

PROGRAMS OF STUDY

The new innovation economy requires—and rewards—richer knowledge, sharper skills and a global mindset. Ultimately, the edge belongs to those who are principled leaders who bring inspiration and purpose to their work and in this way drive value for society.

Within this climate, the Leeds School of Business offers an innovative agenda designed to leverage our unique assets: the intellectual capital of Leeds faculty, our innovative and best-in-class curriculum, our focus on the "whole student" experience, our strong network of alumni and industry partners and our firm commitment to student support.

World-class faculty provide the foundation for breakthrough thinking—creating knowledge from research, disseminating knowledge through teaching and applying knowledge in collaboration with the business community. Faculty discoveries are frequently published in prestigious academic journals and discussed in media outlets such as the *Wall St. Journal*, the *New York Times*, CNBC and more. The cutting-edge research we produce enhances the school's reputation for innovation.

From orientation to graduation, Leeds faculty and staff guide students to discover and optimize their potential. Through an array of targeted services, students create an individualized journey that maximizes the impact of their experience and leads to future opportunities. Ethics and social responsibility are hallmarks of a Leeds education, and the school's commitment to professional development is unrivaled.

Leeds alumni and industry partners collaborate to offer a meaningful level of engagement with students and faculty. Alumni provide the support and resources that ensure graduates are poised for maximum impact. Corporate partners infuse relevance to Leeds' curriculum innovation, supporting new programs and providing the school access to professional talent. Both communities are the backbone of one of the largest mentoring programs in the world.

Leeds joins the University of Colorado and the Boulder community to generate extraordinary opportunities for students. Cross-campus collaborations with fields like engineering and science link Leeds faculty and students with more resources to put innovation into action. Our location in Boulder provides inspiration with its physical beauty as well as the intellectual energy of a thriving start-up community and high concentrations of advanced technology and socially responsible industries.

Together, these assets make Leeds uniquely qualified to deliver on our mission of educating principled, innovative leaders who drive value.

Master's Degrees

- Accounting - Master of Science (MS) (<https://catalog.colorado.edu/graduate/colleges-schools/business/programs-study/accounting-master-science-ms/>)
- Business Analytics - Master of Science (MS) (<https://catalog.colorado.edu/graduate/colleges-schools/business/programs-study/business-analytics-master-science-ms/>)
- Finance - Master of Science (MS) (<https://catalog.colorado.edu/graduate/colleges-schools/business/programs-study/finance-master-science-ms/>)
- Real Estate - Master of Sciences (MS) (<https://catalog.colorado.edu/graduate/colleges-schools/business/programs-study/real-estate-master-science-ms/>)
- Supply Chain Management - Master of Science (MS) (<https://catalog.colorado.edu/graduate/colleges-schools/business/programs-study/supply-chain-management-master-science-ms/>)
- Taxation - Master of Science (MS) (<https://catalog.colorado.edu/graduate/colleges-schools/business/programs-study/taxation-master-science-ms/>)

Certificates

- Business Analytic Methods - Graduate Certificate (<https://catalog.colorado.edu/graduate/colleges-schools/business/programs-study/business-analytic-methods-graduate-certificate/>)
- Marketing Analytics - Graduate Certificate (<https://catalog.colorado.edu/graduate/colleges-schools/business/programs-study/marketing-analytics-graduate-certificate/>)
- Supply Chain Analytics - Graduate Certificate (<https://catalog.colorado.edu/graduate/colleges-schools/business/programs-study/supply-chain-analytics-graduate-certificate/>)
- Supply Chain Foundations - Graduate Certificate (<https://catalog.colorado.edu/graduate/colleges-schools/business/programs-study/supply-chain-foundations-graduate-certificate/>)

Faculty

While many faculty teach both undergraduate and graduate students, some instruct students at the undergraduate level only. For more information, contact the faculty member's home department.

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- Chen, Zeyun
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- Goeldner, Charles R.
Professor Emeritus
- Gordon, Kenneth R.
Professor Emeritus
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- Jedamus, Paul E.
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Ringgenberg, Ralph G.
Professor Emeritus

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Rodgers, Timothy (https://experts.colorado.edu/display/fisid_155460/)
Instructor; PhD, University of California, Santa Cruz

Rogers, Jonathan Lawrence (https://experts.colorado.edu/display/fisid_153009/)
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Smith, Julie Scher (https://experts.colorado.edu/display/fisid_166064/)
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Spinetto, Richard D.
Professor Emeritus

Stanton, William J.
Professor Emeritus

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Taylor, Stephen John
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Tracy, John A.
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Zhang, Huanan (https://experts.colorado.edu/display/fisid_167063/)
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Zhang, Rui (https://experts.colorado.edu/display/fisid_157866/)
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Zhang, Xingtang (https://experts.colorado.edu/display/fisid_159295/)
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Zikmund, Noah
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Courses

For business administration (BADM) courses, see the Business Administration (<https://catalog.colorado.edu/graduate/colleges-schools/business/programs-study/business-administration/#coursestext>) section.

Accounting

ACCT 5100 (3) Oil and Gas Accounting

This course introduces students to the oil and gas industry and its unique accounting and finance issues. The course will introduce oil and gas terminology, analyze the components of an income statement, present book and tax accounting differences and enable you to prepare an economic purchase evaluation for oil and gas producing assets. We will review, discuss and debate current issues relating to the energy industry. Previously offered as a special topics course.

Recommended: ACCT-MS or ACTX-MS or C-FNCEACCT or C-FNCEACTX or C-ACCT or C-ACCTACTX graduate students only.

Grading Basis: Letter Grade

ACCT 5120 (3) Business Analytics

Teaches cutting-edge tools and approaches to the analysis of data, including "big data" for effective decision-making. Creates data connoisseurs through hands-on exposure to exploratory and predictive analytics. Application areas covered include Web Marketing, the Internet of Things, Biometric Monitoring, as well as data integration and analysis for online marketing, human resources and operations.

Requisites: Restricted to MS Accounting (ACCT-MS) and MS Taxation (ACTX-MS) students

Grading Basis: Letter Grade

ACCT 5240 (3) Advanced Financial Accounting

Examines advanced financial accounting theory and practice, emphasizing U.S. and international accounting for business combinations, consolidated financial statements, and accounting for partnerships, not-for-profits and governments.

Equivalent - Duplicate Degree Credit Not Granted: ACCT 4240

Requisites: Restricted to ACCT-MS or ACTX-MS or C-FNCEACCT or C-FNCEACTX or C-ACCT or C-ACCTACTX graduate students only.

ACCT 5250 (3) Financial Statement Analysis

Focuses on the use of U.S. and international accounting information by decision-makers external to the firm. Considers judgments made by investors, security analysts, bank lending officers, and auditors. Emphasizes impact of changes to financial statement elements, equity valuation and profitability analysis.

Equivalent - Duplicate Degree Credit Not Granted: ACCT 4250

Requisites: Restricted to ACCT-MS or ACTX-MS or C-FNCEACCT or C-FNCEACTX or C-ACCT or C-ACCTACTX graduate students only.

ACCT 5450 (3) Income Taxation of Business Entities

Provides an overview of the taxation of business entities. Examines the tax consequences of forming and operating regular corporations, partnerships, limited liability companies, and S corporations.

Requisites: Restricted to ACCT-MS or ACTX-MS or C-FNCEACCT or C-FNCEACTX or C-ACCT or C-ACCTACTX graduate students only.

ACCT 5540 (3) Accounting Information Systems

Considers the interaction of accountants with information systems and the role of accounting information systems in business processes. Focuses on the tools used by accountants and provides an understanding of accounting as an information system.

Equivalent - Duplicate Degree Credit Not Granted: ACCT 4540

Requisites: Restricted to ACCT-MS or ACTX-MS or C-FNCEACCT or C-FNCEACTX or C-ACCT or C-ACCTACTX graduate students only.

ACCT 5550 (3) Data Analytics for Accounting

Exploration of key components of Data Analytics that are of particular utility to accountants. This course has 2 primary elements to it: (1) Describe the Analytics process using an established data analytics model called the IMPACT cycle, and (2) Illustrate the process in audit, managerial accounting, and financial reporting.

Requisites: Requires prerequisite or corequisite course of ACCT 4620 or ACCT 5620 (minimum grade D-). Restricted to ACCT-MS or ACTX-MS or C-FNCEACCT or C-FNCEACTX or C-ACCT or C-ACCTACTX graduate students only.

Grading Basis: Letter Grade

ACCT 5620 (3) Auditing and Assurance Services

Emphasizes the value of assurance services, including the market for financial-statement audits, and the audit decision process, from obtaining a client through planning and testing, to issuance of the audit report. Focuses on making judgments and decisions under conditions of uncertainty and continually evaluating the substance of business transactions over their form.

Equivalent - Duplicate Degree Credit Not Granted: ACCT 4620

Requisites: Restricted to ACCT-MS or ACTX-MS or C-FNCEACCT or C-FNCEACTX or C-ACCT or C-ACCTACTX graduate students only.

ACCT 5820 (3) Topics in Business

Offered irregularly to provide opportunity for investigation of new frontiers in accounting.

Equivalent - Duplicate Degree Credit Not Granted: MSBX 5820

Requisites: Restricted to ACCT-MS or ACTX-MS or C-FNCEACCT or C-FNCEACTX or C-ACCT or C-ACCTACTX graduate students only.

Grading Basis: Letter Grade

ACCT 5827 (3) Integrated Reporting for Socially Responsible Strategies

Explores the growing global trend of companies to measure, disclose and report for socially responsible initiatives. Integrated reporting combines financial, environmental, social and governance information into a single report. Current practices in sustainability and integrated reporting in the US and across the world will be examined through case studies, guest speakers, current literature and projects. Can be taken concurrently with ACCT 3220.

Equivalent - Duplicate Degree Credit Not Granted: MBAX 6827

Requisites: Restricted to students with one of the following plans: ACCT-MS, ACTX-MS; or subplan: C-ACCT, C-ACCTACTX, C-FNCEACCT, C-FNCEACTX

ACCT 6000 (1-3) Academic Internship in Accounting

Offers students the opportunity to gain professional work experience in an accounting or tax position while still in school. Provides academically relevant work experience that complements students' studies and enhances their career potential. Includes lectures and a course paper. Students may not preregister for this course, and they must contact the Director of the concurrent degree program in accounting for approval. Instructor consent required.

Repeatable: Repeatable for up to 6.00 total credit hours.

Requisites: Restricted to students with one of the following plans: ACCT-MS, ACTX-MS; or subplan: C-ACCT, C-ACCTACTX, C-FNCEACCT, C-FNCEACTX

ACCT 6220 (3) Corporate Financial Reporting

Provides an in-depth study of the concepts underlying contemporary financial accounting practice. Includes preparation and analysis of financial statements and the application of concepts to selected current issues. Students with credit for ACCT 3220 and 3230 or equivalents may not receive credit for ACCT 6220.

