BUSINESS ADMINISTRATION - BACHELOR OF SCIENCE (BS)

All business students pursuing a bachelor's degree in business administration must complete the prescribed courses in at least one area of emphasis. The school offers programs in five areas of emphasis: accounting, finance, management, marketing and real estate. An area of emphasis consists of a minimum of 18 credit hours taken at CU Boulder.

Areas of Emphasis

Accounting Emphasis

The accounting area of emphasis prepares students for careers in which they will develop, analyze and interpret complex financial data. Accounting majors become experts in "the language of business." This expertise prepares them for careers in CPA firms, business consulting, industry (from Fortune 500 companies to small entrepreneurial enterprises), not-for-profit enterprises or government. Accountants who pursue careers in public accounting might become partners in public accounting and consulting firms. Those who begin their careers in industry might have positions as a chief executive officer (CEO), chief financial officer (CFO), chief accounting officer (CAO) or controller, tax specialist, internal auditor, accounting systems analyst, financial analyst or managerial accountant. Many students begin their careers in public accounting firms and move to industry or government after several years of experience. Employers seek students with skills in communication, interpersonal interactions, analytical thinking, problem solving and integrity.

The major branches of study in the accounting area of emphasis are:

- Financial accounting / analysis and audit
- Tax planning and compliance

Basic coursework in accounting focuses on developing a comprehensive understanding of the theory and concepts underlying the presentation of financial and operating information about an enterprise to external users. Additional coursework exposes the student to income taxation of business enterprises and individuals, the practice and principles of auditing and assurance services and cost management. Specialization is available through graduate work.

Professional Certification as a CPA or CMA

Most accounting students from the University of Colorado earn professional credentials within a year or two of receiving their degrees. The two most widely-recognized professional certifications are the certified public accountant (CPA) and certified management accountant (CMA).

The CPA is a state-granted license, for which each state sets its own requirements. All states require 150 total credit hours of study to be licensed as a CPA, thus earning a degree with only 120 credit hours will not meet licensure requirements. Although the CPA requirements of most states have similar components, the specifics of those requirements differ greatly. Most states set requirements for the following before a CPA license will be granted:

- Background checks
- Education

Not only do state requirements differ greatly from one state to another, those requirements frequently change. It is very important that the accounting student obtain the guidelines for the relevant state to ensure proper development of his or her degree plan (see NASBA.org (http://NASBA.org) or the website of the particular state's board of accountancy).

The CPA license is a legal requirement for someone to perform financial statement audits, but is not legally required to perform other kinds of accounting work. It is important to note, however, that many professional accounting positions set CPA licensure as a job requirement even where it is not legally required, thus a CPA license is a valuable credential for any accounting professional. As a result, most students completing an accounting emphasis at Leeds continue into the concurrent bachelor's and master's degree program (see Concurrent Degree Programs below) to seek their CPA license.

The CPA's expertise typically focuses on presentation and analysis of financial information for an external user. The CMA's primary focus is improving information for the internal user. Professional accountants' expertise in financial matters and their understanding of company operations through financial information prepare them to become key players and critical decision makers for all aspects of business creation, operation and transformation.

As is the case at most colleges and universities, simply meeting the requirements to receive a degree with an undergraduate emphasis in accounting at Leeds will not necessarily meet all of the specific requirements for CPA licensure of any particular state including Colorado. Prior to being licensed, a candidate must be granted permission by a state's board of accountancy to take the CPA Examination. As with the overall requirements for licensure, the specific requirements and timing when students can take the exam differ greatly for different states, all of which makes it crucial for the student to develop the degree plan in conjunction with applicable state requirements.

The CMA is a different type of certification because it is not granted by a state, but rather by the Institute of Management Accountants, which is a professional organization. The requirements are the same regardless of where an applicant lives. The website for the Institute of Management Accountants provides information about becoming a certified management accountant (CMA). Though not legally required for any kinds of positions in any state, the CMA is also a valuable professional credential.

Finance Emphasis

Finance is essential to business. Finance faculty boast expertise in foundational concepts like corporate finance and macroeconomics, as well as specialized areas like mergers and acquisitions, derivatives and foreign exchange markets. Students within the program benefit from access to the Burridge Center for Securities Analysis and Valuation and the CU Real Estate Center. Our curriculum prepares students to succeed in areas such as financial management, business economics and real estate. The finance program addresses issues in the financial services and securities area, including topics related to high technology firms, large corporations, and entrepreneurial companies. The finance program is designed to provide students with in-depth exposure to the background necessary for entry-level positions in various areas of financial management. Students study financial management, money and capital markets, investments and derivative securities, and
financial institutions. This program enables students to develop the ability to evaluate financial problems and formulate sound financial decisions and policies. Although emphasis is on financial management of profit-oriented organizations, the principles and concepts covered are applicable to nonprofit and governmental organizations.

