BUSINESS ADMINISTRATION - MASTER OF BUSINESS ADMINISTRATION (MBA)

The breadth of training that master of business administration graduates receive prepares them to become high-level managers and lead in a challenging and evolving business environment.

The MBA program is rigorous and comprehensive, and demands student commitment. The curriculum develops a set of broad-based, integrative skills. Core courses provide a solid foundation in both business management and analytical disciplines, a foundation that fosters continued career growth. In addition to core courses stressing key functional areas of business, students can choose electives specific to a chosen area of concentration.

The case study method and student projects are used broadly throughout all courses, and common areas of study such as ethics, technology, communications and international issues are integrated throughout much of the curriculum. Students learn about management theory and its practical applications in “real-world” situations. Lectures, seminars, team teaching, team projects and guest lectures are various approaches taken by the faculty to generate new ideas and encourage student input.

Diversity

The Leeds School of Business encourages qualified individuals to apply regardless of gender, race, religion, national origin, age, physical limitation or sexual orientation.

Requirements

Full-Time MBA

During the first semester of study, to ascertain degree requirements, MBA students should meet with a member of the student services team for the MBA program.

Students entering the MBA program take a prescribed sequence of classes before beginning elective courses. A total of 55 credit hours is needed to graduate. Students entering the MBA program are expected to complete the degree in two years. Transferred coursework is not accepted into the MBA program.

MBA students may enroll in up to 6 credit hours of elective graduate coursework in CU Boulder programs other than the Leeds School of Business with explicit approval from the MBA Programs office prior to enrollment. All remaining 18 credit hours of electives must be taken within the MBA program. MBA academic internship credits will decrement the total number of non-Leeds elective credits available. Students may not take courses outside the University of Colorado Boulder and count them toward the degree. Students should contact individual departments for course listings and registration requirements for non-business courses.

All courses applied toward the 55 credit hours must be taken for a grade. Courses in which a C- or below is received are not accepted for credit toward the 55 credit hours and may have to be retaken. In this case, both grades are factored into the GPA. To withdraw from an elective course and receive a grade of W, a student must be earning a passing grade in that course. Students normally are not permitted to withdraw from courses after the sixth week of the semester. Students in the MBA program may not withdraw from specified MBAC lockstep coursework. An "I" is an incomplete grade. Use of the "I" is at the discretion of the course instructor and/or the dean. Students must ask for an incomplete grade. An "I" is given only when students, for reasons beyond their control, have been unable to complete course requirements. A substantial amount of work must have been satisfactorily completed before approval for such a grade is given.

Co-curricular activities are a critical counterpart to the classroom experience and enrich the value of the degree. Case competitions, student leadership positions, clubs, networking opportunities, guest speakers, small-group meetings with business leaders and professional mentoring all add to the immersive nature of the full-time program. Summer internship opportunities allow students to apply those core skills and develop new insights to help focus their choice of elective courses.

Full-Time Required Courses

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
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<tbody>
<tr>
<td>MBAC 6001</td>
<td>Foundations of Teamwork</td>
<td>1.5</td>
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<tr>
<td>MBAC 6002</td>
<td>Social, Moral and Economic Foundations for Business</td>
<td>1.5</td>
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<td>MBAC 6003</td>
<td>Foundations of Leadership</td>
<td>1.5</td>
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<tr>
<td>MBAC 6011</td>
<td>Managerial Economics 1</td>
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<td>MBAC 6012</td>
<td>Managerial Economics 2</td>
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<tr>
<td>MBAC 6020</td>
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<td>MBAC 6031</td>
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<td>MBAC 6081</td>
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<td>MBAC 6098</td>
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</table>

Full-Time MBA Elective Courses

Students complete a total of 24 elective credits that count toward the 55 total credits needed for graduation. Electives are typically offered only once each academic year. This list is subject to change. Offerings each year will vary depending on faculty availability.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
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<tbody>
<tr>
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<tr>
<td>MBAX 6110</td>
<td>Entrepreneurial Finance</td>
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<tr>
<td>MBAX 6130</td>
<td>Sustainable Venturing</td>
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<td>MBAX 6140</td>
<td>Social Entrepreneurship in the US and Global Economies</td>
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<tr>
<td>MBAX 6160</td>
<td>Entrepreneurship: High Growth Companies</td>
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<tr>
<td>MBAX 6170</td>
<td>New Venture Creation</td>
<td></td>
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<tr>
<td>MBAX 6180</td>
<td>New Venture Launch</td>
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<td>MBAX 6190</td>
<td>Projects in Entrepreneurial Companies</td>
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<tr>
<td>MBAX 6930</td>
<td>Commercializing Sustainable Energy Technologies</td>
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Finance