Equivalent - Duplicate Degree Credit Not Granted: MBAX 6700

Requisites: Requires prerequisite course of MBAC 6020 (minimum grade D-).

ACCT 6250 (3) Financial Statement Analysis

Focuses on the use of accounting information by decision makers external to the firm. Considers judgments made by security analysts, bank lending officers and auditors. Emphasizes impact of changes to financial statement elements, profitability analysis and equity valuation.

Equivalent - Duplicate Degree Credit Not Granted: MBAX 6710

Requisites: Requires prerequisite course of ACCT 5250 or MBAC 6020 (minimum grade D-).

ACCT 6260 (3) Seminar: Managerial Accounting

Explores cost management, especially as related to organizational decision making, planning, and control. Emphasizes case analysis and applications.

Requisites: Requires prerequisite course of MBAC 6020 (minimum grade D-).

ACCT 6290 (3) Textual Analysis in Business

This course will discuss basic ideas around natural language processing (NLP) in research in different "dismal science" disciplines, from Economics to Psychology and Political Science, with a bent/focus on financial markets and accounting statements. The course is meant for graduate students as an introductory course on textual analysis, with an emphasis on methods and applications in Finance and Accounting. The language of choice for the course will be R. The course will be multilingual in that both the faculty and students can use other languages than R (python/perl/C).

Equivalent - Duplicate Degree Credit Not Granted: MBAX 6290

Recommended: restricted to ACCT-MS and ACTX-MS students.

Grading Basis: Letter Grade

ACCT 6350 (3) Current Issues in Professional Accounting--Accounting Ethics

Examines the nature of accounting theory and practice from perspectives of economics, law, globalization, accounting, ethics, and moral reasoning. Also explores issues including implications of institutional factors, such as Sarbanes-Oxley, SEC, FASB, IFRS, and capital markets. Counts as senior seminar for Concurrent degree students.

Requisites: Restricted to Accounting, Taxation, Finance/Accounting, or Accounting/Taxation students only.

ACCT 6420 (3) Research and Writing in Income Taxation

Provides a working knowledge of online tax research methodology. Examines the sources of tax authority in researching a tax question. Develops legal writing skills using the CREAC form of writing.

Requisites: Requires a prerequisite course of ACCT 5450 (minimum grade D-). Restricted to MS-ACTX or C-ACCTACTX or C-FNCEACTX students only.

ACCT 6430 (3) Taxation of Partnerships

Studies federal income taxation of pass-through entities such as those used by most small businesses in the U.S. Includes creation, operation, distributions, sale of interests and liquidation.

Equivalent - Duplicate Degree Credit Not Granted: LAWS 6167

Requisites: Requires prerequisite course of ACCT 5450 (min grade D-). Restricted to MS-ACCT or MS-ACTX or C-ACCTACTX or C-FNCEACTX students only.

ACCT 6450 (3) Taxation of Corporations

Studies federal income taxation related to taxable corporations, the entities through which a large part of the economic activity in the U.S. is conducted. Includes creation, operation, distributions, sale of interests and liquidation.

Equivalent - Duplicate Degree Credit Not Granted: LAWS 6157

Requisites: Restricted to ACCT-MS or ACTX-MS or C-ACCTACTX or C-FNCEACTX students only.

ACCT 6620 (3) Advanced Auditing: Business Risk and Decision Analysis

Explores contemporary issues, historical developments, and selected topics pertinent to business assurance services by independent accountants. Emphasizes improving both the decision behavior of decision makers and the quality of information, or its context, for decision makers.

Requisites: Requires a prereq course of ACCT 5620 (min grade C).

Restricted to Acct, Fnce/Acct, Infor Syst/Acct, Syst/Acct Concurrent Degree students or Acct, Acct/Tax or Busn Admin (BUAD) graduate students only.

ACCT 6700 (4) Income Taxation

Emphasizes the fundamentals of the federal income tax system and examines its impact on the individual.

Equivalent - Duplicate Degree Credit Not Granted: LAWS 6007

Requisites: Restricted to Accounting, Taxation, Fin Acct Tax-Concurrent Degree or Acct Acct Tax-Concurrent Degree students only.

ACCT 6780 (3) US International Taxation

This course will provide an overview of the United States federal income taxation of persons engaged in international transactions.

Equivalent - Duplicate Degree Credit Not Granted: LAWS 7617

Requisites: Restricted to Accounting, Taxation, Fin Acct Tax-Concurrent Degree or Acct Acct Tax-Concurrent Degree students only.

Recommended: Prerequisite ACCT 5450.

Grading Basis: Letter Grade

ACCT 6900 (1-6) Independent Study

Prior department consent required of instructor under whose direction study is taken. Departmental form required.

Repeatable: Repeatable for up to 6.00 total credit hours. Allows multiple enrollment in term.

Requisites: Restricted to Accounting, Taxation, Fin Acct Tax-Concurrent Degree or Acct Acct Tax-Concurrent Degree students only.

ACCT 6940 (1-6) Master's Candidate for Degree

Registration intended for students preparing for a thesis defense, final examination, culminating activity, or completion of degree. Departmental form required.

Requisites: Restricted to Business (BUSN) graduate students only.

ACCT 6950 (1-4) Master's Thesis

Requisites: Restricted to Business (BUSN) graduate students only.

ACCT 7300 (3) Doctoral Seminar: Introduction to Accounting Research

Discusses the nature of scientific investigation and how accounting theory relates to theories in economics and finance. Introduces students to major areas of accounting research and research methods. Provides students with instruction and experience in evaluating and critiquing research papers as well as generating original and viable research ideas.

Repeatable: Repeatable for up to 6.00 total credit hours.

Requisites: Restricted to Business (BUSN) graduate students only.

ACCT 7320 (3) Doctoral Seminar: Accounting and Capital Markets I

Focuses on research evaluating the usefulness of accounting information for valuing equity securities. The seminar builds a foundation for conducting accounting-related capital markets research.

Repeatable: Repeatable for up to 6.00 total credit hours.

Requisites: Restricted to Business (BUSN) graduate students only.

ACCT 7330 (3) Doctoral Seminar: Accounting and Capital Markets 2

Focuses on how managers strategically communicate with capital market participants (e.g., investors and equity analysts). Students develop an understanding of how information enhances the efficiency of stock markets, why managers voluntarily disclose information, and how market participants react to strategic disclosure.

Requisites: Restricted to Business (BUSN) graduate students only.

ACCT 7340 (3) Doctoral Seminar: Managerial Accounting Research

Survey of managerial accounting research, emphasizing a variety of methodologies including economics-based archival empirical and experimental approaches. Topics include: management performance measurement; management incentives; non-financial performance measures; management control systems; cost behavior and cost structure; intra-firm transfer pricing; inter-firm relations and knowledge sharing; risk preferences; risk taking and risk sharing; strategic performance measurement; agency theory; and budgetary slack and performance.

Repeatable: Repeatable for up to 6.00 total credit hours.

Requisites: Requires prerequisite course of ACCT 6710 (minimum grade D-). Restricted to graduate students only.

ACCT 7800 (3) Doctoral Seminar: Accounting Theory

Follows the evolution of game-theoretical analytical research and application of analytical methods to topics including: accounting-based valuation, discretionary disclosure, stewardship role of accounting, insider trading and imperfect capital market models, signaling through accounting choice, deferred tax accounting, audit sampling, auditor rotation, and low balling. Describes implications of analytical results for primarily economics-based empirical research designs.

Repeatable: Repeatable for up to 6.00 total credit hours.

Requisites: Restricted to Business (BUSN) graduate students only.

ACCT 7830 (3) Doctoral Seminar: Accounting Research

Designed to assist the doctoral student in integrating courses and fields of study in order to be able to apply knowledge and skills to problems in accounting. Special attention given to the development of thesis topics.

ACCT 8820 (1-6) Graduate Seminar

Provides opportunity for investigation of new frontiers in accounting through an experimental seminar. Department enforced prereq.: varies

Repeatable: Repeatable for up to 6.00 total credit hours.

ACCT 8900 (1-3) Independent Study

Instructor consent required and departmental form (taught as doctoral seminar).

Requisites: Restricted to Business (BUSN) graduate students only.

ACCT 8990 (1-10) Doctoral Dissertation

Requisites: Restricted to Business (BUSN) graduate students only.

Business Environment & Policy

BPOL 6950 (1-6) Master's Thesis

Requisites: Restricted to graduate students only.

BPOL 7500 (1-3) Doctoral Seminar: Special Topics in Strategic Management

Focuses on the theoretical foundations and methodological challenges of conducting research in strategy and management. The course provides an introduction to the unique characteristics of strategic management and the strategic decisions that firms make. It offers an overview of the theoretical foundations of, and contemporary empirical research in, this area. The course exposes students to fundamental issues of strategy (e.g., how firms differ, what determines their scope, how they compete and organize themselves, etc.) and examines these topics in contemporary competitive and organizational contexts. The course provides an introduction to complex issues that empirical research needs to contend with as a consequence, such as causality, multiple levels of analysis, heterogeneity of firms, multiple decision makers, uncertainty, and temporal considerations for firms' decisions. It covers key theoretical traditions from the disciplines as well as theoretical perspectives developed within the field itself. In

Repeatable: Repeatable for up to 6.00 total credit hours.

BPOL 7530 (1-3) Doctoral Seminar: Special Topics in Innovation

Focuses on the management of innovation and technology in organizations. The course provides an introduction to the theoretical foundations of, and contemporary empirical research in, this area. The examination of the literature is organized around several broad topics including the nature and timing of technological innovations, the manner in which technological innovations alter the competitive landscape, the links between organizational structure and innovation, the role of alliances and collaboration in supporting innovation activities, innovation, intellectual property and markets for technology, and issues of knowledge search and recombination. In addition to reviewing this broad literature, the course will also seek to identify gaps and promising areas for future research.

Repeatable: Repeatable for up to 6.00 total credit hours.

Requisites: Requires prerequisite course of BPOL 7500 (minimum grade D-). Restricted to Business Administration (BUAD) graduate students only.

BPOL 7560 (1-3) Doctoral Seminar - Special Topics in Entrepreneurship

Provides an introduction to the theoretical foundations of, and empirical research on, entrepreneurship. Our initial examination of the literature is organized around several broad topics associated with the identification, evaluation, and exploitation of opportunities and the creation of new organizations. Special topics in entrepreneurship that highlight recent advances in the field will also be addressed. The course will focus on the main questions that currently define the field and attempt to critically examine how, using a range of theoretical lens and methodologies, researchers have approached these questions.

Requisites: Requires prerequisite courses of BPOL 7500 and BPOL 7530 (all minimum grade D-).

BPOL 8900 (1-3) Independent Study

Requires consent of instructor under whose direction study is taken. Departmental form required.