Management & Entrepreneurship Emphasis
Advances in business knowledge and technology have radically changed business systems, organization structures, and processes. As a result, critical to today’s businesses is the ability to get the right information to the right people at the right time, so that both strategic and operational decisions are made properly and quickly. Students majoring in management & entrepreneurship will learn to recognize the pivotal role that information plays in the business world and to use their knowledge to increase business competitiveness. Students completing the management & entrepreneurship area of emphasis are viewed by potential employers as having the education required to successfully compete in the team-oriented, horizontally organized and globally competitive environments of the 21st century. The management & entrepreneurship area of emphasis prepares students for careers managing people, operations, and information. Management & entrepreneurship students must choose one of six tracks: strategy & entrepreneurship, talent management, leadership, information management, operations management, or business analytics.

Marketing Emphasis
The Marketing Division at the Leeds School of Business is distinguished by its scholarly impact on academic marketing thought and by exceptional teaching. Research by our faculty is our strength. Research is published in prestigious publications such as the Journal of Consumer Research. Our faculty bring marketing theory and practical solutions to students and prepare them for careers in business and in academics. The increasingly global marketplace, coupled with new communication vehicles such as the Internet, have changed the traditional tactics used in marketing. Today’s marketing practitioners must understand the unique challenges of serving foreign markets and how to effectively convey their messages to consumers throughout the world. The marketing program develops students’ analytic and decision-making skills in such areas as advertising, market research, brand/product management, selling and sales management, distribution, relationship marketing, international marketing, marketing consumer products and services, and marketing nonprofit organizations. Key concepts focus on identifying customer needs and wants, developing products and services to meet those demands, establishing communications to promote products and services, and monitoring transactions and customer responses to guide future activities. Marketing concepts apply to tangible products, services and ideas, consumer and business markets, and domestic and global markets.

Real Estate Emphasis
Real estate is an essential part of all our lives—it is where we live, work and play. The real estate area of emphasis educates students about the three fundamental building blocks of real estate: real estate property markets; real estate capital markets; and the legal environment where real estate is built, bought, sold, valued, used as security for mortgages, taxed, owned and rented. The real estate curriculum for the area of emphasis consists of required courses in principles of real estate, real estate finance and investments, real estate economics and a senior seminar in real estate. Elective courses to complete the 18-hour requirement allow students to take coursework in real estate law, real estate development, real estate technology or an academic internship. In addition to the real estate curriculum, the 300+ member University of Colorado Real Estate Center (CUREC) helps students network with industry professionals, obtain internships, part-time and full-time jobs. CUREC also sponsors various treks to visit real estate firms in major markets, both domestic and international, to enhance students’ education. Finally, CUREC sponsors additional skills development with extracurricular courses in advanced Excel for real estate applications, ARGUS Enterprise software, LEEDS Green Building certification, and real estate case analysis and presentation (which is preparation for various real estate case competitions). The program graduates real estate professionals prepared to add value for their employer on the first day of their job.

Requirements

Total Credit Hours
Students must complete a minimum of 120 acceptable credit hours from the following categories:

- **Business core** (30 credit hours): Consists of integrated coursework through which students develop key skills such as communication, teamwork and leadership while learning fundamentals of business and working on live cases.
- **Business area of emphasis** (18 credit hours): Emphases are available in accounting, finance, management, marketing, or real estate and require a minimum of three semesters to complete.
- **Business electives** (16 credit hours).
- **Non-business requirements** (33 credit hours): Consists of coursework from the Business General Education requirements.
- **Non-business electives** (23 credit hours).

The school reserves the right to disallow any credit that it determines is not appropriate academic credit.

Minimum Grade Point Average
- A cumulative GPA of 2.00 in the area of emphasis and all grades in the 18 credit hours must have a grade of C- or higher (no pass/fail credit hours can be applied to the area).
- A cumulative GPA of 2.00 is required for all courses attempted at the university.
- A cumulative 2.00 is required for all business coursework attempted at the university.

