likely to stay the course and deliver long-standing results. They understand the need to align strategy and operations to deliver on their objectives.

After taking courses on strategic management, leadership, leading change, culture, etc., you too understand the need for aligning strategy and operations, yet in practice it's often more difficult to do. Through this course, students will hone their skills by developing and using practical tools to deal with shifts and changes along their strategic journeys. This course will allow you to put theory into action.

Learning Outcomes:

1. Identify the forces and resources that will create a successful alignment between strategy and operations
2. Develop execution skills, drawing from previous courses

3. Develop and utilize practical tools to deal with shifts and changes along strategic journeys, choosing one of many routes to achieve your vision
4. Devise a plan and move forward with confidence, efficiency, and effective performance for yourself and your teams
5. Manage a variety of strategic and operational challenges as they arise on the ground by thinking and acting strategically

Concentration Information

Requirements for the Finance concentration*

- FIN 4200, Financial Investments & Markets
- FIN 4410, Financial Planning & Analysis
- FIN 4320, Equity Analysis
- FIN 4150, Advanced Business Valuation

***Students who are interested in and available to take on-campus courses have additional course options. Please contact Kenny Metcalfe for more information. Kenny.metcalfe@du.edu**

Requirements for the Marketing concentration (choose 4 of the 5 courses listed below)*

- MKTG 4380, Supply Chain Management
- MKTG 4580, Insights to Innovation
- MKTG 4675, Marketing for Social Impact
- MKTG 4810, Integrated Marketing Communication
- MKTG 4820, Brand Management

***Students who are interested in and available to take on-campus courses have additional course options. Please contact Kenny Metcalfe for more information. Kenny.metcalfe@du.edu**

Requirements for the Executive Leadership concentration:

- BUS 4810, The Head and Heart of Leadership
- BUS 4820, Leading Success in Others
- BUS 4830, Leading Change and Building an Agile Culture
- BUS 4840, CEO's Toolbox

Concentrations in Accounting, Business Analytics, and Real Estate & the Built Environment are also available to those students interested in and available to take on-campus courses.