BPOL 8990 (1-10) Doctoral Dissertation

Business Law

BSLW 5120 (3) Advanced Business Law

Covers sales and lease transactions, negotiable instruments, creditor rights and bankruptcy, secured transactions, agency, business organizations, protection of property, and other advanced topics in legal and regulatory environments. This course and BCOR 3000 cover the business law topics tested on the CPA exam.

Equivalent - Duplicate Degree Credit Not Granted: BSLW 4120

Requisites: Restricted to concurrent degree subplans of Accounting (C-ACCT), Finance and Accounting (C-FNCEACCT), Accounting and Acct Tax (C-ACCTACTX), Fin Acct Tax (C-FNCEACTX), or Accounting (ACCT) and Taxation (ACTX) graduate students only.

BSLW 6900 (1-6) Independent Study

Requisites: Restricted to Business (BUSN) graduate students only.

MBA Core

MBAC 6001 (1.5) Foundations of Teamwork

Focuses on teamwork effectiveness and collaboration. Students will understand what affects team outcomes, how to maximize a team's effectiveness and how to create a company environment that fosters collaboration and teamwork as they develop their own teamwork skills while learning to develop the skills of their employees' and colleagues'.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

MBAC 6002 (3) Social, Moral and Economic Foundations for Business

Examines historical context for the rise of modern business institutions and market economies, and interrelationships in various business objectives. Connects how different economic approaches address the allocation of existing and future scarce resources, and how individual economic freedom relates to various societal objectives. Explores concepts of core business relevance including intellectual property, the role of ethics in the production of commercial information, and the value of diverse information sets in decision-making.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) majors only.

Grading Basis: Letter Grade

MBAC 6003 (1.5) Foundations of Leadership

Focuses on leadership theories and concepts, including individual and organizational elements in different leadership situations. Explores leadership principles, values, and ethical boundaries, why leaders lose their way and how to avoid derailment. Engages students in developing a leadership brand.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

MBAC 6004 (1.5) Social, Moral and Economic Foundations for Business

Examines historical context for the rise of modern business institutions and market economies, and interrelationships in various business objectives. Connects how different economic approaches address the allocation of existing and future scarce resources, and how individual economic freedom relates to various societal objectives. Explores concepts of core business relevance including intellectual property, the role of ethics in the production of commercial information, and the value of diverse information sets in decision-making.

Requisites: Restricted to Professional MBA Program (PMBA) majors only.
Grading Basis: Letter Grade

MBAC 6010 (3) Managerial Economics

Studies the elements of the business firm's fundamental problem—how to maximize profits. Develops for each element managerial theory based upon introductory and intermediate-level microeconomics. Analyzes various applications and misapplications of relevant concept, primarily through case studies. Differential calculus and statistics are used throughout the course.

Requisites: Restricted to Professional MBA Program (PMBA) majors only.
Additional Information: Departmental Category: MBA: Core Courses

MBAC 6011 (1.5) Managerial Economics 1

Studies the elements of the business firm's fundamental problem—how to maximize profits. Develops for each element managerial theory based upon introductory and intermediate-level microeconomics. Analyzes various applications and misapplications of the relevant concept, primarily through case studies. Differential calculus and statistics are used throughout the course.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) majors only.
Additional Information: Departmental Category: MBA: Core Courses

MBAC 6012 (1.5) Managerial Economics 2

Develops a basic understanding of the macro economy and its relationship to an individual business or industry. This objective will be accomplished by understanding macroeconomic concepts and data sources, developing a basic model, understanding relevant policy instruments and integrating this information into the world economy.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) majors only.
Additional Information: Departmental Category: MBA: Core Courses

MBAC 6020 (3) Financial Accounting

Introduces the financial reporting system used by business organizations to convey information about their economic affairs. Develops an understanding of financial reports and what they tell about a business enterprise. Focuses on how alternative accounting measurement rules represent different economic events in financial reports.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.
Additional Information: Departmental Category: MBA: Core Courses

MBAC 6031 (1.5) Quantitative Methods 1

Covers foundations for statistical reasoning and statistical applications in business. Topics include data collection, descriptive stats and data visualization, probability, discrete probability distributions, continuous probability distributions, sampling distributions and estimation.

Requisites: Restricted to MBA (MBAD) and Professional MBA Program (PMBA) majors only.
Grading Basis: Letter Grade
Additional Information: Departmental Category: MBA: Core Courses

MBAC 6032 (1.5) Quantitative Methods 2

Second in a series of two courses covering foundations for statistical reasoning and statistical applications in business. Topics include hypothesis testing, one and two sample hypothesis tests, single regression analysis, multiple regression analysis.

Requisites: Restricted to Professional MBA Program (PMBA) majors only.
Grading Basis: Letter Grade

MBAC 6050 (3) Strategy

Analyzes how firms can attain and sustain competitive advantage in today's competitive environment. Focuses on industry dynamics, competitive positioning, firm capabilities, and corporate innovation. Introduces a set of tools for assisting managers in solving complex, real-world business problems in strategy development. Integrates MBA learning in functional areas, and emphasizes the fit between competitive analysis and the role of management and organization.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), Supply Chain Management (SCMN) or Business Analytics (BUAN) majors only.
Grading Basis: Letter Grade
Additional Information: Departmental Category: MBA: Core Courses

MBAC 6051 (3) Operations Management

Develops an understanding of processes and the alignment of a process with the organization's operating priorities. Examines how interconnected processes relate to managing supply and demand and stakeholder incentives. Explores services, highlighting the differences and similarities between product and service businesses and considers *z*-suite-level challenges such as managing firm growth, alignment of the operating system with strategic priorities, and mitigating uncertainty through optionality.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.
Grading Basis: Letter Grade

MBAC 6052 (3) Capstone Projects

Provides students with an opportunity to focus on a specific project which would have a positive strategic impact on the company for which they work. For those who have entrepreneurial aspirations, this project could result in a business plan for a new venture. Final deliverable should address marketing, financial, operational, and management implications and strategic impact.

Requisites: Restricted to Professional MBA Program (PMBA) majors only.
Grading Basis: Letter Grade
Additional Information: Departmental Category: MBA: Core Courses

MBAC 6060 (3) Corporate Finance

Analyzes the implications of modern finance theory for the major decisions faced by corporate financial managers. Develops the basic skills necessary to apply financial concepts to the various problems faced by a firm. Includes capital budgeting, capital structure, long term financing, short term financial management, and financial planning topics.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.
Additional Information: Departmental Category: MBA: Core Courses

MBAC 6081 (3) Data and Decisions

Employers need managers who can integrate business knowledge and insight with the vast amount of data available using modern analytical tools. Students will access data from multiple sources, manipulate the data so it is ready for analysis, perform multiple regression analyses, validate the models they develop, and use the results to inform decisions. Goes beyond Excel spreadsheets to expose students to tools such as R and Tableau.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

MBAC 6090 (3) Marketing Management

Provides a solid foundation of marketing knowledge by focusing on principles of marketing. Introduces the role that marketing cases play in advancing understanding and skill development in the field of marketing. Case discussions illustrate concepts discussed, and case studies are used to introduce the marketing decision making process. Emphasizes the international nature of marketing, as well as the importance of analysis and the understanding of the economic, demographic, political-legal-regulatory, sociocultural, technological, and natural environments.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Additional Information: Departmental Category: MBA: Core Courses

MBAC 6096 (1.5) Managerial Communications

Tailored instruction, grounded in communication and business theory, that leads to improved business writing, public speaking, team presentations, team dynamics, interpersonal communication, and emotional intelligence with a focus on persuasion, audience analysis, and risk management.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

MBAC 6098 (1) Professional Development I

Professional Development I and II will introduce students to a range of skills to help them be successful in the professional work environment, including presentation development, constructive feedback loops, and personal presentation in team-based sessions. It will also offer a survey of the career management process and provide students with the tools and life-long skills to execute a strategic career management plan.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), Supply Chain Management (SCMN) or Business Analytics (BUAN) majors only.

Additional Information: Departmental Category: MBA: Core Courses

MBAC 6099 (1.5) Professional Development II

Professional Development I and II will introduce students to a range of skills to help them be successful in the professional work environment, including presentation development, constructive feedback loops, and personal presentation in team-based sessions. It will also offer a survey of the career management process and provide students with the tools and life-long skills to execute a strategic career management plan.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) majors only.

Additional Information: Departmental Category: MBA: Core Courses

MBA Advanced Electives**MBAX 6000 (3) Socially Responsible Enterprise**

Prepares future managers for confronting the truly difficult situations that arise when deploying economic resources, altering the physical environment, and making decisions that affect the lives of investors, employees, community members and other stakeholders. Case-based challenges will be examined in a broad range of contexts, and essential ethical concepts will be explored by drawing on theories from ethics, sociology, economics, political science and philosophy.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

MBAX 6097 (1-1.5) Professional Development Internship

Experiential compliment to MBAC 6098 to focus on Professional Presentation, Network Development, and/or Executive Exposure.

Repeatable: Repeatable for up to 3.50 total credit hours.

Requisites: Restricted to Master of Business Admin (MBAD) or MBA with Dual Degree programs. Minimum of 27 credit hours required.

Recommended: Prerequisite MBAC 6098.

Grading Basis: Letter Grade

MBAX 6100 (1.5) Entrepreneurship

Examines the environments of entrepreneurial firms from start-up to development of ventures. Allows students to assess their fit with entrepreneurial firms. Key element is learning the process of determining the difference between ideas and commercializable opportunities through feasibility analysis and plans.

Requisites: Requires prerequisite course of MBAC 6020 (minimum grade D-). Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Entrepreneurship

MBAX 6101 (1.5) Entrepreneurship

Examines the environments of entrepreneurial firms from start-up to development of ventures; allows students to assess their "fit" with entrepreneurial firms. A key element is learning the process of determining the difference between ideas and commercializable opportunities through feasibility analysis and plans.

Requisites: Requires prerequisite courses of MBAC 6010, MBAC 6020, MBAC 6031, MBAC 6060 and MBAC 6090 (all minimum grade D-). Restricted to Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Entrepreneurship

MBAX 6110 (3) Entrepreneurial Finance

Addresses a variety of topics including financial valuation, various sources of funds, structures and legal issues in arranging financing, the private and public venture capital markets, and preparation for, and execution of, an initial public securities offering.

Requisites: Requires prerequisite course of MBAC 6020 (minimum grade D-). Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Entrepreneurship

MBAX 6111 (3) Entrepreneurial Finance

Addresses a variety of topics including financial valuation, various sources of funds, structures and legal issues in arranging financing, the private and public venture capital markets, and preparation for, and execution of, an initial public securities offering.

