

The Business School

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Faculty

Professors

Marcelle V. Arak (Finance)
Heidi Boerstler (Health Administration)
Jean-Claude Bosch (Finance)
Peter G. Bryant (Management Science
and Information Systems)
Wayne F. Cascio (Management)
Lawrence F. Cunningham
(Marketing and Transportation)
E. Woodrow Eckard, Jr. (Business Economics)
C. Marlena Fiol (Management)
Richard W. Foster (Finance and
Health Administration)
James H. Gerlach (Information Systems)
Jahangir Karimi (Information Systems)
Susan M. Keaveney (Marketing)
Gary A. Kochenberger
(Operations Management)
James R. Morris (Finance)
Dennis F. Murray (Accounting)
Bruce R. Neumann (Accounting and
Health Administration)
Edward J. O'Connor (Management)
John C. Ruhnka (Management and
Business Law)
Donald L. Stevens (Finance)
Dean G. Taylor (Finance)
Clifford E. Young (Marketing)
Raymond F. Zammuto (Management)

Located in the heart of the Rocky Mountain business community, the Business School at the University of Colorado at Denver and Health Sciences Center prepares students with the knowledge and skills necessary to become effective, responsible business professionals. We're able to achieve a standard of excellence by bringing together nationally recognized faculty and highly motivated, mature students in an intellectually challenging academic environment. UCDHSC's Business School is a research institution. Because our faculty are nationally recognized for scholarly research as well as for their teaching skills, our students have the opportunity to be on the leading edge of business management theory and practice. Our class schedules and curriculum offer flexibility to meet your needs whether you plan to attend full or part time, day or evening. Whether you're an experienced working professional seeking an advanced degree or preparing for a new career in the business world, you'll gain the knowledge and perspective necessary to succeed in today's challenging business environment.

Educational Goals

The Business School is committed to superb teaching, connecting theory to practice that focuses on:

- current and relevant knowledge and skills necessary for success in the highly competitive global business environment
- experience in cooperative and team-based work skills
- integrated professional and functional expertise
- sensitivity to cultural and ethnic diversity

Our graduate programs serve both traditional and nontraditional students who have extensive work experience. The MBA serves the needs of students who desire a general business education. The professionally oriented MS degrees serve the needs of students who desire greater specialization, particularly students who have already obtained an undergraduate business degree. Large numbers of our graduate students will be drawn from national and international locales.

Our undergraduate program, which serves both traditional and nontraditional students, leads to a baccalaureate degree in business with a substantial liberal arts component. The program is closely linked, through articulation agreements, to lower-division programs

offered by Colorado's four-year and community colleges. The majority of undergraduates come from the Denver metropolitan area.

Key elements of our academic programs are the provision of top-quality career advising and placement services, as well as flexible schedules and programs to meet a wide range of student needs. We are committed to assisting our students' efforts to pursue rewarding careers.

Faculty

Our nationally recognized faculty is vigorous and enthusiastic about its teaching and research. Faculty members hold degrees from the nation's leading business schools, including Berkeley, Harvard, Stanford, University of Chicago, University of Pennsylvania, UCLA, and Yale. Many of them also bring years of valuable experience in private industry. Their interdisciplinary expertise, academic achievements, scholarly research, and business experience provide students with a dynamic learning environment.

Scholarships and Financial Aid

Many programs for financial aid are administered by the Office of Financial Aid. Call 303-556-2886 for detailed information.

Associate Professors

Herman Aguinis (Management)
 Ajeyo Banerjee (Finance)
 Kenneth L. Bettenhausen (Management)
 Kang Rae Cho (Management and International Business)
 Gary J. Colbert (Accounting)
 Elizabeth S. Cooperman (Finance)
 David A. Forlani (Marketing)
 Blair D. Gifford (Management and Health Administration)
 Deborah L. Kellogg (Operations Management)
 Sarah Kovoov-Misra (Management)
 Michael Mannino (Information Systems)
 L. Ann Martin (Accounting)
 Madhavan Parthasarathy (Marketing)
 Michael Roberts (Accounting)
 Manuel G. Serapio, Jr. (International Business and Management)
 Marlene A. Smith (Quantitative Methods)

