

MBA ADVANCED ELECTIVES (MBAX)

Courses

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 complement 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 6155 (1.5) Entrepreneurship Through Acquisition

Explores entrepreneurship through acquisition (ETA) of a company, rather than starting one from scratch. Readings and class discussions will include how to purchase a business, finance an acquisition, and operate and grow a business. Also, sourcing and identifying acquisition opportunities, strategic, operational, legal, and financial due diligence, valuation, tax considerations, raising capital, structuring and closing transactions, post-closing integration, managing and exiting the acquisition, and prototypes for pursuing including search fund and fundless deal sponsor models.

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 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 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 6215 (3) Principles of Wealth Management

In-depth exploration of wealth management concepts, strategies and practices. Students gain understanding of how to effectively manage and grow wealth for individuals and families, considering various financial instruments, risk factors and ethical considerations. Topics include behavioral finance, portfolio creation, performance and risk measures, risk factors, the use of traditional and alternative asset classes; use of financial products and alternative investments including cash, equities, fixed income, mutual funds, ETFs, VC funds, etc. Will discuss tax planning.

Requisites: Requires prerequisite course of MBAC 6060 (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

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 (1.5) 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 (1.5) 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 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 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 MA of BusinAdmin (MBAD), MBA w/ Dual Degree (DMBA), Joint Juris Doctor/MBA (JMBA), Prof MBA (PMBA), MS Supply Chain Manag (SCMN-MS) or MS Busin Analytics (BUAN-MS) or Mktg Analytics cert (MKAG). Prereq MBAC 6090 or MSBX 5410, min grade D-.

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 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 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 adoption 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 \geq but fewer than 1% of Fortune 500 CEOs \geq 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

The course covers a broad range of real estate principles including legal concepts, regulation and land use, valuation, financing methods and sources, and investment analysis. It provides a foundation for all other real estate courses in the MBA program.

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 MBAX 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 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 6720 (3) ESG Reporting and Analysis

This course introduces students to the current state of corporate sustainability reporting through the lens of accounting and reporting concepts. The course has three basic elements. We will cover (1) data and measurement issues associated with corporate sustainability reporting, largely at the conceptual level, (2) current disclosure frameworks and the evolving regulatory landscape, and (3) other topics including ESG assurance, ESG ratings and the role of ESG information in sustainable investing.

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 MBAC 6020 Financial Accounting (MBA) or MSBC 5020 Financial Accounting (MS).

Grading Basis: Letter Grade

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 (1.5-3) 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, SCM 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 6.00 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), MS Finance (FNCE-MS), 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 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) Prof'l 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 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