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
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<tbody>
<tr>
<td>MBAX 6110</td>
<td>Entrepreneurial Finance</td>
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</tbody>
</table>
Business Administration - Master of Business Administration (MBA)

Applied Financial Management
Investment Management and Analysis
Derivative Securities
Fixed Income Investing
Applied Derivatives
Financial Statement Analysis
Textual Analysis in Business
Sustainable Finance
Financial Strategy and Decision Modeling
Advanced Portfolio Management

Organizational Leadership and Information Analytics
Socially Responsible Enterprise
Management of Organizational Change
Negotiating and Conflict Management
Consulting Skills
Special Topics in Organizational Behavior
Executive Leadership
Inclusive Leadership
Global Perspectives Seminar
ESG Reporting & Analysis

Marketing
Customer Analytics
Marketing Strategy
Market Intelligence
Digital Marketing
New Product Development
Consumer Decision-Making: Behavioral Economics, Psychology, and Experimental Design
Practical Product Management (Product Management)
Consumer Packaged Goods Marketing Applied to the Natural & Organic Industry

Real Estate
Real Estate Principles
Real Estate Finance and Investment Analysis
Real Estate Project Competition
Real Estate Economics
Real Estate Law and Practice
Real Estate Case Studies
Sustainable Real Estate
Real Estate Investment and Risk Management
Real Estate Modeling

Systems & Operations
Advanced Data Analytics
Unstructured and Distributed Data Modeling and Analysis
Planning and Production
Transportation and Logistics
Procurement and Contracting
Optimization Modeling
Process Analytics
IT and Business Strategy
Project Management
Supply Chain Management
Supply Chain and Operations Analytics

Evening/Hybrid MBA

The curriculum of the Evening MBA program and Hybrid MBA program includes the same core of required courses as the full-time MBA program, but delivered in a format that accommodates students who are fully employed. Building on foundational courses, evening MBA and Hybrid MBA students then choose 12 total credits of electives to add greater depth and specificity of knowledge.

The Evening MBA program maintains a traditional classroom format, with classes meeting twice per week (summer terms may vary). The Hybrid MBA is a combination of enhanced virtual instruction and traditional classroom format (one Saturday/month with variation during summer terms).

The Evening MBA Program and Hybrid MBA program each begin in May, with an innovative schedule that allows students to graduate in two years (six semesters). During the second year, students complete MBAC 6052 Capstone Projects. Students in the evening and hybrid programs have access to electives in both programs, including the following options. For additional information about courses by semester, see the Plan(s) of Study tab. Elective coursework varies by term.

Evening/Hybrid MBA Required Courses

<table>
<thead>
<tr>
<th>Code</th>
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</thead>
<tbody>
<tr>
<td>MBAC 6001</td>
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Evening/Hybrid MBA Elective Courses

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<tr>
<td>MBAX 6801</td>
<td>Global Perspectives Seminar</td>
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Entrepreneurship

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<td>MBAX 6171</td>
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Finance

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</thead>
<tbody>
<tr>
<td>MBAX 6111</td>
<td>Entrepreneurial Finance</td>
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</table>
**Organizations Leadership and Information Analytics**
- MBAX 6531 Negotiating and Conflict Management
- MBAX 6561 Executive Leadership
- MSBX 5415 Advanced Data Analytics

**Marketing**
- MBAX 6301 Marketing Communications
- MBAX 6311 Marketing Strategy
- MBAX 6331 Market Intelligence
- MBAX 6361 New Product Development
- MBAX 6372 Professional Selling and Sales Management
- MBAX 6381 Consumer Decision-Making: Behavioral Economics, Psychology, and Experimental Design

**Systems and Operations**
- MBAX 6421 IT & Business Strategy
- MBAX 6441 Project Management
- MBAX 6451 International Business and Strategy

**Executive MBA**

The Executive MBA (EMBA) program is for leaders and executives with significant work experience, ideally a minimum of eight years, who are interested in further developing their leadership skills. This program provides a cohort model that allows students to cultivate a professional and personal network throughout the program. Courses deliver over two semesters each academic year (fall and spring) for a total of four semesters. Enhanced virtual instruction provides flexibility so that students can focus on work, personal lives and school. Across all semesters, students will continue to meet with teams and faculty, leveraging technology for engagement.