Assistant Professors

James Diefendorff (Management)
 Dawn Gregg (Information Systems)
 Vicki R. Lane (Marketing)
 Robert Nieschweitz (Accounting)
 Ronald Ramirez (Information Systems)
 Judy Scott (Information Systems)
 Steven Walczak (Information Systems)
 Zhiping Walter (Information Systems)
 Darryl J. Woolley (Accounting)

Senior Instructors

Elizabeth S. Conner (Accounting)
 Charles M. Franks (Quantitative Methods)
 Michael D. Harper (Operations Management)
 Robert D. Hockenbury (Accounting)
 Barbara A. Pelter (Finance)
 Marianne Plunkert (Finance)
 Eric J. Thompson (Information Systems)
 John Turner (Finance)

Instructors

Errol L. Biggs (Health Administration)
 Cindy Fisher (Management)
 Linda Fried (Management)
 Wendy Guild (Management)
 Chen Ji (Finance)
 Jeffrey R. Nystrom (Management)
 Charles A. Rice (Management)
 Mary Lee Stansifer (Marketing)
 Cindy Sutfin (Finance)

Professors Emeritus

H. Michael Hayes (Marketing and Strategic Management)
 William D. Murray (Information Systems)

Thanks to the generous support of the Colorado business community and others, the Business School has a significant number of scholarships to offer its students. Scholarships are awarded on the basis of merit and/or financial need. The amount of the award and the number of awards available vary. Scholarship monies are typically used to support all or some of a student's tuition and fees, although certain scholarships allow remaining scholarship funds to be spent at the student's discretion.

Thirty different scholarships are available to eligible Business School students. Go to www.cudenver.edu/business for more details.

Undergraduate scholarships include the Board of Advisors, the Business School Undergraduate Excellence, the Carolyn Lee Henderson, the Robert E. Moore Memorial, the Business School Sustaining Student, the Dean's Community Scholarships, the Scholarship for International Study, and the Dean's Scholarship for Continuing Undergraduate Business Students.

The MBA Outstanding Scholar Award, the MBA Opportunity Scholarship, and the MBA Faculty's Scholarship are given to qualifying MBA students.

Accounting scholarships for both graduate and undergraduate accounting students include the Deloitte & Touche and Accounting Program Scholarship, as well as the PricewaterhouseCoopers Scholarship for undergraduate junior accounting majors only.

MS finance scholarships are the MS Finance Fellows, open to graduate students in the finance program, and the Carolyn Lee Henderson Scholarship, designated for an undergraduate or graduate woman in the finance program.

MS health administration scholarships include the Abbott Fellows, AUPHA/McGaw, UCDHSC MS Health Administration, Eugenie D. Sontag, Leland R. Kaiser, Medical Group Management, and the MS Health Administration Alumni Scholarships.

MS information systems students may apply for the Dean's Scholarship in Information Systems.

The *MS international business* Merit Scholarship is open to students in the UCDHSC MS international business program.

MS management or human resources management students may apply for the Excellence in Human Resource Management Scholarship.

MS marketing students may apply for the MS Marketing Sustaining Student, MS in Marketing Fellows, and Robert E. Moore Memorial Scholarships (also open to undergraduate marketing students).

Finally, four scholarships are available to students who take courses in entrepreneurial studies at the Richard H. and Pamela S. Bard Center for Entrepreneurship Development. These are the Coulter Foundation Scholarships in Entrepreneurial Studies and Business, and the Dean's Pursuit of Excellence, Mehalchin, and Trueblood Scholarships.

Further information about these scholarships, including eligibility criteria and application forms, may be obtained by visiting the Business School Web site at www.cudenver.edu/business (click on scholarships) or by calling 303-556-5900.