Required Courses and Credits

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BCOR 1015</td>
<td>The World of Business</td>
<td>3</td>
</tr>
<tr>
<td>BCOR 1025</td>
<td>Statistical Analysis in Business</td>
<td>3</td>
</tr>
<tr>
<td>BCOR 1030</td>
<td>Communication Strategy</td>
<td>3</td>
</tr>
<tr>
<td>BCOR 2201</td>
<td>Principles of Marketing</td>
<td>1.5</td>
</tr>
<tr>
<td>BCOR 2202</td>
<td>Principles of Organizational Behavior</td>
<td>1.5</td>
</tr>
<tr>
<td>BCOR 2203</td>
<td>Principles of Accounting I</td>
<td>1.5</td>
</tr>
<tr>
<td>BCOR 2204</td>
<td>Principles of Financial Management</td>
<td>1.5</td>
</tr>
<tr>
<td>BCOR 2205</td>
<td>Introduction to Information Management and Analytics</td>
<td>1.5</td>
</tr>
<tr>
<td>BCOR 2206</td>
<td>Principles of Operations Management</td>
<td>1.5</td>
</tr>
<tr>
<td>BCOR 2301</td>
<td>Business Law</td>
<td>1.5</td>
</tr>
<tr>
<td>BCOR 2302</td>
<td>Business Ethics and Social Responsibility</td>
<td>1.5</td>
</tr>
</tbody>
</table>
Areas of Emphasis

Accounting Emphasis

This emphasis may be earned by a student who takes 18 credit hours of accounting beyond the core. The 18-credit-hour requirement for the emphasis does not meet the educational requirements to be licensed as a CPA in any state. This option might be chosen by a student who does not want to become professionally certified, but who seeks a career involving accounting and financial analysis in industry, government or nonprofit enterprises. This also might be chosen by a student choosing a dual emphasis, such as accounting and finance or accounting and information management.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 3220</td>
<td>Corporate Financial Reporting 1</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 3230</td>
<td>Corporate Financial Reporting 2</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 3320</td>
<td>Cost Management</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 3440</td>
<td>Income Taxation of Individuals</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 4850</td>
<td>Senior Seminar - Accounting Ethics</td>
<td>3</td>
</tr>
</tbody>
</table>

Electives

Select one of the following: 3

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 4240</td>
<td>Advanced Financial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 4250</td>
<td>Financial Statement Analysis</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 4540</td>
<td>Accounting Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 4620</td>
<td>Auditing and Assurance Services</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Credit Hours 18

CPA Licensure Requirements

All states require 150 total credit hours for licensure as a CPA and most require additional accounting and other business courses. Most states do not require a master’s degree. Thus, one route to licensure is obtain a BS with an accounting emphasis, but take additional coursework to meet the specific requirements of the state(s) where the student expects to practice. Students can generally find the current requirements for a particular state at the website for that state’s board of accountancy, or at NASBA.org (http://nasba.org/). It is possible that one or more courses that a state requires for CPA certification is not available to undergraduates at CU Boulder; in such a case the student could take those courses either in person or online at a different institution.

Finance Emphasis

Students with a finance emphasis must take 18 credit hours of finance courses beyond the BCOR sequence. Students interested in a finance area of emphasis should plan to take FNCE 2010 during their sophomore year.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>FNCE 2010</td>
<td>Fundamentals of Financial Analysis</td>
<td>3</td>
</tr>
<tr>
<td>FNCE 3010</td>
<td>Corporate Finance</td>
<td>3</td>
</tr>
<tr>
<td>FNCE 3030</td>
<td>Investment and Portfolio Management</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 3220</td>
<td>Corporate Financial Reporting 1</td>
<td>3</td>
</tr>
<tr>
<td>FNCE 4040</td>
<td>Derivative Securities</td>
<td>3</td>
</tr>
<tr>
<td>FNCE 4850</td>
<td>Business Senior Seminar in Finance</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Credit Hours 18

Residency Requirement

Students must complete 30 credit hours of business courses in residence on the Boulder campus after admission to the college, including the 18 credit hours in the area of emphasis. Students must be in residence at CU Boulder and must be registered as business degree students during the term of graduation.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BCOR 2303</td>
<td>Principles of Accounting II</td>
<td>1.5</td>
</tr>
<tr>
<td>BCOR 2304</td>
<td>Strategic and Entrepreneurial Thinking</td>
<td>1.5</td>
</tr>
<tr>
<td>BASE 2104</td>
<td>BCOR Applied Semester Experience</td>
<td>6</td>
</tr>
</tbody>
</table>

Area of Emphasis

Students must choose an area of emphasis in accounting, finance, management, marketing or real estate.

Business Electives

Business courses required by specific areas in excess of the 18 credit hours listed under areas of emphasis may count as business electives.

Nonbusiness Electives

Students are required to complete 23 credit hours of non-business electives. 3

Nonbusiness Requirements

Students in the Leeds School of Business are required to complete coursework from the Business General Education requirements, including classes from the following categories: 1

- Mathematical Skills 2
- Social Sciences 2
- Written communication 2
- Arts & Humanities
- Diversity - U.S. Perspective
- Diversity - Global Perspective
- Natural sciences

Total Credit Hours 120

1 A list of courses that fulfill specific requirements for each area is available on the College of Arts and Sciences’ General Education Requirements webpage. https://www.colorado.edu/artsandsciences/undergraduate/degree-requirements/general-education-requirements.