During the program students will attend six intensive mandatory (one-week onsite) residencies which provide time for students to collaborate with faculty and classmates regarding knowledge learned in their respective classes. The one-week residencies are scheduled each semester of the program during the months of October, January and April. The first five residencies will be in the United States and the final residency will be onsite for ten days in a location outside of the United States. The EMBA program begins in August of every year with a (three-day onsite) orientation on the Boulder campus. The exact dates can be found under the Executive MBA Course Schedule (https://www.colorado.edu/business/executive-mba-program/executive-mba-curriculum/executive-mba-course-schedule/).

The EMBA curriculum begins with a first year of rigorous business fundamentals. Leadership is spread throughout the program with themes around inclusion, executive and ethical responsibilities, and negotiation. During the second year, students will learn advanced topics in marketing, finance and strategy as well as innovative business practices and how an entrepreneurial mindset can be leveraged. Academic enrichment opportunities are offered throughout the program as well as access to personal executive coaching. The EMBA curriculum comprises 45 total credits. Please see Plans of Study for a detailed course list.

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### Plans of Study

#### Full-Time MBA

**Year One**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credit Hours</th>
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</thead>
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<tr>
<td>MBAC 6002</td>
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<td>MBAC 6081</td>
<td>Data and Decisions</td>
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<td>MBAC 6096</td>
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<td>MBAC 6012</td>
<td>Managerial Economics 2</td>
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<tr>
<td>MBAC 6050</td>
<td>Strategy</td>
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<td>MBAC 6051</td>
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<tr>
<td>MBAC 6003</td>
<td>Foundations of Leadership</td>
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</tbody>
</table>

**Credit Hours** 28

**Fall Semester**

| Electives | 6 |

**Spring Semester**

| Electives | 9 |

**Year Two**

**Fall Semester**

| Electives | 9 |

**Spring Semester**

| Electives | 9 |

**Total Credit Hours** 55

1 Students will take a total of 24 elective credits over the course of their degree program. Students gain access to elective credits beginning in the spring semester of their first year, and complete their elective credit balance across fall and spring semesters in year two.

#### Evening MBA/Hybrid MBA

**Year One**

**Summer Review**

<table>
<thead>
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<th>Course Code</th>
<th>Course Name</th>
<th>Credit Hours</th>
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<tbody>
<tr>
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<tr>
<td>MBAC 6002</td>
<td>Social, Moral and Economic Foundations for Business</td>
<td>1.5</td>
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<tr>
<td>MBAC 6031</td>
<td>Quantitative Methods 1</td>
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</tr>
<tr>
<td>MBAC 6032</td>
<td>Quantitative Methods 2</td>
<td>1.5</td>
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</table>

**Credit Hours** 6

**Fall Semester**

<table>
<thead>
<tr>
<th>Course Code</th>
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<th>Credit Hours</th>
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</thead>
<tbody>
<tr>
<td>MBAC 6010</td>
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<tr>
<td>MBAC 6020</td>
<td>Financial Accounting</td>
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</tbody>
</table>

**Credit Hours** 6
Spring Semester
MBAC 6060 Corporate Finance 3
MBAC 6051 Operations Management 3
Capstone launch meeting (late April)

Credit Hours 6

Year Two
Summer Review
MBAC 6003 Foundations of Leadership 1.5
MBAC 6090 Marketing Management 3
MBAC 6050 Strategy 3
MBAC 6096 Managerial Communications 1.5