Student Organizations

Opportunity for association with other Business School students in varied activities intended to stimulate professional interest and to give recognition to scholastic attainment is provided by the following student organizations:

AABSA—African American Business Student Alliance
 AACM—Aggressive Alliance of Competitive Marketers
 ACHZ—American College of Healthcare Executives
 Auraria Marketing Club
 Beta Alpha Psi—national honorary scholastic fraternity in accounting
 Beta Gamma Sigma—national honorary scholastic fraternity in business
 FMA—Financial Management Association, a national organization:
www.cudenver.edu/business/fma
 HASO—Health Administration Student Organization
 ISA—Information Systems Association
 International Business Student Network
 MBA Student Organization (MBASO)—University of Colorado at Denver association of MBA students
 MBSA—Minority Business Students Association
 MGMA—Medical Group Management Association
 Phi Chi Theta—national professional business and economics fraternity
 SHRM—Society for Human Resources Management (student chapter) for students interested in human resources management,
www.cudenver.edu/business

Study Abroad

Transfer credit from study abroad programs requires prior written approval from the undergraduate or graduate program's director. Students must meet with a business staff advisor to determine course acceptability prior to the semester in which they intend to study abroad. Information on the various programs is available at the Office of International Education.

Institute for International Business

The Institute for International Business (IIB) was created in 1988 by the Board of Regents of the University of Colorado to serve as a center for the advanced study and teaching of international business. In 1993, the institute was designated a Center for International Business Education and Research by the U.S. Department of Education, one of only 25 such

centers of excellence in the U.S. Through the CIBER and other funding sources, the institute strives to help the faculties of the Business School and other university departments in internationalizing curriculum, programs, certificates, or other student-oriented endeavors. The IIB works in other ways to support faculty in their teaching, research, and development activities. In addition, the institute designs and facilitates customized international programs and training for business, cooperates with other organizations to offer seminars and conferences, and publishes a quarterly newsletter to familiarize the Denver and regional communities with international business issues. Such initiatives help faculty, students, and the business community to acquire the skills and expertise needed to be successful in our increasingly global economy. The institute also conducts and promotes research on the global economic aspects of competitiveness. Call 303-556-4738 for information.

Internships

The general requirements for internships are as follows:

- Undergraduate students must be admitted to the Business School, be in good standing with at least a 3.2 cumulative GPA, and have completed at least 15 hours of the business core at the downtown Denver campus and senior standing.
 - Graduate students must be admitted to the Business School, be in good standing with at least a 3.0 GPA, and have completed 15 semester hours of graduate work at the downtown Denver campus.
- Interested students should contact the appropriate program director or the Career Center (www.careers.ucdenver.edu) for further details about the program.

GENERAL ACADEMIC POLICIES

Academic policies that apply to all students on the UCDHSC downtown Denver campus are described in the “General Information” section of this catalog. The policies outlined on the following pages are relevant for both undergraduate and graduate students in the Business School. Individual policies appropriate only to undergraduate or graduate students are described under separate headings.

Each student is responsible for knowing and complying with the academic policies and regulations established for the school. The school cannot assume responsibility for problems resulting from a student’s failure to follow the policies stated in this catalog. Similarly, students are responsible for all deadlines, rules, and regulations stated in the online schedule planner.

Academic Ethics

Students are expected to conduct themselves in accordance with the highest standards of honesty and integrity. Cheating, plagiarism, illegitimate possession and disposition of examinations, alteration, forgery, falsification of official records, and similar acts or any attempt to engage in such acts are grounds for suspension or expulsion from the university. In particular, students are advised that plagiarism consists of any act involving the offering of the work of someone else as the student’s own. It is recommended that students consult with the instructors as to the proper preparation of reports, papers, etc., to avoid this and similar offenses. Also, actions that disrupt the administrative process, such as misrepresentation of credentials or academic status, other forms of deception, or verbal abuse of university staff are grounds for suspension or probation. All reported acts of dishonesty must be referred to the Business School’s Internal Affairs Committee.

Admission to Business Classes

Enrollment in business classes is limited to students who have been admitted to business degree programs and to other students as described in the separate undergraduate and graduate policy sections. The course registration criteria are designed to meet a number of objectives:

- to assure access to business courses for students seeking a business degree
- to serve students in other colleges who have business-related education objectives or requirements
- to serve nondegree students who have specific career or education goals

Refer to the online schedule planner each term for course availability and course prerequisites.