Requisites: Requires prerequisite courses MBAC 6020, MBAC 6031, MBAC 6060 and MBAC 6090 (all minimum grade D-). Restricted to MBA (MBAD) and Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Entrepreneurship

MBAX 6130 (3) Sustainable Venturing

Focuses on environmentally sustainable business ventures as well as issues associated with starting and operating a business that solves natural environmental challenges while achieving profitability. Includes a number of case studies, topical discussions, talks by environmental entrepreneurs, and an applied or library research project.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), Supply Chain Management (SCMN) or Business Analytics (BUAN) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Entrepreneurship

MBAX 6140 (3) Social Entrepreneurship in the US and Global Economies

Social entrepreneurs adopt business approaches to solving global, social and environmental problems that have not been effectively addressed by government, business or traditional nonprofits. The course provides a framework for student teams to assist social entrepreneurs in developing countries, helping them achieve their social mission while operating sustainably and with measurable impact.

Requisites: Requires prerequisite courses of MBAC 6060 and 6090 (all minimum grade C). Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Recommended: Prerequisite MBAX 6170.

Additional Information: Departmental Category: MBA: Social Responsibility

MBAX 6160 (1.5-3) Entrepreneurship: High Growth Companies

Explores the initial decisions that set a foundation for business growth, the pros and cons of alternative growth strategies, organizational scaling tactics, and the keys to realizing value. Studying adolescent firms that are past the initial start-up stage but haven't evolved into mature businesses, we will focus on key choices founders face in scaling their businesses, investigating growth-related stumbling blocks and discussing alternative strategies that may be used to overcome these obstacles.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

MBAX 6170 (1.5) New Venture Creation

This course content is relevant to the student who wants the entrepreneurial toolkit, start a new venture, is interested in working in the startup world, would like to effectively evaluate the probability of success for a new venture and/or develop a methodology for entrepreneurial thinking that provides benefits for big and small ventures. The final deliverable is a professional pitch to a group of seasoned investors and the submission of a complete business plan.

Requisites: Requires prerequisite course of MBAC 6020 (minimum grade D-). Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Entrepreneurship

MBAX 6171 (1.5) New Venture Creation

This course content is relevant to the student who wants the entrepreneurial toolkit, start a new venture, is interested in working in the startup world, would like to effectively evaluate the probability of success for a new venture and/or develop a methodology for entrepreneurial thinking that provides benefits for big and small ventures. The final deliverable is a professional pitch to a group of seasoned investors and the submission of a complete business plan.

Requisites: Requires prerequisite courses of MBAC 6020, MBAC 6031, MBAC 6060 and MBAC 6090 (all minimum grade D-). Restricted to Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Entrepreneurship

MBAX 6180 (3) New Venture Launch

Translate an existing product, service, or opportunity into a real, functioning venture. Each venture will undertake typical business functions (legal, raising money, web presence, selling, innovation, marketing, managing cash, and managing operations) with minimal resources. The course will rely heavily on outside experts and speakers who have personal experience being or working directly with entrepreneurs and/or investors. The course is a natural capstone to other courses in the entrepreneurship curriculum.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Recommended: Prerequisite completion of MBAX 6170 is strongly recommended prior to enrolling in MBAX 6180.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Entrepreneurship

MBAX 6190 (3) Projects in Entrepreneurial Companies

Limited to 12 students per section, each student is matched with an entrepreneurial company to complete a project that is key to company strategy. Students experience total company environment from the top management level through attending management meetings and interacting with cross-functional managers and employees. E-mail and face-to-face meetings result in discussing opportunities and issues resulting from experiences in companies.

Requisites: Requires prerequisite course of MBAX 6100 (minimum grade D-). Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Recommended: Prerequisite completion of MBAX 6110 or 6111 is strongly recommended prior to enrolling in MBAX 6190.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Entrepreneurship

MBAX 6195 (1-3) Special Topics in Entrepreneurship

Provides a vehicle for the development and presentation of new topics with the potential of being incorporated into the standard MBA curriculum.

Repeatable: Repeatable for up to 6.00 total credit hours. Allows multiple enrollment in term.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

MBAX 6210 (3) Applied Financial Management

Analyzes the financial condition, planning, and control of current assets, current liabilities, and long-term financial arrangements. Topics include financial planning, managing working capital, short- and long-term financing, capital budgeting, valuation, and capital structure policies. Case studies are emphasized.

Requisites: Requires prereqs MBAC 6060, MSBC 5060, or MSBC 5610 (min grade D-). Restricted to Master of Business Admin (MBAD), MBA w Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Prof'l MBA Program (PMBA), MS Finance (FNCE-MS) MS Real Estate (REAL-MS) mjrs onl

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Finance

MBAX 6211 (3) Applied Financial Management

Focuses on how to apply key concepts in finance to real-world situations. Topics include valuation, capital structure, highly leveraged transactions, and financial distress and bankruptcy. Heavy emphasis on how to perform various kinds of valuations. Mixture of lectures and case discussions.

Requisites: Requires prerequisite course of MBAC 6060 (minimum grade D-). Restricted to Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Finance

MBAX 6220 (3) Investment Management and Analysis

Covers managing investment portfolios, blending economic theory and evidence with practitioner experience. Topics include understanding risk and return relationships, diversification, portfolio management, various asset classes, popular valuation models (capital asset, arbitrage pricing, and option pricing), aspects of fixed income and performance assessment.

Requisites: Requires prerequisite course of MBAC 6060 or MSBC 5060 (minimum grade D-). Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA) or MS Finance (FNCE-MS) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Finance

MBAX 6221 (1.5-3) Investment Management & Analysis

Covers managing investment portfolios by blending academic theories and evidence with practitioner experience. Topics include risk and return relationships, securities, value theory (capital asset, arbitrage, and option pricing), portfolios, and performance evaluations.

Requisites: Requires prerequisite courses of MBAC 6010, MBAC 6020, MBAC 6031, MBAC 6060 and MBAC 6090 (all minimum grade D-). Restricted to Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Finance

MBAX 6230 (3) International Financial Management

Examines the financial procedures, policies, and risks faced by firms conducting business internationally. Topics include examining the international finance environment, managing foreign exchange risk exposure, managing international working capital, conducting analysis, and developing an understanding of international financial markets.

Requisites: Requires prerequisite course of MBAC 6060 or MSBC 5060 (minimum grade D-). Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA) or MS Finance (FNCE-MS) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Finance

MBAX 6250 (3) Derivative Securities

Derivatives, like options, futures, forwards, and swaps, encompass all aspects of finance. Topics cover the characteristics, valuation, and trading strategies associated with derivatives as well as their use in risk management.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA) or MS Finance (FNCE-MS) majors only.

Recommended: Prerequisite for MBAD students, prerequisite course of MBAC 6060; for FNCE-MS majors, prerequisite MSBC 5060 (minimum grade D-).

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Finance

MBAX 6260 (3) Fixed Income Investing

Fixed income securities are those that nominally promise a fixed stream of payments. They include government and corporate long and short term debt issues that far exceed the amount of corporate stock issues, as well as long term personal debt (i.e., home mortgages). Develops practical analytical tools for describing risk and return in fixed income securities, the markets where they are traded, and their purchase and management by financial intermediaries. This course will utilize the Bloomberg Lab to provide students with real world fixed income security analysis.

Requisites: Requires prerequisite course of MBAC 6060 or MSBC 5060 (minimum grade D-). Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA) or MS Finance (FNCE-MS) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Finance

MBAX 6270 (3) Applied Derivatives

Covers applications of financial derivatives and a range of topics, from market risk management to liquidity and counter party risk management in contemporary finance. Specifically, the course examines the pricing and use of financial derivatives, including options, forwards, futures, swaps and credit derivatives in risk management.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA) or MS Finance (FNCE-MS) majors only.

Grading Basis: Letter Grade

MBAX 6280 (1) Entrepreneurship Valuation and Investment Seminar

First section in series of three: Provides a premier experiential learning experience in early stage investing. Students will develop an understanding of the mechanics of early stage investing, will learn how to evaluate, select and recommend investments and manage the portfolio, put in practice managerial skills, negotiation, financial analysis, presentation skills, mastering/negotiating legal terms, and to incorporate uncertainty into projecting cash flows.

Requisites: Requires prerequisite courses of MBAC 6060 and 6090 (minimum grade C). Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

MBAX 6281 (1-2) Entrepreneurship Valuation and Investment Seminar2

Second section in series of three: Provides a premier experiential learning experience in early stage investing. Students will develop an understanding of the mechanics of early stage investing, will learn how to evaluate, select and recommend investments and manage the portfolio, put in practice managerial skills, negotiation, financial analysis, presentation skills, mastering/negotiating legal terms, and to incorporate uncertainty into projecting cash flows.

Requisites: Requires prerequisite courses of MBAC 6060 and 6090 (minimum grade C). Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Recommended: Prerequisite MBAX 6280.

MBAX 6282 (1.5) Entrepreneurship Valuation and Investment Seminar 3

Third section in series of three: Provides a premier experiential learning experience in early stage investing. Students will develop an understanding of the mechanics of early stage investing, will learn how to evaluate, select and recommend investments and manage the portfolio, put in practice managerial skills, negotiation, financial analysis, presentation skills, mastering/negotiating legal terms, and to incorporate uncertainty into projecting cash flows.

Requisites: Requires prerequisite courses of MBAC 6060 and 6090 and MBAX 6281 (all minimum grade C). Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

MBAX 6295 (1.5-3) Topics in Finance

Provides a vehicle for the development and presentation of new topics with the potential of being incorporated into the standard MBA curriculum.

Repeatable: Repeatable for up to 6.00 total credit hours. Allows multiple enrollment in term.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA) or MS Finance (FNCE-MS) majors only.

Grading Basis: Letter Grade

MBAX 6300 (3) Marketing Communication

Focuses on the strategic and decision making aspects of marketing communication from a managerial perspective. Increases students' understanding of specific decision elements within an integrated marketing communications framework. Topics include promotional objectives, agency relations, media selection, budgeting, and advertising research. Also explores relevant advertising models and the economic and social effects of promotional activity.

Requisites: Requires prereq course of MBAC 6090 (min grade D-). Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Prog (PMBA) or MS Business Analytics (BUAN-MS) majors only.

Additional Information: Departmental Category: MBA: Marketing

MBAX 6301 (3) Marketing Communications

Focuses on the strategic and decision-making aspects of marketing communication from a managerial perspective. Designed to increase students' understanding of specific decision elements within an integrated marketing communications framework. Topics covered include promotional objectives, agency relations, media selection, budgeting, and advertising research. Explores relevant advertising models and the economic and social effects of promotional activity.

Requisites: Requires prerequisite course of MBAC 6090 (minimum grade D-). Restricted to Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Marketing

MBAX 6310 (3) Marketing Strategy

Marketing strategy has developed into an increasingly critical managerial activity as businesses recognize the importance of creating customer value and being customer oriented. Discusses key elements of successful marketing strategy including market/customer analysis and competitor analysis, and identifies strategic approaches managers may adopt to succeed in today's highly competitive and rapidly changing business environment.