Credit Hours 9

Fall Semester
Electives 2 6

Credit Hours 6

Spring Semester
MBAC 6052 Capstone Projects 3
Electives 2 6

Credit Hours 9

Total Credit Hours 42

2 Students complete a total of 12 elective credits during year two (fall and spring).

Executive MBA

Year One
Fall Semester
Term A
MBAE 6081 Data and Uncertainty 1.5
MBAE 6560 Executive Leadership 1.5
MBAE 6050 Executive Level Strategy 3
MBAE 6010 The Economics of Pricing, Price Forecasting, and the Macroeconomy 1.5

Term B
MBAE 6091 Strategic Marketing I 1.5
MBAE 6021 Financial Accounting I 1.5

Credit Hours 10.5

Spring Semester
Term A
MBAE 6565 Inclusive Leadership 1.5
MBAE 6092 Strategic Marketing II 1.5
MBAE 6022 Financial Accounting II 1.5

Term B
MBAE 6581 Aligning People with Business Strategy I 1.5
MBAE 6065 Business Finance 3
MBAE 6470 Creating Value Through Innovation 3

Credit Hours 12

Year Two
Fall Semester
Term A
MBAE 6100 Entrepreneurship 3
MBAE 6051 Operations Management 3

Credit Hours 6

Spring Semester
Term B
MBAE 6582 Aligning People with Business Strategy II 1.5
MBAE 6001 Ethics I 1.5
MBAE 6211 Applied Financial Management I 1.5

Credit Hours 10.5

Dual Degree Programs

Juris Doctor/MBA
The purpose of this dual degree program is to allow students admitted to both the School of Law and the Leeds School of Business to obtain the juris doctor (JD) and the master of business administration (MBA) degrees in four (or fewer) years of full-time study. The program is designed to train students for careers in which business administration and law overlap.

Admission
To be eligible for the JD/MBA dual degree program of the School of Law and the Leeds School of Business, a student must apply separately to and be admitted by each of the two schools under their respective admission procedures and standards.

Students may elect the dual degree program at the time of initial application to both schools, or they may apply for the dual degree program during their first year of study in the degree program of either school.

Course of Study
A student enrolled in the JD/MBA program may commence studies under the program in either the School of Law or the Leeds School of Business. Dual degree students are strongly encouraged to begin their course of study at the School of Law. However, a student must take the first year of the JD curriculum as a unit exclusively in the School of Law. Likewise, a student must take the first year of the MBA curriculum as a unit exclusively in the Leeds School of Business. Students can then take additional courses necessary to meet the requirements of the degree programs of the two schools.

No student in the dual degree program shall be allowed to take fewer than 9 credit hours or more than 16 credit hours during any term (excluding summer terms) without receiving the consent of the program advisor in each school in which courses are being taken.

Credit for Law Courses in the JD/MBA Program
The Leeds School of Business grants credit toward the MBA degree for up to 12 credit hours of acceptable performance in law courses taken by a JD/MBA student at the School of Law. Core courses required in the law school program cannot be counted toward the 12 credit hours. A student
must earn at least a 77 grade in a law school course to be accepted for Leeds School of Business credit. For credit to be granted, the law school courses must be approved before enrollment by an MBA advisor. Only courses taken after admission into the MBA program are credited toward the degree.

Grading in the Dual Degree Program
Leeds School of Business credit for courses completed in the School of Law as part of the joint degree program is recorded on a pass/fail basis and is not included in the required MBA 3.00 cumulative average.

MBA/MD
The Leeds School of Business and the University of Colorado School of Medicine offer students the ability to earn both an MBA and a Doctor of Medicine (MD) degree.

With the MD/MBA dual degree, students acquire expertise in business essentials like leadership, finance, accounting, marketing, strategy, innovation and social responsibility. As collaborative leaders, these medical professionals with business fundamentals are positively impacting patient care and healthcare delivery by leveraging their knowledge in powerful new ways. As the medical field rapidly changes and evolves—with new technologies, shifting professional roles, a dynamic public policy landscape, and new healthcare delivery models—physicians need leadership skills now more than ever to tackle complex issues and ensure high standards of care.