Attendance Regulations

Students are required to attend classes on a regular basis. Absences must be arranged with the instructor and must conform with university and instructor’s policies on attendance.

Prerequisites

Students are expected to know and fulfill all prerequisites when registering. See course listings for relevant prerequisites. The Business School reserves the right to administratively drop students who enroll without the correct prerequisites. Generally, students who are administratively dropped or withdrawn will not receive tuition refunds.

Course Numbering

The course numbering system used at the downtown Denver campus of UCDHSC identifies the class standing required for enrollment. Students are expected to take 1000-level courses in their freshman year, 2000-level courses in their sophomore year, 3000-level courses in their junior year, and 4000-level courses in their senior year. Courses at the 5000 and 6000 level are restricted to master’s-level business students, and courses at the 7000 level are restricted to PhD students.

Adding Courses

Students may add courses to their original schedule through census date (first 12 days of the fall or spring semester, first eight days of summer session). Instructor approval may be required to add a course after the first day of classes.

Dropping Courses

Students may drop a course through census date and it will not appear on the transcript. After census, a student who wishes to drop must obtain written approval from both the instructor and academic dean or designate. The course and a grade of *W* will appear on the transcript. In order to drop beyond the 10th week, it will also be necessary to document circumstances beyond a student’s control. Any student who is failing a class will not be allowed to drop, and an *F* will be recorded on the transcript.

Withdrawal

See the “General Information” section of this catalog for university-wide withdrawal policies. Note that the Business School normally requires instructors’ signatures on withdrawal forms before the academic dean’s approval is granted.

Administrative Drop

The school reserves the right to administratively drop students who are incorrectly enrolled in business courses. Instructors also may recommend that students who fail to meet expected course attendance or course prerequisites be dropped from the course. Generally, students who are administratively dropped will not receive tuition refunds.

Note that students who never attend class are not automatically dropped from the course. The student is responsible for payment and for the grade in each course.

Appeal Procedure

Students should contact a staff advisor in the Business School's programs office for appeal and petition procedures pertaining to rules and regulations of the school.

General Grading Policies

Plus/Minus Grading. Faculty have the option to use plus/minus grading.

Incomplete Grades. The only incomplete grade given in the school is *IF*. An *IF* grade is assigned only when documented circumstances clearly beyond the student's control prevent completion of course requirements (exams, papers, etc.). Students must sign a contract outlining how they will make up the missing work with the instructor giving the *IF*. Students may not register for the course a second time. All *IF* grades must be made up within the contract period (which may not exceed one year), or the *IF* will automatically be changed to the grade of *F*.

Also, *IF* grades must be completed and recorded at the Office of Admissions and Records no later than four weeks prior to graduation. The student is responsible for contacting the instructor concerning the removal of incomplete grades.

Grade Changes. Grades as reported by instructors are final. Grade changes will be considered only in cases of documented clerical errors or when a student is making up an incomplete grade (*IF*). All changes must be made within one year after the course has been taken, unless highly unusual circumstances can be documented and the change has been approved by the school. Normally, grade changes will not be considered under any circumstances after three years.

Pass-Fail or No Credit (Audit). With the exception of internships, the school does not permit election of pass-fail grading for any business course required for the degree.

ACADEMIC PROGRAMS

A carefully designed curriculum to prepare students for success in business administration is available for the student seeking either an undergraduate or graduate degree. The school offers courses leading to the bachelor of science (business administration), master of business administration (MBA), the master of science (MS), and doctor of philosophy (PhD) degrees. The particular programs offered are as follows:

Areas of Emphasis (BS in Business Administration)

- Accounting
- Financial Management
- Human Resources Management
- Information Systems
- International Business
- Management
- Marketing

Graduate Programs

- Master of Business Administration (MBA)
 - Professional MBA
 - 11-Month MBA
 - Health Administration Emphasis
- Master of Science in Accounting
- Master of Science in Finance
- Master of Science in Health Administration
- Master of Science in Information Systems
- Master of Science in International Business
- Master of Science in Management and Organization
- Master of Science in Marketing
- Doctor of Philosophy in Computer Science and Information Systems

It is possible to pursue two degrees simultaneously, such as an MBA and an MS, or two MS degrees, through our dual degree programs. In addition to the programs in the Business School itself, we partner with other University of Colorado departments to offer dual programs in MS finance/economics and the MBA in combination with graduate programs in architecture, economics, urban planning, and the MD. We also have a joint MBA/MS in international management degree through Thunderbird in Glendale, Arizona.