2 Leeds students are required to take microeconomics and macroeconomics, specific math and writing courses to fulfill these categories. Contact undergraduate student services for more information, or visit leeds.colorado.edu (https://leeds.colorado.edu).

3 Not all classes are accepted as elective credit hours. Generally, to be acceptable, electives must have a form of assessment such as a term paper and/or examinations and must be regular classroom-type courses. Course coverage must be college level, must not be repetitious of other work applied toward the degree, must be academic as opposed to vocational or technical and must be part of the regular university offerings. Contact Undergraduate Student Services or visit the school’s Degree Requirements (http://www.colorado.edu/business/academic-programs/undergraduate-programs/undergraduate-degree/degree-requirements/) webpage for more information about the number of business elective credit hours required.
## Personal Financial Planning Track (PFP)

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>FNCE 2010</td>
<td>Fundamentals of Financial Analysis</td>
<td>3</td>
</tr>
<tr>
<td>FNCE 3820</td>
<td>Principles of Personal Financial Planning and Insurance</td>
<td>3</td>
</tr>
<tr>
<td>FNCE 3010</td>
<td>Corporate Finance</td>
<td>3</td>
</tr>
<tr>
<td>FNCE 3030</td>
<td>Investment and Portfolio Management</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 3220</td>
<td>Corporate Financial Reporting 1</td>
<td>3</td>
</tr>
<tr>
<td>FNCE 3040</td>
<td>Retirement Planning</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 3440</td>
<td>Income Taxation of Individuals</td>
<td>3</td>
</tr>
<tr>
<td>FNCE 3060</td>
<td>Estate Planning</td>
<td>3</td>
</tr>
<tr>
<td>FNCE 4840</td>
<td>Personal Financial Plan Development Capstone</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Credit Hours 27

The required courses represent a minimum requirement for competence in financial analysis and decision-making. Combinations of the upper division elective finance courses allow students to structure their learning in preparation for specific career paths. Completion of the optional elective focus does not appear on a transcript.

### Optional Elective Focus: Investment Banking

In addition to the required courses, students interested in a career in investment banking should consider taking the following courses as business electives:

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>FNCE 4830</td>
<td>Seminar in Investment Banking</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 3230</td>
<td>Corporate Financial Reporting 2</td>
<td>3</td>
</tr>
<tr>
<td>FNCE 4050</td>
<td>Capital Investment Analysis</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Credit Hours 9

### Optional Elective Focus: Investment Management

In addition to the required courses, students interested in a career in investment management should consider taking the following courses:

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>FNCE 4050</td>
<td>Capital Investment Analysis</td>
<td>3</td>
</tr>
<tr>
<td>FNCE 4831</td>
<td>Seminar in Investment Management</td>
<td>3</td>
</tr>
<tr>
<td>FNCE 4835</td>
<td>Fixed Income Securities</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Credit Hours 9

### Optional Elective Focus: Commercial Banking

In addition to the required courses, students interested in a career in commercial banking should consider taking the following courses:

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>FNCE 4000</td>
<td>Financial Institutions Management</td>
<td>3</td>
</tr>
<tr>
<td>FNCE 4070</td>
<td>Financial Markets and Institutions</td>
<td>3</td>
</tr>
<tr>
<td>FNCE 4835</td>
<td>Fixed Income Securities</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Credit Hours 9

### Optional Elective Focus: Corporate Finance/Consulting

In addition to the required courses, students interested in a career in corporate finance should consider taking the following courses:

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESBM 4570</td>
<td>Entrepreneurial Finance</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 3230</td>
<td>Corporate Financial Reporting 2</td>
<td>3</td>
</tr>
<tr>
<td>FNCE 4050</td>
<td>Capital Investment Analysis</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Credit Hours 9

### Optional Elective Focus: Entrepreneurial Finance

In addition to the required courses, students interested in a career in entrepreneurial finance should consider taking the following courses:

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESBM 4570</td>
<td>Entrepreneurial Finance</td>
<td>3</td>
</tr>
<tr>
<td>INBU 4200</td>
<td>International Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>FNCE 4826</td>
<td>Experimental Seminar: Corporate Governance</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Credit Hours 9

### Management & Entrepreneurship Emphasis

Management & entrepreneurship students must choose one of the following tracks: information management, leadership, operations, strategy and entrepreneurship, talent management, business analytics, or social responsibility & sustainability.

### Information Management & Analytics Track

Information Management students inclined toward careers in technical information systems are encouraged to take programming courses as non-business electives (such as CSCI 1300 or ATLS 3519).