Requisites: Requires prereq course of MBAC 6090 (min grade D-). Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Prog (PMBA) or MS Business Analytics (BUAN-MS) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Finance

MBAX 6311 (3) Marketing Strategy

Marketing strategy is a critical managerial activity that recognizes the importance of a strong market focus and the delivery of superior customer value as bases for long term financial success. This course examines key elements of successful marketing strategy including optimal market definition, strong segmentation and positioning approaches, high levels of customer satisfaction, and effective management of critical exchange relationships.

Requisites: Restricted to Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Marketing

MBAX 6330 (3) Market Intelligence

Market Intelligence is a decision-oriented course geared toward gathering, analyzing, and interpreting data about markets and customers. Students learn how to: define the marketing problem and determine what information is needed to make the decision; acquire trustworthy and relevant data and judge its quality; analyze the data and acquire the necessary knowledge to make certain classic types of marketing decisions.

Requisites: Restricted to Master of Business Admin (MBAD), MBA w/ Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), MS Supply Chain Management (SCMN-MS) or MS Business Analytics (BUAN-MS) or Mktg Analytics cert (MKAG) students only

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Finance

MBAX 6331 (3) Market Intelligence

Market Intelligence is a marketing decision-oriented course geared toward gathering, analyzing, and interpreting data about markets and customers for both products and services. It is for managers as users of market information across marketing management, consulting, general management, and entrepreneurship to address problems of market selection, segmentation, positioning, new products, customer value and retention, pricing, communication, channel, etc.

Requisites: Requires prerequisite courses of MBAC 6010, MBAC 6020, MBAC 6031, MBAC 6060 and MBAC 6090 (all minimum grade D-). Restricted to Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Marketing

MBAX 6340 (1.5) Marketing Field Project

Develops skills in marketing decision making. Teams design and complete a project located at a client business or other organization in the metropolitan area. Team members organize and assign responsibilities, interact with middle- and top-level managers, apply quantitative and behavioral tools presented in marketing and other courses, meet deadlines, and present results of project activities

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA) or MS Business Analytics (BUAN-MS) majors only.

Additional Information: Departmental Category: MBA: Finance

MBAX 6350 (3) Digital Marketing

Covers a variety of ways an organization uses online presence to support its goals. The main approaches covered are search engine optimization (SEO); online advertising, especially search ads (also called search engine marketing, SEM); and social media. SEO is setting up your website so that the right people can find you. Emphasis placed on selecting keywords and tracking responses to changes to a website. SEM refers to paid ("sponsored") ads on search engines. We will focus on AdWords.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), MS Real Estate (REAL-MS), MS Supply Chain Management (SCMN-MS) or MS Business Analytics (BUAN-MS) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Finance

MBAX 6351 (3) Digital Marketing

Covers a variety of ways an organization uses online presence to support its goals. The main approaches covered are search engine optimization (SEO); online advertising, especially search ads (also called search engine marketing, SEM); and social media. SEO is setting up your website so that the right people can find you. Emphasis placed on selecting keywords and tracking responses to changes to a website. SEM refers to paid ("sponsored") ads on search engines. We will focus on AdWords.

Requisites: Requires prerequisite course of MBAC 6090 (minimum grade D-). Restricted to Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Marketing

MBAX 6360 (3) New Product Development

Provides a better understanding of the new-product development process, highlighting the inherent risks and strategies for overcoming them. Using a combination of lectures, cases, and a project, this course examines the process of designing, testing, and launching new products. Emphasizes the interplay between creativity and analytical marketing research throughout the development process. Also covers branding issues, such as brand extensions and their impact on brand equity.

Requisites: Requires prereq course of MBAC 6090 (min grade D-). Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Prog (PMBA) or MS Business Analytics (BUAN-MS) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Finance

MBAX 6361 (1.5) New Product Development

Provides students with a better understanding of the new-product development process, highlighting the inherent risks and different strategies for overcoming them. Using a combination of lectures, cases, and a project, this course will examine the process of designing, testing and launching new products.

Requisites: Requires prerequisite courses of MBAC 6010, MBAC 6020, MBAC 6031, MBAC 6060 and MBAC 6090 (all minimum grade D-). Restricted to Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Marketing

MBAX 6365 (3) Practical Product Management

This course will give students practical experience and tools required to successfully manage a product or product line for an established company or a new business. This course will cover the role of the Product Manager, explore market research to understand unsolved market needs, and teach students how to convert market needs to specifications, develop product business cases and establish funding priorities, culminating in the completion of a full product strategy and plan.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

MBAX 6368 (1.5) Consumer Packaged Goods Marketing Applied to the Natural & Organic Industry

Explores the world of consumer packaged goods (CPG) and brand management skills needed to successfully launch and manage products in a retail environment, applied to the natural and organic product industry. The course will be split into three parts: 1) CPG and Brand Management principles and techniques, 2) shopper insights to manage CPG products at retail, 3) brand and retail management principles applied to the Natural & Organic industry.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

MBAX 6370 (2-3) Customer Analytics

Provides a deep understanding of customer centricity and its implications for the firm; state-of-the-art methods for calculating customer lifetime value and customer equity; analytical and empirical skills that are needed to judge the appropriateness, performance, and value of different statistical techniques that can be used to address a issue around customer acquisition, development, and retention. Students will be introduced to R programming in this course.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

MBAX 6372 (1.5) Professional Selling and Sales Management

The course is designed to give graduate degree business students experience with the key skills in professional selling and an understanding of the role that professional selling plays in the success of many B2C businesses and most B2B businesses. Students will also learn about the factors that determine high performance among individual professional sellers and the organizations that employ them.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

MBAX 6380 (3) Consumer Decision-Making: Behavioral Economics, Psychology, and Experimental Design

Consumer behavior often defies economic rationality. Behavioral economics attempts to integrate the quirks of human psychology into economic models; judgment and decision-making investigates how people solve economic problems. This course will introduce major theories, findings and ideas from these disciplines, and foundational concepts of experiment design that provide insight into consumer decision-making, with the goal of preparing future managers, analysts, consultants, and advisors to incorporate such insights into marketing and business strategies.

Requisites: Requires prerequisite course of MBAC 6090 (min grade D-). Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

MBAX 6381 (3) Consumer Decision-Making: Behavioral Economics, Psychology, and Experimental Design

Consumer behavior often defies economic rationality. Behavioral economics attempts to integrate the quirks of human psychology into economic models; judgment and decision-making investigates how people solve economic problems. This course will introduce major theories, findings and ideas from these disciplines, and foundational concepts of experiment design that provide insight into consumer decision-making, with the goal of preparing future managers, analysts, consultants, and advisors to incorporate such insights into marketing and business strategies.

Requisites: Requires prerequisite course of MBAC 6090 (minimum grade D-). Restricted to Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

MBAX 6395 (1-3) Special Topics in Marketing

Provides a vehicle for the development and presentation of new topics with the potential of being incorporated into the standard MBA curriculum.

Repeatable: Repeatable for up to 6.00 total credit hours. Allows multiple enrollment in term.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

MBAX 6410 (3) Process Analytics

Covers the concepts and tools to design and manage business processes. Emphasizes modeling and analysis, information technology support for process activities, and management of process flows. Graphical simulation software is used to create dynamic models of business processes and predict the effect of changes. Prepares students for a strong management or consulting career path in business processes.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA) or MS Supply Chain Management (SCMN-MS) or Business Analytics (BUAN) majors or SCAG-CERG students only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Systems

MBAX 6420 (3) IT and Business Strategy

Although some companies are very successful in discovering and cultivating innovative technology-enabled business strategies, many fail in the process. Combines theories and frameworks with practical approaches to provide students with the skills required to help companies identify business opportunities, find appropriate information related technologies, and lead adoptions efforts to success.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), Supply Chain Management (SCMN) or Business Analytics (BUAN) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Systems

MBAX 6421 (3) IT & Business Strategy

Although some companies are very successful in discovering and cultivating innovative technology-enabled business strategies, many fail in the process. This course combines theories and frameworks with practical approaches to provide students with the skills required to help companies identify business opportunities, find appropriate information related technologies, and lead adoption efforts to success.

Requisites: Requires prerequisite courses MBAC 6020, MBAC 6060 and MBAC 6090 (all minimum grade D-). Restricted to Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Management

MBAX 6440 (3) Project Management

Acquaints students with multidisciplinary aspects of project management, including the relationship between schedule, cost and performance. The course uses a hands-on project where the student interacts with a real customer, providing an opportunity to utilize the qualitative and quantitative tools taught in the classroom. At the conclusion of the course, the student may be eligible to apply for a project management certification from Project Management Institute based on previous work experience.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), MS Real Estate (REAL-MS), MS Supply Chain Management (SCMN-MS) or MS Business Analytics (BUAN-MS) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Management

MBAX 6441 (3) Project Management

Acquaints the student with multidisciplinary aspects of project management, including the relationship between scope, schedule, cost and performance. Uses a hands-on project from your own company, providing an opportunity to utilize the qualitative and quantitative tools taught in the classroom. During the course students will earn hours toward project management certification from the Project Management Institute.

Requisites: Restricted to Professional MBA Program (PMBA) majors with 12 credit hours completed.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Management

MBAX 6450 (3) International Operations Management

Takes a broad comprehensive perspective on managing and operating in a rapidly growing global economy. Explores regional and national approaches to international operations including trade practices; penetration strategies; financial, marketing, services, and manufacturing operations; ethical and sustainability issues; and global competitive strategy. Compares global business practices in Asia, South America, Europe, and Africa.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA) or MS Supply Chain Management (SCMN-MS) majors or SCFG-CERG students only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Management

MBAX 6451 (3) International Business and Strategy

Takes a broad comprehensive perspective on managing and operating in a rapidly growing global economy. Explores regional and national approaches to international operations including global trade practices; legal and political issues; US trade laws; finance and accounting risks; global supply chain management, cultural challenges; global marketing, and global strategies. Upon completing of the course, you will have a broad foundational understanding of important contemporary issues and challenges of international business.

Requisites: Restricted to Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

MBAX 6460 (3) Supply Chain Management

Explores the key issues related to the design and management of supply chains. Covers the efficient integration of suppliers, production facilities, warehouses and stores so that the right products in the right quantity reach customers at the right time. Focuses on the minimization of the total supply chain cost subject to service requirements imposed by a variety of industries.

Equivalent - Duplicate Degree Credit Not Granted: MSBC 5460

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), Supply Chain Management (SCMN) or Business Analytics (BUAN) majors only.

Recommended: Prerequisite MBAC 6080.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Systems

MBAX 6500 (3) Management of Organizational Change

Explores ways to improve organizations to meet demands of changing environments. Emphasizes theoretical framework and models of organization change, barriers to implementing change and ways to overcome them, and the roles of the change agent and/or consultant.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), Supply Chain Management (SCMN) or Business Analytics (BUAN) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Management

MBAX 6530 (1.5) Negotiating and Conflict Management

Explores and builds skills for conflict management and negotiation problems faced by managers (e.g., dealing with subordinates, peers, superiors, or clients). Content is relevant to all MBA students, especially those interested in management, accounting, entrepreneurship, finance, and marketing.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), Supply Chain Management (SCMN) or Business Analytics (BUAN) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Management

MBAX 6531 (1.5) Negotiating and Conflict Management

Practice the art and science of successful negotiations. Provides students high interaction with businesses and entrepreneurs.