Executive Programs

Master of Business Administration (MBA) for Executives
Master of Business Administration (MBA) in Health Administration

UNDERGRADUATE DEGREE PROGRAMS

Associate Dean: Kenneth L. Bettenhausen

Program Director: Clifford E. Young

Director Advising and Admissions: Nancy A. Reed

The undergraduate curriculum leading to the bachelor of science (business administration) degree is intended to help the student achieve the following general objectives:

- an understanding of the activities that constitute a business enterprise and the principles underlying administration of those activities
- the ability to think logically and analytically about the kind of complex problems encountered by management
- facility in the arts of communication
- a comprehension of human relationships involved in an organization
- awareness of the social and ethical responsibilities of those in administrative positions
- skill in the art of learning that will help the student continue self-education after leaving the campus

Undergraduate Admissions

Telephone: 303-556-5800

Fax: 303-556-5904

ADMISSION OF FRESHMAN STUDENTS

Freshman applicants must have completed the college preparatory curriculum in high school, graduated in the top 25 percent of their high school class, and achieved a score of at least 26 on the ACT or 1100 on the SAT. See the "General Information" section of this catalog for further information on freshman admission.

ADMISSION OF TRANSFER STUDENTS

Applicants who have completed work at other collegiate institutions should review the information on transfer students in the "General Information" section of this catalog. In addition to university policies, the Business School evaluates course work to determine its appropriateness for the degree of bachelor of science (business administration). Students who have completed more than 24 semester hours of transferable course work are evaluated for admission on the basis of their college GPA without regard to their high school performance.

To be considered for admission to the Business School, a transfer student must have a minimum cumulative GPA of 2.0 on a 4.0 scale for all college course work attempted. Transfer applicants seeking priority admission must have a minimum 3.0 GPA for all work applicable to the bachelor of science (business administration) degree, and a 2.0 GPA in business courses. Students with less than an overall 3.0 GPA will be considered if they have a 2.6 in the last 24 semester hours of applicable course work, a 2.0 GPA in business courses, and at least a 2.0 overall GPA in courses applying to the degree.

Transfer applicants who do not meet either of the priority admission standards are pooled and ranked on the basis of their GPA earned in

the *last 24 hours*, if the GPA in the last 24 hours is at least 2.6. Pooled applicants are offered admission as space is available. For information about specific policies on transfer of credit, consult the undergraduate business program coordinator.

INTRA-UNIVERSITY TRANSFER

Students who want to transfer to the Business School from another college or school of the University of Colorado at Denver and Health Sciences Center must formally apply to the Business School. Transfer deadlines are August 1 for fall semester, December 1 for spring semester, and May 1 for the summer session.

Students will be evaluated only on course work that applies to the business degree program. Generally, this will exclude course work of a technical or vocational nature and courses in activity PE and remedial subjects. Students who have completed at least 24 applicable semester hours will be evaluated on their college work; students with fewer than 24 transferable hours will be evaluated on the basis of both high school and college work.

Students will be considered for admission on either their overall GPA in applicable course work from CU and all previous institutions or on their last 24 hours. Applicants with less than a 2.0 GPA in business courses (from CU or other institutions) and overall CU GPA of less than 2.0 will be denied admission even though they meet the minimum requirements for consideration.

Students will receive priority consideration for admission to the Business School if they have an overall GPA of 3.0 or an overall GPA of 3.0 on their last 24 hours. All other applicants meeting the minimum requirements for admission as stated above will be pooled and ranked on the basis of their GPA in the last 24 hours, if the GPA in the last 24 hours is at least 2.6. Pooled applicants will be offered admission as space is available.