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAIM 4205</td>
<td>Business Data Management</td>
<td>3</td>
</tr>
</tbody>
</table>

Electives

Select four of the following: 12

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAIM 3200</td>
<td>Business Analytics</td>
<td></td>
</tr>
<tr>
<td>BAIM 3210</td>
<td>Business Application Programming</td>
<td></td>
</tr>
<tr>
<td>BAIM 3220</td>
<td>Introduction to Python Programming</td>
<td></td>
</tr>
<tr>
<td>BAIM 4220</td>
<td>Business Technologies</td>
<td></td>
</tr>
<tr>
<td>BAIM 4250</td>
<td>Information Security Management</td>
<td></td>
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</tbody>
</table>

### Required Senior Capstone Course

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAIM 4065</td>
<td>Leadership in a Digital Age (Senior Capstone)</td>
<td>3</td>
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</tbody>
</table>

Total Credit Hours 18

### Leadership Track

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ORGN 3030</td>
<td>Critical Leadership Skills</td>
<td>3</td>
</tr>
<tr>
<td>ORGN 3025</td>
<td>Essential Management Skills</td>
<td>3</td>
</tr>
<tr>
<td>ORGN 3040</td>
<td>Fundamentals of Ethical Leadership</td>
<td>3</td>
</tr>
</tbody>
</table>

Electives
Select two of the following:

- CESR 4000 Leadership Challenges
- CESR 4430 Corporate Boards in Action
- INBU 3300 International Business and Management
- MGMT 3800 Consulting Skills
- ORGN 3010 Negotiation and Conflict Management

**Required Senior Capstone Course**

BAIM 4065 Leadership in a Digital Age 3

Total Credit Hours 18

1 Additional management (MGMT) courses may be taken & applied to business electives.

### Operations Management Track

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Required</td>
<td>MGMT 3100 Operations Management</td>
<td>3</td>
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<tr>
<td></td>
<td>or INBU 3101 Operations Management Global Seminar</td>
<td></td>
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<tr>
<td></td>
<td>MGMT 4110 Supply Chain Management</td>
<td>3</td>
</tr>
<tr>
<td>Electives</td>
<td>Select three of the following:</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>MGMT 4120 Managing Business Processes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>MGMT 4130 Sustainable Operations</td>
<td></td>
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<tr>
<td></td>
<td>MGMT 4140 Project Management</td>
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<tr>
<td></td>
<td>MGMT 4150 International Operations Management</td>
<td></td>
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<tr>
<td></td>
<td>or INBU 415 International Operations in Hong Kong</td>
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<td></td>
<td>MGMT/EMEN 4400 Quality Management</td>
<td></td>
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<tr>
<td></td>
<td>MGMT 4820 Decision Analytics (Decision Modeling)</td>
<td></td>
</tr>
<tr>
<td>Required</td>
<td>MGMT 4850 Senior Seminar in Management</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Credit Hours 18

### Strategy & Entrepreneurship Track

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
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</thead>
<tbody>
<tr>
<td>Required</td>
<td>ESBM 3700 Entrepreneurial Environments</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>ESBM 4830 New Venture Creation</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>MGMT 4200 Competitive Strategy</td>
<td>3</td>
</tr>
<tr>
<td>Electives</td>
<td>Select two of the following:</td>
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<tr>
<td></td>
<td>CESR 4430 Corporate Boards in Action</td>
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</tr>
<tr>
<td></td>
<td>ESBM 4570 Entrepreneurial Finance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>INBU 3300 International Business and Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>MGMT 3800 Consulting Skills</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ORGN 3030 Critical Leadership Skills</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ORGN 4020 Hiring and Retaining Critical Human Resources</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ORGN 4030 Managing Employee Reward Systems</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ORGN 4040 Individual, Team, and Organizational Development</td>
<td></td>
</tr>
</tbody>
</table>

**Required Senior Capstone Course**

BAIM 4065 Leadership in a Digital Age 3

Total Credit Hours 18

### Talent Management Track

The talent management track provides students with the knowledge and skills necessary to earn certification in human resources from the Society of Human Resources, the principal professional society in the field. Graduates are qualified to act as human resource generalists in small, medium and large companies; specialists in organizations with focused human resource units; or well-rounded general managers in any organization.

