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 check in 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 minimum 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 12 credit hours of elective coursework outside the Leeds School of Business with approval from the MBA Programs office, provided the remaining 18 credit hours of electives are taken within the MBA program. Coursework taken outside the Leeds School of Business must be at the graduate program level. 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 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.

Elective Courses

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>
<td>MBAX 6100</td>
<td>Entrepreneurship</td>
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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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<tr>
<td>MBAX 6140</td>
<td>Social Entrepreneurship in Emerging Markets (Sustainable Venturing)</td>
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<tr>
<td>MBAX 6170</td>
<td>New Venture Creation</td>
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<tr>
<td>MBAX 6180</td>
<td>New Venture Launch</td>
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<tr>
<td>MBAX 6190</td>
<td>Projects in Entrepreneurial Companies</td>
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<tr>
<td>MBAX 6110</td>
<td>Entrepreneurial Finance</td>
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<tr>
<td>MBAX 6210</td>
<td>Applied Financial Management</td>
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<tr>
<td>MBAX 6220</td>
<td>Investment Management and Analysis</td>
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<tr>
<td>MBAX 6230</td>
<td>International Financial Management</td>
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<tr>
<td>MBAX 6240</td>
<td>Financial Markets, Institutions and Regulations</td>
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<tr>
<td>MBAX 6250</td>
<td>Derivative Securities</td>
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<tr>
<td>MBAX 6270</td>
<td>Applied Derivatives</td>
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<tr>
<td>MBAX 6260</td>
<td>Fixed Income Investing</td>
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<tr>
<td>MBAX 6710</td>
<td>Financial Statement Analysis</td>
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<tr>
<td>MSBX 5205</td>
<td>Financial Strategy and Decision Modeling</td>
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<tr>
<td>MSBX 5225</td>
<td>Advanced Portfolio Management</td>
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<tr>
<td>MBAC 6000</td>
<td>Socially Responsible Enterprise</td>
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<tr>
<td>MBAX 6500</td>
<td>Management of Organizational Change</td>
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<tr>
<td>MBAX 6530</td>
<td>Negotiating and Conflict Management</td>
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<tr>
<td>MBAX 6540</td>
<td>Consulting Skills</td>
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<tr>
<td>MBAX 6560</td>
<td>Executive Leadership</td>
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<tr>
<td>MBAX 6570</td>
<td>Topics in Sustainable Business</td>
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<tr>
<td>MBAX 6801</td>
<td>Global Perspectives Seminar</td>
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<tr>
<td>MSBX 5310</td>
<td>Customer Analytics</td>
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<tr>
<td>MBAX 6300</td>
<td>Marketing Communication</td>
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<tr>
<td>MBAX 6310</td>
<td>Marketing Strategy</td>
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Business Administration - Master of Business Administration (MBA)

MBAX 6330  Market Intelligence
MBAX 6350  Digital Marketing
MBAX 6360  New Product Development
MBAX 6802  Pricing Strategy and Tactics

Real Estate
MBAX 6600  Real Estate Principles
MBAX 6610  Real Estate Finance and Investment Analysis
MBAX 6620  Real Estate Project Competition
MBAX 6630  Real Estate Economics
MBAX 6640  Real Estate Law and Practice
MBAX 6815  Sustainable Real Estate
MSBX 5605  Real Estate Investment and Risk Management

Systems & Operations
MSBX 5415  Advanced Data Analytics
MSBX 5420  Unstructured and Distributed Data Modeling and Analysis
MSBX 5450  Transportation and Logistics
MSBX 5470  Procurement and Contracting
MBAC 6080  Decision Modeling and Applications
MBAX 6410  Process Analytics
MBAX 6420  IT and Business Strategy
MBAX 6440  Project Management
MBAX 6460  Supply Chain Management
MBAX 6843  Supply Chain and Operations Analytics
MSBX 5435  Planning and Production

Evening MBA
The curriculum of the evening 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 students then choose electives to add greater depth and specificity of knowledge.

The Evening MBA Program begins in May each year, with an innovative schedule that allows students to graduate in two years. During the second year, students complete MBAC 6052 Capstone Projects. For additional information about courses by semester, see the Plan(s) of Study tab.

Plans of Study

Full-Time MBA

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<th>Course</th>
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Year One

August Intensive
MBAC 6098  Professional Development I  1
MBAC 6031  Quantitative Methods  1.5
MBAC 6001  Foundations of Teamwork  1.5

Fall Semester
Full Term:
MBAC 6081  Data and Decisions  3

MBAC 6002  Social, Moral and Economic Foundations for Business  3

Term A:
MBAC 6098  Professional Development I (cont.)  1
MBAC 6020  Financial Accounting  3
MBAC 6011  Managerial Economics 1  1.5

Term B:
MBAC 6060  Corporate Finance  3
MBAC 6090  Marketing Management  3

Credit Hours  17.5

Spring Semester

Full Term:
Electives  6

Term A:
MBAC 6096  Managerial Communications  1.5
MBAC 6012  Managerial Economics 2  1.5
MBAC 6050  Strategy  3

Term B:
MBAC 6051  Operations Management  3
MBAC 6003  Foundations of Leadership  1.5

Credit Hours  16.5

Year Two

Fall Semester
Electives  9

Credit Hours  9

Spring Semester

Electives  9

Credit Hours  9

Total Credit Hours  56

Evening MBA

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Year One

Summer Review
Term A (May-June):
MBAC 6000  Socially Responsible Enterprise  3

Term B (July-Aug.):
MBAC 6030  Quantitative Methods  3

Credit Hours  6

Fall Semester

MBAC 6012  Managerial Economics 2  1.5
MBAC 6020  Financial Accounting  3

Credit Hours  4.5

Spring Semester

MBAC 6060  Corporate Finance  3
MBAC 6090  Marketing Management  3

Capstone launch meeting (late April)

Credit Hours  6

Year Two

MBAC 6052  Capstone Projects  3

Credit Hours  3
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/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 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

### 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.
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/MS in Computer Science**
The MBA/MS in computer science enables students to earn an MBA and an MS in computer science over three or four years. Students in this MBA/MS program have career interests that combine corporate business and technology.

**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 computer science spend the first year of the dual-degree program exclusively in either the business school or the computer science department. In the second year, courses are taken exclusively in the other department. The remaining year(s) students may take both MBA and computer science electives.

**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/MS 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.

**MBA/MS in Technology, Cybersecurity and Policy**
The Leeds School of Business, in conjunction with the College of Engineering and Applied Science, offers a dual-degree program resulting in a master of business administration (MBA) and master of science in technology, cybersecurity and policy (MS/TCP). The dual-degree program combines broad-based business management study with an in-depth understanding of telecommunications technology. This program prepares students to be competent, effective managers in the telecommunications industry.

**Admission**
An individual must apply separately and be admitted to both programs under each school's or college's admission procedures and standards. Applicants are encouraged to apply to the programs concurrently.

**Course of Study**
Students in the MBA/MS in technology, cybersecurity and policy spend the first year of the dual-degree program exclusively in either the business school or the TCP program. In the second year, courses are taken exclusively in the other department. In the third year students will take both MBA and TCP elective courses to complete both master's degrees.

**Credit for Courses**
Dual degree students are required to complete 43 credit hours of MBA coursework and 36 credit hours of TCP coursework. A minimum of 79 approved credit hours must be completed to earn both degrees.