To apply for an intra-university transfer, students must submit an Intra-University Transfer form and the UCDHSC downtown Denver campus transcripts to the business program coordinator. Transfer forms are available at the Office of Admissions or the Business School office; transcript request forms are available at the Records Office. The transcript must include the student's most recent semester at the university. Students with previous course work from other institutions are also required to submit a copy of their transfer credit evaluations (advanced standings).

FORMER STUDENTS

A CU student from another campus, or a downtown Denver campus student who has not registered for three consecutive semesters (summers included), is considered a former student and must reapply for admission. Former downtown Denver campus business degree students will be automatically re-admitted to the school for up to three years from the semester they last attended if they are in good standing (not on probation or suspension) in the school. Students who have not attended for more than three years, or who have completed the equivalent of 12 or more semester hours at another institution of higher education, must meet the admission and degree requirements applicable at the time they reapply.

OLD WORK POLICY

For students newly admitted to the Business School and former business students readmitted to the school after an absence of three semesters, applicable credits up to five years old will be counted toward business degree requirements. Courses more than five years old will be evaluated individually for their current relevance to the degree program. Students may be required to update their knowledge by taking additional courses when past courses are outdated; in such cases, credit will be given for both courses. Generally, business courses more than 10 years old will not apply toward degree credit.

SECOND UNDERGRADUATE DEGREE

Students may apply to the Business School to earn a second undergraduate degree, provided the first undergraduate degree is in a field other than business. Persons who have already earned an undergraduate degree in business may not apply for a second undergraduate degree in business. Applications are available through the Office of Admissions.

If a student has an academic record that justifies consideration for a graduate program, that student is encouraged to apply for one of the Business School's master's degree programs. Call 303-556-5900 for information or refer to the graduate business section of the catalog.

Students who are accepted for the second undergraduate degree will be required to pursue courses in the sequence normally required for a business degree. For example, if a student registered for a second degree has not had the required mathematics or general education courses, these must be taken before the student will be eligible to register for business courses. Further, the basic business courses (core courses) must be taken before a student begins to pursue the major field.

MINOR IN BUSINESS ADMINISTRATION

Students in other undergraduate schools and colleges at the downtown Denver campus wishing to take a minor in business administration must have a 2.0 GPA to enter as a business minor, and must have a 2.0 GPA overall, plus a 2.0 GPA in business courses at the time of graduation to receive a minor in business. Prerequisites to the business minor are ISMG 2000, MATH 1070 or a higher-level math course, DSCI 2010* or a statistics class approved by the Business School, and ECON 2022. Required courses for a business minor are MGMT 1000, ACCT 2200, BLAW 3000, MKTG 3000, FNCE 3100, and MGMT 3000. Twelve of these 18 hours must be taken while in residence at the downtown Denver campus. If the student has already taken the equivalent of one or more of these courses, other higher-level business courses may be substituted with Business School approval. Up to 6 hours of the 18 required business courses may be taken at another institution. Transfer credit will be granted on the same basis that transfer credit is granted for courses taken by business majors.

*Note: Students enrolling for DSCI 2010 must have completed MATH 1070 and MATH 1080 or equivalent courses.

DOUBLE DEGREE PROGRAMS

Numerous career opportunities exist for persons trained in both a specialized field and management. For this reason, students may be interested in combined programs of study leading to completion of degree requirements concurrently in two fields. For additional information, contact an undergraduate business staff advisor at 303-556-5800.

Undergraduate Advising and Academic Planning

ADMISSIONS ADVISING

Persons not yet admitted to the Business School can receive advising on course selection, admission requirements, and other matters from an undergraduate staff advisor. To make an appointment, call 303-556-5800.

ADMITTED STUDENTS

Upon admission to the school, students execute a degree plan that identifies the courses required to graduate. This plan contains all the information needed to select courses and monitor progress toward completion of requirements for the bachelor of science (business administration). Business students are expected to assume responsibility for their own advising. This includes scheduling courses each term, being familiar with all the policies and procedures of the college, and otherwise managing their own academic careers. Staff advisors are available to answer questions about unusual situations.

Career advising is available from business faculty and from the Career Center, 303-556-2250.