Students focusing on talent management are also encouraged to take INBU 3300.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Required</td>
<td>ORGN 4020 Hiring and Retaining Critical Human Resources</td>
<td>3</td>
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<tr>
<td></td>
<td>ORGN 4040 Individual, Team, and Organizational Development</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>ORGN 4300 Leading Diverse and Inclusive Organizations</td>
<td>3</td>
</tr>
<tr>
<td>Electives</td>
<td>Select two of the following:</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>ORGN 3010 Negotiation and Conflict Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ORGN 3025 Essential Management Skills</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ORGN 4010 Redefining the Employee-Employer Relationship</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ORGN 4030 Managing Employee Reward Systems</td>
<td></td>
</tr>
<tr>
<td>Required</td>
<td>MGMT 4850 Senior Seminar in Management</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Credit Hours 18

### Business Analytics Track

The area of emphasis in Business Analytics focuses on the exciting and fast-growing field of big data. This interdisciplinary area of emphasis teaches students how to translate data into strategic business decisions. The coursework integrates marketing and customer analytics with operations research, information management, and statistical methods. This technical, quantitative and statistically intensive curriculum prepares students to excel in the field of business analytics.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Required</td>
<td>BAIM 3200 Business Analytics</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>MKTG 3050 Customer Analytics</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>BAIM 4205 Business Data Management</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>MGMT 4820 Decision Analytics</td>
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<tr>
<td>Electives</td>
<td>Select one of the following:</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>BAIM 3220 Introduction to Python Programming</td>
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</tr>
<tr>
<td></td>
<td>MKTG 3350 Marketing Research and Analytics</td>
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</tr>
</tbody>
</table>
MKTG 3700  Digital Marketing
MGMT 4110  Supply Chain Management
MGMT 4120  Managing Business Processes
MGMT 4500  Enterprise Intelligence Systems

**Required Senior Capstone Course**
BAIM 4065  Leadership in a Digital Age  3

Total Credit Hours  18

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**Social Responsibility & Sustainability Track**

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
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<tbody>
<tr>
<td>Required</td>
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</tr>
<tr>
<td>SRAS/MGMT</td>
<td>4130  SRAS/ORGN 3040</td>
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</table>

**Electives**
Select three of the following: 9

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
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</thead>
<tbody>
<tr>
<td>ORGN 3025</td>
<td>Essential Management Skills</td>
<td></td>
</tr>
<tr>
<td>BAIM 4250</td>
<td>Information Security Management</td>
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</tr>
<tr>
<td>SRAS 4000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SRAS 4005</td>
<td></td>
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<tr>
<td>SRAS/ORGN 4300</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SRAS/ORGN 4430</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MGMT 4140</td>
<td>Project Management</td>
<td></td>
</tr>
</tbody>
</table>

**Required Senior Capstone Course**
REAL 4850  Senior Seminar in Real Estate  3

Total Credit Hours  18

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**Integration Areas**

**Computer Science Integration**
The computer science and business integration program allows Leeds students to complete a BS in Business Administration with a specialization in computer science. Students in this selective program take 28 hours of coursework in computer science in place of business and non-business electives and graduate with an in-depth knowledge in both computer science and business.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>REQUIRED</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSCI 1300</td>
<td>Computer Science 1: Starting Computing</td>
<td></td>
</tr>
<tr>
<td>CSCI 2270</td>
<td>Computer Science 2: Data Structures</td>
<td></td>
</tr>
<tr>
<td>CSCI 2400</td>
<td>Computer Systems</td>
<td></td>
</tr>
<tr>
<td>CSCI 2824</td>
<td>Discrete Structures</td>
<td></td>
</tr>
<tr>
<td>or MATH 2010</td>
<td>Introduction to Discrete Mathematics</td>
<td></td>
</tr>
<tr>
<td>or APPM 311</td>
<td>Discrete Applied Mathematics</td>
<td></td>
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</tbody>
</table>

**Computer Science Electives**  13

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
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</thead>
<tbody>
<tr>
<td>Mathematics</td>
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<td></td>
</tr>
<tr>
<td>MATH 1300</td>
<td>Calculus 1</td>
<td>5</td>
</tr>
<tr>
<td>BCOR 1025</td>
<td>Statistical Analysis in Business</td>
<td>3</td>
</tr>
<tr>
<td>or APPM 4570</td>
<td>Statistical Methods</td>
<td></td>
</tr>
</tbody>
</table>

**Integration Components: Hybrid IM/Integrated Technology**

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAIM 3200</td>
<td>Business Analytics</td>
<td>3</td>
</tr>
<tr>
<td>BAIM 4220</td>
<td>Business Technologies</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 4140</td>
<td>Project Management</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Credit Hours  45

---

**Recommended Four-Year Plan of Study**

<table>
<thead>
<tr>
<th>Year One</th>
<th>Course</th>
<th>Title</th>
<th>Credit Hours</th>
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</thead>
<tbody>
<tr>
<td>Fall</td>
<td>BCOR 1015</td>
<td>The World of Business</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>ECON 2010</td>
<td>Principles of Microeconomics</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>MATH 1112</td>
<td>Mathematical Analysis in Business</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>BADM 1250</td>
<td>Designing Your Leeds</td>
<td>1.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