Requisites: Restricted to Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Management

MBAX 6540 (3) Consulting Skills

Provides an integrative, hands-on exercise in managing change. Develops skills in contracting, collecting, and analyzing data, developing action plans, and preparing reports. Teams practice these skills by conducting an organizational diagnosis, consulting project within an organization.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Management

MBAX 6550 (3) Management of Technology and Innovation

Examines a variety of issues common to management of technology, such as technology strategies, methods of technology transfer, selecting technology standards, managing the research and development process, and encouraging and rewarding innovation.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), Supply Chain Management (SCMN) or Business Analytics (BUAN) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Management

MBAX 6560 (1.5) Executive Leadership

Examines organizational leadership from the executive perspective, including private and public sector firms, and non-profits. Studies how executives lead change and innovation, interact with the top management team, and deal with the board of directors. Topics include governance of the firm, strategies for enhancing executive influence, assessing and understanding diverse leadership styles, and the ethics and responsibilities of an executive. Formerly MBAX 6890.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), Supply Chain Management (SCMN) or Business Analytics (BUAN) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Management

MBAX 6561 (1.5) Executive Leadership

Provides an opportunity to examine leadership from the executive perspective in organizations including private and public sector firms and non-profits. Topics covered include how executives lead change and innovation in organizations, interact with the top management team, deal with the board of directors, leadership issues involved with governance of the firm and strategies for enhancing executive influence.

Requisites: Restricted to Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Management

MBAX 6565 (1.5) Inclusive Leadership

This course focuses on how to lead to increase inclusion and maximize the benefits that diversity can bring. Women and minorities comprise only 25% and 27% of executives, respectively. Only 5% of CEOs are women. Thirteen percent of the population is Black, but fewer than 1% of Fortune 500 CEOs are Black. The data show irrefutable evidence that diversity increases innovation, market share, return on assets, and stock prices.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

MBAX 6570 (3) Topics in Sustainable Business

Provides a comprehensive overview of the core concepts, strategies and practices of sustainable business, emphasizing innovative business practices and entrepreneurial opportunities created by the sustainability "movement". The topic of sustainability will be approached from the unique perspectives of seven core disciplines of business administration: economics, strategy, ethics, organizational behavior, operations, finance and accounting, and marketing.

Requisites: Requires prerequisite courses of MBAC 6011, MBAC 6020, MBAC 6031, MBAC 6060 and MBAC 6090 (all minimum grade D-). Restricted to MBAD, DMBA, JMBA, PMBA, SCMN or BUAN majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Social Responsibility

MBAX 6595 (1-3) Special Topics in Organizational Behavior

Provides a vehicle for the development and presentation of new topics with the potential of being incorporated into the standard MBA curriculum.

Repeatable: Repeatable for up to 6.00 total credit hours. Allows multiple enrollment in term.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

MBAX 6600 (3) Real Estate Principles

Provides an introduction to the real estate business, both commercial and residential. Studies methods of analyzing real estate opportunities, local government controls and regulations of the development process. Majority of class material is provided via case studies and guest lecturers. Last portion of the course will be the presentation of student group projects.

Requisites: Restricted to Master of Business Admin (MBAD) students who have completed fewer than 24 credits; or MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Real Estate

MBAX 6610 (3) Real Estate Finance and Investment Analysis

Objectives of the course are to 1) conduct income property investment analysis; 2) to develop the technical competence necessary to structure real estate transactions; and 3) to understand the financial assets securitized by real estate. Students will analyze income properties using Excel and ARGUS-DCR. Techniques for structuring real estate transactions examined in this course include lender participations, sale-leasebacks, joint ventures, and real estate syndications.

Requisites: Requires prerequisite course of MBAX 6600 (minimum grade D-). Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA) or MS Real Estate (REAL-MS) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Real Estate

MBAX 6620 (3) Real Estate Project Competition

Examines real estate market behavior beginning with an overview of residential and commercial property markets. Examines various theories of land price determination and uses these models to understand how the private market allocates land to competing residential, office, retail, industrial/warehouse, hotel and other end users. Examines how factors influencing the demand for real estate interact with the factors influencing the supply of real estate to determine market rents and how the flow of future expected income is capitalized to yield the market price of property. The course will also examine the roles that local, state and federal governments have in real estate market outcomes.

Requisites: Restricted to MS Real Estate majors (REAL-MS) or restricted to Master of Bus Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Prof'l MBA Prog (PMBA) with prerequisite courses MBAX 6600, 6610 and 6640 (all min grade D-).

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Real Estate

MBAX 6630 (3) Real Estate Economics

Examines real estate market operations and discusses alternative methodologies for estimating real estate values. Examines various theories of land price determination and uses these models to understand how the private market allocates land to competing residential, office, retail, industrial/warehouse, hotel, and other end users. Examines how factors influencing the demand for real estate interact with the supply of real estate to determine market rents and how the flow of future expected income is capitalized to yield the market price of the asset.

Requisites: Restricted to MS Real Estate majors (REAL-MS) or restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA).

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Real Estate

MBAX 6640 (3) Real Estate Law and Practice

Examines the legal issues associated with developing, acquiring, transferring, and leasing real property. Topics include real estate contracts, land use and development agreements, vehicles for owning real estate, real estate covenants, conditions and restrictions, loan transactions, negotiating real estate contracts, commercial leases and real estate taxation. Material for this course will consist of assigned articles and real estate cases. Formerly MBAX 6855.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), or MS Real Estate (REAL-MS) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Real Estate

MBAX 6650 (3) Real Estate Case Studies

Requires students to analyze numerous real estate investment opportunities utilizing case study methodology. Cases will include analyses of various end uses (e.g. apartments, condominiums, office, retail, mixed use, industrial, and hotel) from both the purchaser and seller perspective. The cases include situations such as investing in existing properties, whether to make substantial rehabilitations, and how to put together a new development. Cases are primarily based in Colorado, although some are in other areas of US and international. Class discussion is designed to mimic a company's investment committee and requires students to both present and defend their positions.

Requisites: Requires prerequisite of MBAX 6630 or 6640 and MBAC 6610 or MSBC 5610 (all minimum grade D-). Restricted to MBA (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA (PMBA) or MS Real Estate (REAL-MS) students only.

Grading Basis: Letter Grade

MBAX 6695 (1-3) Special Topics in Real Estate

Provides a vehicle for the development and presentation of new topics with the potential of being incorporated into the standard MBA curriculum.

Repeatable: Repeatable for up to 6.00 total credit hours.

Requisites: Restricted to MBA (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA (PMBA) or MS Real Estate (REAL-MS) students only.

Grading Basis: Letter Grade

MBAX 6700 (3) Corporate Financial Reporting

Provides an in-depth study of the concepts underlying contemporary financial accounting practice. Includes preparation and analysis of financial statements and the application of concepts to selected current issues.

Equivalent - Duplicate Degree Credit Not Granted: ACCT 6220

Requisites: Requires prerequisite course of MBAC 6020 (minimum grade D-). Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Additional Information: Departmental Category: MBA: Accounting

MBAX 6710 (3) Financial Statement Analysis

Focuses on the use of accounting information by decision makers external to the firm. Considers judgments made by security analysts, bank lending officers and auditors. Emphasizes impact of changes to financial statement elements, profitability analysis and equity valuation.

Equivalent - Duplicate Degree Credit Not Granted: ACCT 6250

Requisites: Requires prerequisite course of MBAC 6020 or MSBC 5020 (minimum grade D-). Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA) or MS Finance (FNCE-MS majors only).

Additional Information: Departmental Category: MBA: Accounting

MBAX 6761 (2) Managerial Accounting, Planning and Control

Introduces managerial accounting, which includes the concepts, models, and systems that provide this information and control. The course will familiarize participants with the terminology and basic concepts of managerial accounting, touching on topics ranging from development and use of cost information for decision-making to management control systems.

Requisites: Requires prerequisite course of MBAC 6020 (minimum grade D-). Restricted to Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Accounting

MBAX 6801 (3) Global Perspectives Seminar

Provides students with an in-depth perspective about a specific country or region outside the United States. The course can focus on a different region or country each time it is offered. If demand for this type of experience is strong, multiple sections of the course could be offered in a given semester.

Repeatable: Repeatable for up to 6.00 total credit hours. Allows multiple enrollment in term.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA) or MS Supply Chain Management (SCMN-MS) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Management

MBAX 6802 (3) Pricing Strategy and Tactics

Pricing provides the means to capture value. The course covers theories, analytical tools and conceptual frameworks needed for devising price strategy as part of the value proposition for products and services. It draws upon principles from economics, marketing and psychology.

Primary and secondary data based analysis is used to understand price response and competitive pricing. Substantive topics include customized pricing, price negotiations, bidding and auctions, price discounting, trade promotion, bundling, behavioral pricing, among others.

Requisites: Requires prerequisite courses of MBAC 6011, MBAC 6020, MBAC 6031, MBAC 6060 and MBAC 6090 (all minimum grade D-).

Restricted to MBAD, DMBA, JMBA, PMBA, SCMN or BUAN majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Management

MBAX 6806 (1.5-3) Global Perspectives

Contrasting operations in US and a country or region outside the United States, students will study what changes US companies have made to successfully operate in foreign markets and how US companies have influenced foreign business operations. Reviews the history and present state of the inter-dependency between the domestic and international business environments. Culminates in a week-long trip to the country/region of study. Provides students with an in-depth perspective about a specific country or region outside the United States. The course can focus on a different region or country each time it is offered.

Repeatable: Repeatable for up to 3.00 total credit hours. Allows multiple enrollment in term.

Requisites: Restricted to Master of Business Admin (MBAD), Professional MBA Program (PMBA) or MS Supply Chain Management (SCMN-MS) majors only.

Grading Basis: Letter Grade

MBAX 6815 (3) Sustainable Real Estate

Explores techniques, processes, tools, and capabilities required to manage growth and land use change in the light of shifts beginning to transform the way we approach land use and real estate development.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), or MS Real Estate (REAL-MS) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Real Estate

MBAX 6827 (3) Integrated Reporting for Socially Responsible Strategies

Explores the growing global trend of companies to measure, disclose and report for socially responsible initiatives. Integrated reporting combines financial, environmental, social and governance information into a single report. Current practices in sustainability and integrated reporting in the US and across the world will be examined through case studies, guest speakers, current literature and projects.