Undergraduate Core Curriculum— University of Colorado at Denver and Health Sciences Center

The faculty of the Business School, College of Engineering and Applied Science, and the College of Liberal Arts and Sciences have established a core curriculum for undergraduate students. All undergraduate students who entered UCDHSC's downtown Denver campus in fall 1990 or later are required to complete the undergraduate core curriculum independent of their college or major. Undergraduate students admitted prior to fall 1990 have a choice of either the new core curriculum or the requirements of their college in effect at the time of admission to the college.

The undergraduate core curriculum for the downtown Denver campus is outlined in the following table, and the core requirements for business students are specified in the section labeled "Business Program Requirements."

The undergraduate core curriculum seeks to provide all baccalaureate students with basic intellectual competencies in mathematics and computation, writing, oral communication, information literacy, and critical thinking. It also requires all students to develop basic knowledge in the areas of natural and physical sciences, behavioral sciences, social sciences, humanities, and arts. Furthermore, the core curriculum promotes an awareness of cultural and racial diversity. The majority of the core curriculum is designed to be completed during a student's freshman and sophomore years in order to provide the foundation for specific training in a student's major discipline.

Graduation Requirements

The bachelor of science (business administration) degree requires the following:

Total Credits. A total of 120 semester hours.

A minimal level of proficiency must be demonstrated in one foreign language or in regional expertise. Students may satisfy the proficiency requirement by taking courses as described below.

Area of Emphasis. Completion of at least 9–15 semester hours of approved courses in the area of emphasis.

Residence. At least 30 semester hours of business courses (including the business area of emphasis) must be completed after a student's admission to the Business School. The 30 hours for residence must include BLAW 4120 and MGMT 4500, and 24 hours in other 4000-level business courses (including area of emphasis courses).

Grade Point Average Requirement. To graduate, a student must maintain a minimum cumulative scholastic grade point average of 2.0 for all courses attempted at the university acceptable toward the BS (business administration) degree, 2.0 for all business courses, and 2.0 for courses in the student's area of emphasis.

Undergraduate Honors. Upon recommendation of the faculty, students who demonstrate superior scholarship are given special recognition at graduation. Students must achieve an overall University of Colorado grade point average of 3.3 and a grade point average of 3.5 in all business courses taken at the University of Colorado to be considered for *cum laude*. Those who achieve an overall University of Colorado grade point average of 3.5 and a grade point average of 3.7 in all business courses taken at the University of Colorado will be considered for *magna cum laude*. Those who achieve a 3.7 overall grade point average and a 3.85 grade point average in all business courses will be considered for *summa cum laude*.

Filing for Graduation. A senior audit is completed on all students who have completed 90 or more semester hours. Students must file an undergraduate candidacy form and diploma card, and request a graduation evaluation prior to registering for their final semester. Failure to do so will delay graduation. Also, students desiring to change their area of emphasis after filing for graduation must have the change approved by the graduation coordinator prior to registering for their final semester. Changes after that time will delay graduation.

Business Program Requirements

Satisfaction of all the following:

<i>Program Requirements</i>	<i>Semester Hours</i>
School proficiencies or other courses	0–13
UCDHSC downtown Denver campus core	41
Required business mathematics	6
Business core	33
International studies	3
Area of emphasis and other courses	24
Total semester hours required	120

Detailed descriptions of degree course plans that satisfy program requirements follow:

I. BUSINESS SCHOOL REQUIRED SEMESTER HOURS PROFICIENCY: 0–13

The business student must demonstrate either proficiency in a foreign language or in regional expertise. The requirement can be met in the following ways:

A. Foreign Language

The language proficiency can be met by:

1. Completion of the second year of high school course work in a single language. Students must complete two years of high school credit in one language. A C (2.0) or higher must be earned in the final semester of the second year high school course to show proficiency.
2. Completion of two semesters of college-level course work in a single foreign language. The second semester course (college level) in one language requires a grade of C or better to complete the proficiency. The *pass/fail* option cannot be used when completing the requirement at the downtown Denver campus.
3. Examination. Students may show their level of proficiency by taking the placement proficiency exam given by the Language Laboratory in CN 220. The languages tested are French, German, and Spanish. For information about other languages, students should consult with their business advisor, 303-556-5800. The number of times the student may attempt the examination is once per semester.