**Marketing Emphasis**
Students with a marketing emphasis must take 18 credit hours of marketing courses beyond BCOR 2201. Students pursuing a marketing emphasis will need three semesters to complete the required coursework after taking BCOR 2201.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MKTG 3250</td>
<td>Buyer Behavior</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 3350</td>
<td>Marketing Research and Analytics</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 4250</td>
<td>Product Strategy</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 4300</td>
<td>Pricing and Channels of Distribution</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 4550</td>
<td>Advertising and Promotion Management</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 4850</td>
<td>Senior Seminar in Marketing</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Credit Hours  18

---

**Real Estate Emphasis**
Students with a real estate emphasis must follow the course requirements below.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
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</thead>
<tbody>
<tr>
<td>REAL 3000</td>
<td>Principles of Real Estate</td>
<td>3</td>
</tr>
<tr>
<td>REAL 4100</td>
<td>Real Estate Finance and Investment Analysis</td>
<td>3</td>
</tr>
<tr>
<td>REAL 4400</td>
<td>Real Estate Economics</td>
<td>3</td>
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</tbody>
</table>

**Electives**
Select two of the following: 6

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>REAL 4000</td>
<td>Real Estate Law (Transactions)</td>
<td></td>
</tr>
<tr>
<td>REAL 4200</td>
<td>Real Estate Technology</td>
<td></td>
</tr>
<tr>
<td>REAL 4810</td>
<td>Real Estate Internship (only offered pass/fail)</td>
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</tr>
<tr>
<td>REAL 4820</td>
<td>Topics: Real Estate Development</td>
<td></td>
</tr>
</tbody>
</table>

**Required Senior Capstone Course**
REAL 4850  Senior Seminar in Real Estate  3

Total Credit Hours  18
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
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</thead>
<tbody>
<tr>
<td>WRTG 1150</td>
<td>First-Year Writing and Rhetoric</td>
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<td></td>
</tr>
<tr>
<td>BCOR 1025</td>
<td>Statistical Analysis in Business</td>
<td>3</td>
</tr>
<tr>
<td>BCOR 1030</td>
<td>Communication Strategy</td>
<td>3</td>
</tr>
<tr>
<td>ECON 2020</td>
<td>Principles of Macroeconomics</td>
<td>4</td>
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<tr>
<td>BADM 1260</td>
<td>First-Year Global Experience</td>
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<tr>
<td>General Education Course</td>
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<tr>
<td><strong>Year Two</strong></td>
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<tr>
<td><strong>Fall Semester</strong></td>
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<tr>
<td>BCOR 2201</td>
<td>Principles of Marketing</td>
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<tr>
<td>BCOR 2202</td>
<td>Principles of Organizational Behavior</td>
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</tr>
<tr>
<td>BCOR 2203</td>
<td>Principles of Accounting I</td>
<td>1.5</td>
</tr>
<tr>
<td>BCOR 2204</td>
<td>Principles of Financial Management</td>
<td>1.5</td>
</tr>
<tr>
<td>BCOR 2205</td>
<td>Introduction to Information Management and Analytics</td>
<td>1.5</td>
</tr>
<tr>
<td>BCOR 2206</td>
<td>Principles of Operations Management</td>
<td>1.5</td>
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<tr>
<td>General Education Course</td>
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<tr>
<td>General Education Course</td>
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<tr>
<td><strong>Spring Semester</strong></td>
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<td>15</td>
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<tr>
<td>BCOR 2301</td>
<td>Business Law</td>
<td>1.5</td>
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<tr>
<td>BCOR 2302</td>
<td>Business Ethics and Social Responsibility</td>
<td>1.5</td>
</tr>
<tr>
<td>BCOR 2303</td>
<td>Principles of Accounting II</td>
<td>1.5</td>
</tr>
<tr>
<td>BCOR 2304</td>
<td>Strategic and Entrepreneurial Thinking</td>
<td>1.5</td>
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<tr>
<td>BASE 2104</td>
<td>BCOR Applied Semester Experience</td>
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<td><strong>Year Three</strong></td>
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<tr>
<td><strong>Fall Semester</strong></td>
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<tr>
<td>Area of Emphasis Course</td>
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<td>3</td>
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<tr>
<td>Area of Emphasis Course</td>
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<td>3</td>
</tr>
<tr>
<td>Business Elective Course</td>
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<td>3</td>
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<tr>
<td>Non-Business Elective Course</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Non-Business Elective Course</td>
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<td>3</td>
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<tr>
<td><strong>Spring Semester</strong></td>
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<td>15</td>
</tr>
<tr>
<td>Area of Emphasis Course</td>
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<td>3</td>
</tr>
<tr>
<td>Area of Emphasis Course</td>
<td></td>
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</tr>
<tr>
<td>Business Elective Course</td>
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<tr>
<td>Non-Business Elective Course</td>
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<td>General Education Course</td>
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<td>Area of Emphasis Course</td>
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<tr>
<td>Business Elective Course</td>
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<tr>
<td>General Education Course</td>
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<tr>
<td>Non-Business Elective Course</td>
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<td>Non-Business Elective Course</td>
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<tr>
<td><strong>Spring Semester</strong></td>
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<td>Area of Emphasis Course: Senior Seminar</td>
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<td>Non-Business Elective Course</td>
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<td>Non-Business Elective Course</td>
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<tr>
<td>BADM 2010</td>
<td>Excel in Business</td>
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<tr>
<td><strong>Total Credit Hours</strong></td>
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<td>120.5</td>
</tr>
</tbody>
</table>