Equivalent - Duplicate Degree Credit Not Granted: ACCT 5827

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

MBAX 6841 (2) Decision Making for Managers

Covers both behavioral/psychological aspects and analytical approaches to making decisions with multiple objectives. The focus is learning to frame decisions that involve multiple stakeholders with multiple objectives and then learning the various techniques used to evaluate the choices. Influence diagrams, decision heuristics using spreadsheets, and decision trees will all be explored with user-friendly decision tree software.

Requisites: Requires prerequisite courses of MBAC 6010, MBAC 6020, MBAC 6031, MBAC 6060 and MBAC 6090 (all minimum grade D-). Restricted to Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Management

MBAX 6843 (3) Supply Chain and Operations Analytics

Analyzes key issues related to the design and management of operations and supply chains using quantitative tools such as linear, integer, and non-linear programming, regression, and statistical analysis. Covers important topics such as forecasting, aggregate planning, inventory theory, transportation, risk pooling, production control and scheduling, and facilities location, among others. Uses mathematical modeling, spreadsheet analysis, case studies, and pedagogical simulations to deliver material.

Requisites: Restricted to Master of Busn Admin (MBAD), MBA w Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) Profl MBA Prog (PMBA), Business Analytics (BUAN-MS) or Supply Chain Mgmt (SCMN-MS) majors or SCAG-CERG students only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Operations and Production Management

MBAX 6847 (2) Emerging Markets in Global Business

Provides tools to analyze and understand emerging markets, how to operate in these markets and how to work with the multinational enterprises present in those areas. Offers a managerial perspective based on a thorough understanding of the relevance and impact of world events on global business. Promotes understanding of how to operate in emerging markets whether in the U.S. or abroad.

Requisites: Restricted to Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MBA: Entrepreneurship

MBAX 6885 (3) Interpreting the Economic Environment

The macroeconomic environment is vitally important to business managers regardless of their area of focus. Most macroeconomic events portend future economic changes that influence business and/or industry. Develops a basic understanding of the macroeconomy and its relationship to an individual business or industry through understanding macroeconomic concepts and data sources, developing a basic model, understanding relevant policy instruments, and integrating this information into the global economy.

Requisites: Requires prerequisite courses of MBAC 6060 and 6090 (all minimum grade C). Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Additional Information: Departmental Category: MBA: Finance

MBAX 6930 (3) Commercializing Sustainable Energy Technologies

Addresses the opportunities and problems of commercializing new renewable energy technologies. Focuses on energy markets, opportunity identification, life cycle analysis, policy economics, project financing and economic analysis as they relate to bringing renewable energy technologies to market.

Equivalent - Duplicate Degree Credit Not Granted: ENVM 5005

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), or MS Real Estate (REAL-MS) majors only.

Grading Basis: Letter Grade

MBAX 6966 (1-3) Independent Study-Real Estate

Independent study in the field of real estate.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), Supply Chain Management (SCMN) or Business Analytics (BUAN) majors only.

Additional Information: Departmental Category: MBA: Real Estate

MS Business Core**MSBC 5015 (1.5) Managerial Economics**

Studies the elements of the business firm's fundamental problem: how to maximize profits. Develops for each element managerial theory based upon introductory and intermediate level microeconomics. Analyzes various applications and misapplications of relevant concept, primarily through case studies. Differential calculus and statistics are used throughout the course.

Requisites: Restricted to Finance (FNCE-MS) or Real Estate (REAL-MS) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MS: Business Core

MSBC 5020 (1.5) Financial Accounting

Introduces the financial reporting system used by business organizations to convey information about their economic affairs. Develops an understanding of financial reports and what they tell about a business enterprise. Focuses on how alternative accounting measurement rules represent different economic events in financial reports.

Requisites: Restricted to Finance (FNCE-MS) or Real Estate (REAL-MS) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MS: Business Core

MSBC 5031 (3) Quantitative Methods in Finance

Covers foundations for statistical reasoning and statistical applications in business. Topics include graduate level treatment of descriptive statistics, probability, probability distributions, sampling theory and sampling distributions and statistical inference (estimation and hypothesis testing) applied to the field of finance. Provides an introduction to topics such as regression analysis, analysis of variance, time series forecasting, decision analysis, index numbers, and nonparametric methods.

Grading Basis: Letter Grade

MSBC 5032 (3) Real Estate Data Analysis

Covers foundations for statistical reasoning and statistical applications in business. Topics include graduate level treatment of descriptive statistics, probability, probability distributions, sampling theory and sampling distributions and statistical inference (estimation and hypothesis testing) applied to real estate. Provides an introduction to topics such as regression analysis, analysis of variance, time series forecasting, decision analysis, index numbers, and nonparametric methods.

Requisites: Restricted to REAL-MS students only.

Grading Basis: Letter Grade

MSBC 5060 (3) Corporate Finance

Analyzes the implications of modern finance theory for the major decisions faced by corporate financial managers. Develops the basic skills necessary to apply financial concepts to the various problems faced by a firm. Includes capital budgeting, capital structure, long term financing, short term financial management and financial planning topics.

Requisites: Restricted to Finance (FNCE-MS) or Real Estate (REAL-MS) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MS: Business Core

MSBC 5070 (3) Survey of Business Analytics

Designed as an introduction to Business Analytics, which considers the extensive use of data, methods and fact-based management to support and improve decision making. Business intelligence focuses on data handling, queries and reports to generate information associated with products, services and customers, business analytics uses data and models to explain business performance and how it can be improved. The class will be built on heavy hands-on coding; it will introduce and subsequently involve extensive use of Python.

Requisites: Restricted to MS Business Analytics (BUAN-MS) majors and MKAG-CERG students only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MS: Business Core

MSBC 5180 (3) Machine Learning in Python

This course exposes the students to commonly used platforms for statistical and predictive analytics. The class will go into depth of analytics using Python. Students will learn to analyze large datasets, including textual analytics such as twitter-stream analysis. The class will focus on predictive analytics.

Requisites: Restricted to Business Analytics (BUAN-MS) majors only.

Grading Basis: Letter Grade

MSBC 5220 (3) Investment Management & Analysis

Covers managing investment portfolios by blending academic theories and evidence with practitioner experience. Topics include risk and return relationships, securities, value theory (capital asset, arbitrage, and option pricing), portfolios, and performance evaluations.

Requisites: Restricted to Finance (FNCE-MS) or Real Estate (REAL-MS) majors only.

Grading Basis: Letter Grade

MSBC 5460 (3) Supply Chain Strategy

Introduces students to the fundamental principles underlying supply chains, and focuses on the integration with both operations and logistics.

Equivalent - Duplicate Degree Credit Not Granted: MBAX 6460

Requisites: Restricted to Supply Chain Management (SCMN) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MS: Business Core

MSBC 5480 (3) SCMN Experiential Projects

Provides an opportunity to execute a project for a company, integrating course work knowledge in an applied capstone experience. Allows first hand exposure to the business analytics as both an observer and creator of the business analytics process. Students work closely with an area client company to solve an important business analytics problem under the close supervision of the instructor.

Repeatable: Repeatable for up to 6.00 total credit hours.

Requisites: Restricted to Supply Chain Management (SCMN) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MS: Business Core

MSBC 5490 (3) BUAN Experiential Projects

Provides an opportunity to execute a project for a company, integrating course work knowledge in an applied capstone experience. Allows first hand exposure to the business analytics as both an observer and creator of the business analytics process. Students work closely with an area client company to solve an important business analytics problem under the close supervision of the instructor.

Requisites: Restricted to Business Analytics (BUAN-MS) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MS: Business Core

MSBC 5600 (1.5) Real Estate Principles

The course provides students with an introduction to the foundational terms, concepts, principles, and formulas fundamental to the business of real estate. It establishes the foundation for other real estate courses. Course content includes legal concepts including property rights and title, mortgage loan types, calculations and decisions, an introduction to time value of money and income capitalization, and real estate investment valuation and decision making utilizing the most common income valuation methods. Instruction and course format are traditional lecture and conversational.

Requisites: Restricted to REAL-MS students only.

Grading Basis: Letter Grade

MSBC 5610 (3) Real Estate Finance and Investment

The primary objectives of this course are to: (1) describe, analyze, and compare the features of residential mortgage loans, commercial mortgage loans, and commercial leases; (2) conduct income property investment analyses and develop the technical competence necessary to structure basic real estate transactions; (3) understand the operations and valuations of private equity funds and real estate investment trusts (REITs), and how real estate is securitized and sold to everyday investors.

Requisites: Restricted to REAL-MS students only.

Grading Basis: Letter Grade

MSBC 5680 (3) Optimization Modeling

Focuses on formulating decision problems as mathematical models and employing computational tools to solve them. Microsoft Excel is used as the main modeling platform but the course will also cover advanced tools, such as modeling languages. Optimization modeling will be illustrated in problems associated with operations, marketing, management, and finance. Integrates topics from decision analysis and operations management as they relate to modeling management decisions.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), MS Supply Chain Management (SCMN-MS) or MS Business Analytics (BUAN-MS) majors only.

Grading Basis: Letter Grade

MS Business Electives**MSBX 5080 (3) Decision Modeling and Applications**

Integrates topics from decision analysis and operations management as they relate to modeling management decisions. Field projects involve the university, local companies, and/or government agencies.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), MS Supply Chain Management (SCMN-MS) or MS Business Analytics (BUAN-MS) majors only.

MSBX 5205 (3) Financial Strategy and Decision Modeling

Develops functional frameworks for analyzing and assessing uncertainty in real and financial assets and evaluating financial decisions under diverse scenarios. This course covers various methods of mapping uncertainty including binomial decision tree models, linear programming models and Monte-Carlo simulations. Further topics include tax consequences of these decisions.

Requisites: Restricted to Masters of Finance (FNCE-MS) and Masters of Real Estate (REAL-MS) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MS: Business Electives

MSBX 5225 (3) Advanced Portfolio Management

Covers the management and construction of investment portfolios. Topics include performance and risk measures, identification of risk factors and the use of traditional and alternative assets classes including real estate, mutual funds, ETFs, venture capital funds, private equity funds and hedge funds. Additional topics include tax consequences of investment decisions and cash management.

Requisites: Restricted to Master of Finance (FNCE-MS), Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MS: Business Electives

MSBX 5260 (3) Fixed Income Investing

Fixed income securities are those that nominally promise a fixed stream of payments. They include government and corporate long and short term debt issues that far exceed the amount of corporate stock issues, as well as long term personal debt (i.e., home mortgages). Develops practical analytical tools for describing risk and return in fixed income securities, the markets where they are traded, and their purchase and management by financial intermediaries. This course will utilize the Bloomberg Lab to provide students with real world fixed income security analysis.