Admission
To ensure student success—both academically and professionally—admission to the program is competitive. Each application undergoes a holistic review, including an evaluation of academic strengths and a high-level assessment of compatibility with the Leeds MBA program. SOM students must apply to become a dual degree student one year prior to beginning the MBA curriculum. All dual degree students must fulfill all requirements for each program, as well as all applicable dual degree requirements.

Course of Study
The 5-year dual degree from CU Leeds School of Business and CU School of Medicine requires 31 credits of MBA core coursework. Dual degree students begin with the MD program. Students must complete two academic years of the MD program prior to starting the MBA experience. MBA requirements will be satisfied with successful completion of core curriculum (summer/fall/spring).

MBA/MFA
The Leeds School of Business, in conjunction with the Department of Art and Art History, offers students the ability to earn an MBA and an MA in fine arts through a three-year dual degree program. Students in the MBA/MA dual degree program pursue careers in digital marketing, web design, e-commerce, gallery/museum administration and private art consulting.

Admission
Applicants must apply to both programs and must meet the application requirements for each program separately. Students may apply simultaneously to both programs or may apply to the second program after starting the first master's program, provided they do so during the first year of study.

Course of Study
Students in the MBA/MA in fine arts spend the first year of their dual degree program exclusively in either the business school or the fine arts program. In the second year, courses are taken exclusively in the other department. The third year offers students the opportunity to take both MBA and fine arts elective courses.

Credit for Fine Arts Courses in the MBA/MA Fine Arts Program
Dual degree students in studio arts are required to complete 43 credit hours of MBA coursework and 45 credit hours of fine arts coursework. Dual degree students in art history are required to complete 43 credit hours of MBA coursework and 30 credit hours of fine arts coursework.

MBA/MA in Anthropology
The MBA/MA in anthropology dual degree program enables students to earn an MBA and an MA in anthropology simultaneously over three or four years depending on the student’s subdiscipline in anthropology. Students in this MBA/MA program pursue careers in managing the business aspects of archaeological projects, working in the growing field of corporate cultural anthropology and ethnography or museum management.

Admission
Applicants must apply to both programs and must meet the application requirements for each program separately. Students may apply simultaneously to both programs or may apply to the second program after starting the first master’s program, provided they do so during the first year of study.

Course of Study
Students in the MBA/MA in anthropology spend the first year of their dual degree program exclusively in either the business school or the Department of Anthropology. In the second year, courses are taken exclusively in the other department. The remaining year(s) offers students the opportunity to take both MBA and anthropology elective courses.

MBA/MA in German Studies
The MBA/MA in German studies dual degree program enables students to earn an MBA and an MA in German studies simultaneously over three or four years. Students in this MBA/MA program pursue careers in international business.

Admission
Applicants must apply to both programs and must meet the application requirements for each program separately. Students may apply simultaneously to both programs or may apply to the second program after starting the first master’s program, provided they do so during the first year of study.

Course of Study
Students in the MBA/MA in German studies spend the first year of their dual degree program exclusively in either the Leeds School of Business or the Department of Germanic and Slavic Languages and Literatures. In the second year, courses are taken exclusively in the other department. The remaining year(s) offers students the opportunity to take both MBA and German studies elective courses.

MBA/MA in Theater and Dance
The Leeds School of Business, in conjunction with the Department of Theatre and Dance, offers students the ability to earn an MBA and an MA in theatre or dance through a three-year dual degree program. Students in the MBA/MA dual degree program pursue careers in a wide variety of fields and jobs in the world of the performing arts. Types of organizations include theatre companies, dance companies, opera
companies, symphonies, arts councils, performing arts complexes, civic auditoriums and arts presenters.

**Admission**
Applicants must apply to both programs and must meet the application requirements for each program separately. Students may apply simultaneously to both programs or may apply to the second program after starting the first master’s program, provided they do so during the first year of study.

**Course of Study**
Students in the MBA/MA in theatre and dance spend the first year of their dual degree program exclusively in either the business school or the theatre/dance program. In the second year, courses are taken exclusively in the other department. The third year offers students the opportunity to take both MBA and theatre/dance elective courses.

**Credit for Courses**
Dual degree students are required to complete 43 credit hours of MBA coursework and 24 credit hours of theatre/dance coursework. A minimum of 67 approved credit hours must be completed to earn both degrees.