**Bachelor’s–Accelerated Master’s Degree Program(s)**

The Bachelor’s–Accelerated Master’s (BAM) degree program options offer currently enrolled CU Boulder undergraduate students the opportunity to receive a bachelor’s and master’s degree in a shorter period of time. Students receive the bachelor’s degree first, but begin taking graduate coursework as undergraduates (typically in their senior year). Because some courses are allowed to double count for both the bachelor’s and the master’s degrees, students receive a master’s degree in less time and at a lower cost than if they were to enroll in a stand-alone master’s degree program after completion of their baccalaureate degree. In addition, staying at CU Boulder to pursue a bachelor’s–accelerated master’s program enables students to continue working with their established faculty mentors.

**BS in Business Administration, MS in Accounting or MS in Taxation**

**Admissions Requirements**

In order to gain admission to the bachelor’s–accelerated master’s program in accounting or taxation, a student must meet the following criteria:

- Have a cumulative GPA of 3.1 or higher
- Must have completed four prerequisite courses with a minimum GPA of 3.0 averaged over the following four courses:
  - ACCT 3220 Corporate Financial Reporting I
  - ACCT 3230 Corporate Financial Reporting II
  - ACCT 3320 Cost Management/Accounting
  - ACCT 3440 Income Taxation of Individuals
- Must have no MAPS deficiencies.
- Transfer students must have completed a minimum of 24 credit hours at CU Boulder

**Program Requirements**

BAM students will be allowed to take four classes (12 credit hours) of MS coursework while still in undergraduate status (i.e. the "BAM" courses). Of the four BAM courses, a maximum of three classes (9 credit hours) will be allowed to double count toward both the undergraduate and master’s degrees. All BAM courses will be charged undergraduate tuition. After receiving the undergraduate degree, all remaining coursework will be assessed graduate tuition. To advance to the remaining MS coursework, BAM students must submit a graduate admission application early in the semester in which the undergraduate requirements will be completed.

Below is a recommended sequence of courses to complete in addition to other undergraduate requirements. The BAM in accounting or taxation is a 150 credit-hour program. Students earn a BS in business administration (120 credits) with an area of emphasis in accounting, finance, or
accounting and finance, and an MS in Accounting (30 credits) or an MS in Taxation (31 credits).

Fourth Year - Undergraduate Status
• Required for all: ACCT 6350 (counts toward ACCT 4850 requirement)
• Choose up to three of the following:
  • ACCT 5450 (counts toward MS degree only)
  • ACCT 5620 (counts toward ACCT 4XXX elective requirement)
  • ACCT 5240 (counts toward ACCT 4XXX elective requirement)
  • ACCT 5250 (counts toward ACCT 4XXX elective requirement)
  • BSLW 5120 (counts toward business elective)

Fifth Year - Graduate Status
• Take remaining MS coursework over the summer, fall and spring semesters. Most courses are offered every semester but ACCT 6620 must be taken during final semester of the program. With precise planning, it is possible to complete the remaining graduate work over one summer session and one full semester

Note: The MS taxation path has less flexibility than the MS accounting path; please contact the department for taxation advising.

Additional Information
If you are interested in the bachelor’s–accelerated master’s degree in accounting or taxation, please contact the Leeds Graduate Program for more information at leedsmsa@colorado.edu.

BS in Business Administration, MS in Technology, Cybersecurity and Policy
The Leeds School of Business also offers a unique program that allows undergraduates the opportunity to earn a bachelor’s and master’s degree simultaneously. The joint program graduates students with a bachelor’s degree from the Leeds School of Business and a master’s degree from the College of Engineering in technology, cybersecurity and policy (TCP). For more information, visit the TCP Program (https://www.colorado.edu/program/tcp/) website.