Requisites: Requires prereqs MBAC 6060, MSBC 5060, or MSBC 5610 (min grade D-). Restricted to Master of Business Admin (MBAD), MBA w Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Prof MBA Program (PMBA), MS Finance (FNCE-MS) MS Real Estate (REAL-MS) mjrs onl

Grading Basis: Letter Grade

MSBX 5270 (3) Applied Derivatives

Covers applications of financial derivatives and a range of topics, from market risk management to liquidity and counter party risk management in contemporary finance. Specifically, the course examines the pricing and use of financial derivatives, including options, forwards, futures, swaps and credit derivatives in risk management.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA) or MS Finance (FNCE-MS) majors only.

Grading Basis: Letter Grade

MSBX 5310 (3) Customer Analytics

Provides a deep understanding of how to use data on customer behavior and preferences to inform managerial decision making. Introduces methods for causal inference, modeling consumer demand, and modeling firm decisions. Applications include long-run customer management decisions (customer acquisition and retention) and short-run marketing mix (product, price, promotion and distribution) decisions. The R programming language is used for course examples and assignments. Students are assumed to have a working knowledge of R and linear regression techniques.

Requisites: Restricted to Supply Chain Management (SCMN-MS) or Business Analytics (BUAN-MS) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MS: Business Electives

MSBX 5311 (2) Customer Analytics

Provides a deep understanding of customer centricity and its implications for the firm; state-of-the-art methods for calculating customer lifetime value and customer equity; analytical and empirical skills that are needed to judge the appropriateness, performance, and value of different statistical techniques that can be used to address a issue around customer acquisition, development, and retention. Students will use their knowledge of R programming in this course.

Requisites: Restricted to Professional MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

MSBX 5405 (3) Structured Data Modeling and Analysis

Explores both the functional and technical environment for the creation, storage and use of the most prevalent source and type of data for business analysis, ERP and related structured data. Students will learn how to access and leverage information via SQL for analysis, aggregation to visualization, create dashboards, and be source for business intelligence.

Requisites: Restricted to Master of Business Admin (MBAD), MBA w/ Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), MS Supply Chain Management (SCMN-MS) or MS Business Analytics (BUAN-MS) majors BAMG-CERG, SCAG-CERG students only

Grading Basis: Letter Grade

Additional Information: Departmental Category: MS: Business Electives

MSBX 5410 (3) Fundamentals of Data Analytics

Exposes the students to commonly used platforms for statistical and predictive analytics. The class will go into depth of analytics using R before demonstrating the same concepts using SPSS and SAS. Students will learn to analyze large datasets, including textual analytics such as twitter-stream analysis using R.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA (PMBA), MS Supply Chain Management (SCMN-MS), MS Business Analytics (BUAN-MS) or (SCAG-CERG) or (BAMG-CERG) students only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MS: Business Electives

MSBX 5415 (3) Advanced Data Analytics

Explores the capabilities and challenges of data-driven business decision making and prepares students to lead in analytics-driven organizations. Introduces a set of common predictive and prescriptive analytics tools. Students apply the analytics tools to important decisions based on practical data sets from various companies. Analytics software packages are used extensively in the course.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA (PMBA), MS Supply Chain Management (SCMN-MS), MS Business Analytics (BUAN-MS) or (SCAG-CERG) or (BAMG-CERG) students only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MS: Business Electives

MSBX 5420 (3) Unstructured and Distributed Data Modeling and Analysis

Moves the student beyond structured data and sources into business scenarios where data is semi-structured to unstructured such as those from social and web applications. Specific topics include introduction to SQL-on-Hadoop, NoSQL and related distributed processing technologies. Students will learn practical application and mechanisms for getting this sort of data ready for analytics.

Requisites: Requires prereq course MSBX 5405 (min grade D-). Restricted to Master of Business Admn (MBAD), MBA w/ Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Prof MBA Program (PMBA) Supply Chain Mgmt (SCMN) or Business Analytcs (BUAN) or BAMG-CERG mjrs onl

Grading Basis: Letter Grade

Additional Information: Departmental Category: MS: Business Electives

MSBX 5425 (3) Natural Language Processing for the Health Sciences

Practitioners of natural language processing (NLP) use methods from math, science, engineering and linguistics to teach computers to understand human language. Because much biomedical information is stored as text, there are many possible applications of NLP in health sciences. This course offers an introduction to NLP for the health sciences. Students will gain a conceptual and hands-on introduction to fundamental tools, concepts and problems from NLP by exploring applications in healthcare, population health and biomedicine.

Requisites: Requires prerequisite courses of MSBC 5070 and MSBC 5180 (minimum grade D-).

Recommended: Prerequisite Python 3.

Grading Basis: Letter Grade

MSBX 5430 (3) Advanced Statistical Analysis

Introduces advanced multivariate regression analysis and residual diagnostics, logistic regression, analysis of variance (ANOVA and MANOVA), time series models, and analysis of categorical variables. R, an open source programming language for statistical computing and graphics, will be used. It is assumed students have mastery of introductory statistics topics including descriptive tools, inference, and ordinary least squares regression.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA) or MS Business Analytics (BUAN-MS) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MS: Business Electives

MSBX 5435 (3) Planning and Production

At the core of GDP and productivity is the science of planning new products of services in design, bringing them to market then producing and replicating it in reliable, dependable, scalable fashion. The course takes an in-depth look at the mechanisms for supporting new product/process design in a scaled, often world-wide supply chain. (MRP, Six Sigma, Modeling Software, Heuristic Model use).

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA) or MS Supply Chain Management (SCMN-MS) majors or SCFG-CERG students only.

Additional Information: Departmental Category: MS: Business Electives

MSBX 5440 (3) Decision Analysis

Covers both behavioral/psychological aspects and analytical approaches to making decisions with multiple objectives. The focus for the course is learning to frame decisions that involve multiple stakeholders with multiple objectives and then learning the various techniques used to evaluate the choices. Influence diagrams, decision heuristics using spreadsheets, and decision trees will all be explored with user-friendly decision tree software.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), MS Supply Chain Management (SCMN-MS) or MS Business Analytics (BUAN-MS) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MS: Business Electives

MSBX 5450 (3) Transportation and Logistics

Examines critical elements of distribution and logistics management, including physical distribution, supply chain echelon planning, warehouse (transportation note) selection and location, material handling, inventory quantity and location and other topics.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA) or MS Supply Chain Management (SCMN-MS) majors or SCFG-CERG students only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MS: Business Electives

MSBX 5470 (3) Procurement and Contracting

Examines principles and concepts of the acquisition process from commercial and governmental perspectives, focusing on the procurement process, including planning, source selection, solicitation writing, negotiations and oral discussions, contract preparation and administration.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA) or MS Supply Chain Management (SCMN-MS) majors or SCFG-CERG students only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MS: Business Electives

MSBX 5480 (3) Information Security Management

A broad introduction to the managerial issues of information security. Because security is multifaceted, the topics of the class range widely, including technical (e.g., cryptography), managerial (e.g., policy compliance), physical (e.g., door locks), and psychological (e.g. social engineering) issues. A key objective of the class is to develop a security mindset, in which one learns to think like an attacker for ways to exploit a system.

Requisites: Restricted to Master of Business Admin (MBAD), MBA w/ Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Prof'l MBA Program (PMBA), Business Analytics (BUAN) or Interdisciplinary Telecom (IPT) majors only.

MSBX 5500 (3) Security Analytics with Python and Machine Learning

Explores the application of data analytics to the domain of information security. Project-based class using python machine learning libraries to both build and deploy models for both supervised and unsupervised modeling algorithms. Business problem contexts include classifying the likelihood that a file or website is malicious based on either extracted static indicators or dynamic behavioral analysis (predictive analytics), as well as network anomaly detection on organizational network traffic data or on user account usage (unsupervised machine learning). Master of Business Admin (MBAD), MBA w/ Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Prof'l MBA Program (PMBA) can seek departmental approval to enroll upon demonstration of data networking and modeling capabilities.

Requisites: Requires prerequisite course of MSBX 5480 (minimum grade D-). Restricted to Business Analytics (BUAN) or Interdisciplinary Telecom (ITP) majors only.

Grading Basis: Letter Grade

MSBX 5605 (3) Real Estate Investment and Risk Management

This course empowers students with the knowledge and tools needed to understand, evaluate, and manage real estate investment risk and to recognize and capitalize upon potential real estate investment opportunities. We begin by exploring the types of risk investors face in residential real estate, mortgages, and investment properties and how to quantify those risks. With that foundation, we then delve into the history of such risks (e.g., the Great Depression, Great Recession, etc.) and regulations intended to address them. Finally, we explore current topics which are increasingly important in real estate (e.g., climate change, technology, etc.) including the risks and/or opportunities these challenges may present.

Requisites: Requires prerequisite course MBAX 6610 or MSBC 5610 (min grade D-). Restricted to Master's students in Real Estate (REAL), Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Prof'l MBA Program (PMBA) majors only.

Grading Basis: Letter Grade

Additional Information: Departmental Category: MS: Business Electives

MSBX 5615 (1.5) Real Estate Modeling

Real Estate Modeling and Analysis is a graduate level course which will teach students skills necessary to model Real Estate proformas to aid in valuation of acquisition and development of commercial real estate assets. The course will engage three software programs: Excel, Argus [largest Commercial Real Estate Software] and CoStar [largest commercial real estate information and analytics provider].

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA), or MS Real Estate (REAL-MS) majors only.

MSBX 5680 (3) Real Estate Technology

Course objectives are: (1) to understand economic forces that bridge technology, entrepreneurship and real estate; (2) to investigate short-, medium-, and long-run effects of technology on residential and commercial real estate; (3) to communicate this information to Leeds School of Business students; and (4) to give current students the technology skills necessary to immediately add value for their potential employers.

Requisites: Restricted to Master's students in Real Estate (REAL), Master of Business Admin (MBAD), MBA with DUAL Degree (DMA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only, or business majors with 80 completed units.

MSBX 5820 (1-3) Special Topics in Accounting

Provides a vehicle for the development and presentation of new topics with the potential of being incorporated into the standard graduate business curriculum.

Equivalent - Duplicate Degree Credit Not Granted: ACCT 5820

Repeatable: Repeatable for up to 6.00 total credit hours. Allows multiple enrollment in term.

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Professional MBA Program (PMBA) or MS Finance (FNCE-MS) majors only.

Grading Basis: Letter Grade

MSBX 6290 (3) Textual Analysis in Business

This course will discuss basic ideas around natural language processing (NLP) in research in different "dismal science" disciplines, from Economics to Psychology and Political Science, with a bent/focus on financial markets and accounting statements. The course is meant for graduate students as an introductory course on textual analysis, with an emphasis on methods and applications in Finance and Accounting. The language of choice for the course will be R. The course will be multilingual in that both the faculty and students can use other languages than R (python/perl/C).

Equivalent - Duplicate Degree Credit Not Granted: ACCT 6290

Requisites: Restricted to Master of Business Admin (MBAD), MBA with Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA) or Professional MBA Program (PMBA) majors only.

Recommended: Prerequisite MBAC 6060 (minimum grade D-).

Grading Basis: Letter Grade