**MBA/MENV**
An MBA degree in combination with the Masters of the Environment (MENV) degree will provide a student with a powerful set of tools and knowledge to expand career options. The MBA offers a valuable business toolkit—including leadership, critical thinking and communication skills. This option allows a student to complete two specialized master's degrees in less time than it would take to earn both separately.

**Admission**
Students must apply to each program separately and meet the respective application requirements and admissions standards for each program. Students admitted simultaneously to both programs are advised to begin the MBA program first. A person may elect the dual degree program at the time of initial application to both schools; or a student enrolled in the applicable degree program of either school may apply for admission to the other school and elect to be enrolled under the dual degree program.

**Course of Study**
Dual degree students in their second year will exclusively enroll in the Masters of the Environmental Program. Students will choose a specialization and enroll in all core and required MENV courses. MENV specializations include: Environmental Policy; Public Lands and Natural Resources; Renewable and Sustainable Energy; Sustainable Food Systems; and Urban and Regional Sustainability. Both degrees must be awarded simultaneously. Dual degree students must maintain the academic and ethical standards required of both programs. Students in good standing in one school, but not the other, may be allowed to continue in the school in which they are in good standing. Students who do not complete the dual degree program requirements (i.e., who withdraw for any reason from one of the two programs) will be required to meet the full requirements of the remaining program in which they are enrolled. Dual degree students must complete a Dual Degree Curricular Program (DDCP) form for their program and present to both advisors prior to beginning the degree. This is the initial map of the course sequence to meet the dual requirements and can change over time.

**Credit for Courses**
The MBA/MENV dual degree program allows for 9 MBA credits to be used for MENV degree requirements, and 12 MENV credits to be used for MBA degree requirements. Dual degree students will be required to complete 43 hours of MBA coursework and 39 hours of MENV coursework, for a total of 82 hours of combined coursework.

**MBA/MS in Business Analytics or Supply Chain Management**
The purpose of this dual degree program is to allow students admitted to the Leeds School of Business as a dual degree student to obtain the master of business administration (MBA) and master of science in business analytics or supply chain management degrees in two years of full-time study. An MBA degree in combination with the MS degree will provide students with a set of business tools to develop leadership, critical thinking and communications skills as well as a specialization in one of the STEM designated areas of either Business Analytics or Supply Chain Management. The MBA/MS offers students the opportunity to earn both degrees together in less time than if the degrees were earned separately.

**Admission**
To be eligible for the MBA/STEM dual degree program, a student must apply directly to the Leeds School of Business choosing dual degree status. Applicants must select the MBA/MS-SCMN or the MBA/MS-BUAN dual degree option at the time of application to be evaluated for admission to both programs, simultaneously. Students may not apply to the MBA program, and subsequent to the start of classes, add the dual degree designation. Students must meet the admissions standards for each program separately. The Graduate Management Admissions Test (GMAT) or Graduate Record Examinations (GRE) will be used as the standardized examination for admissions to both the Leeds School of Business MBA and MS Supply Chain Management or Business Analytics programs.

**Course of Study**
Dual degree students must begin with the MBA program, and will take courses exclusively in the MBA program during the first year. The second year of the dual degree program will consist of the existing MS Supply Chain Management or MS Business Analytics curriculum, in full: 33 credits over three semesters.

**Credit for Courses**
Students are required to complete 37 credit hours of MBA coursework and 33 credit hours of MS coursework. Certain MBA elective courses are part of the STEM curriculum and must be taken in the second year as an MS student.

**MBA/MS in Environmental Studies**
The MBA/MS in environmental studies enables students to earn an MBA and an MS in environmental studies over three or four years. Students in the MBA/MA program have career interests that combine corporate business and environmental protection, the management of renewal energy, water conservation or environmental programs.

**Admission**
Applicants must apply to both programs and must meet the application requirements for each program separately. Students may apply simultaneously to both programs or may apply to the second program after starting the first master’s program, provided they do so during the first year of study.

**Course of Study**
Students in the MBA/MS in environmental studies spend the first year of the dual degree program exclusively in either the business school or the environmental studies department. In the second year, courses are taken...
exclusively in the other department. The remaining year(s) students may take both MBA and environmental studies electives.