B. Regional Expertise

The regional expertise option is available as an alternative to foreign language proficiency. This requires the student to develop expertise about a region of the world other than North America. The student must complete a minimum of 9 credit hours of course work from an approved list that relates to history, arts, culture, politics, or the economy of a single defined region of the world outside North America.

UCDHSC Undergraduate Core Curriculum for BS in Business

Specific requirements for the BS degree in business are included in the catalog text.

Knowledge Areas

a. Writing/Speech	9 hours
b. Mathematics	3 hours
c. Natural and Physical Sciences (Biology, Chemistry, Geology, and Physics)	8 hours
d. Behavioral Sciences AND Social Sciences (Psychology and Economics)	9 hours
e. Humanities (History, Literature, and Philosophy)	6 hours
f. Arts (Fine Arts, Music, and Theatre)	3 hours
g. Cultural Diversity	3 hours

Total Core 41 hours

Courses used in the expertise area must meet the Business School guidelines. These courses can be chosen from the list specified by the Business School. Students should contact their business advisor to outline their program, 303-556-5800.

Students who must meet all the proficiency requirements through course work may find it necessary to complete more than 120 semester hours to earn the BS in business administration. The proficiency requirement must be completed during the first three terms in attendance at the downtown Denver campus.

II. BUSINESS CORE REQUIREMENTS: 41 SEMESTER HOURS

- A. Writing/Speech—9 semester hours
 ENGL 1020. Core Composition I 3
 ENGL 3170. Business Writing 3
 CMMU 2050. Business and Professional Speaking 3
- B. Mathematics—3 semester hours
 MATH 1070. Algebra for Social Sciences and Business 3
Note: The required sequence MATH 1070 and MATH 1080 may be satisfied by a 6-hour calculus sequence.
- C. Natural and Physical Sciences—8 semester hours
 Two of the following courses (a sequence in the same discipline or courses in two different disciplines):
 ANTH 1303. Introduction to Biological Anthropology 4
 BIOL 1550. Basic Biology I 4
 BIOL 1560. Basic Biology II 4
 CHEM 1470. Core Chemistry: Eat, Drink, Man, Woman 4
 CHEM 1471. Core Chemistry: Risky Business 4
 ENVS 1042. Introduction to Environmental Sciences 4
 GEOL 1072. Physical Geology I 4
 GEOL 1082. Physical Geology II 4
 PHYS 1000. Introduction to Physics 4
 PHYS 1052. General Astronomy I 4
- D. Behavioral Sciences and Social Sciences—9 semester hours
 PSY 1000. Introduction to Psychology I 3
 —or—
 PSY 1005. Introduction to Psychology II 3
 ECON 2012. Principles of Economics: Macroeconomics 3
 ECON 2022. Principles of Economics: Microeconomics 3
- E. Humanities—6 semester hours
 Two courses from the following:
 ENGL 1601. Telling Tales: Narrative Art in Literature and Film ... 3
 ENGL 2600. Great Works in British and American Literature ... 3
 GER 1000. Germany and the Germans 3
 HIST 1381. Paths to the Present I 3
 HIST 1382. Getting Here: Paths to the Present II 3
 PHIL 1012. Introduction to Philosophy:
 Relationship of the Individual to the World 3
 PHIL 1020. Introduction to Ethics and Society:
 The Person and the Community 3
 RUSS 1000. Russia and the Russians: Life, Culture, and Arts ... 3
 RUSS 2000. Masterpieces of Russian Culture 3
- F. Arts—3 semester hours
 One course from the following:
 ARTS 1000. Arts in Our Time 3
 F A 1001. Introduction to Art 3
 PMUS 1001. Music Appreciation 3
 THTR 1001. Introduction to Theatre 3
- G. Cultural Diversity—3 semester hours
 One course from the list specified for the downtown Denver campus core curriculum (see “General Information” section of this catalog).

III. BUSINESS SCHOOL SPECIFIC GRADUATION REQUIREMENTS

- A. MATH 1080. Polynomial Calculus 3
Note: The required sequence MATH 1070 and MATH 1080 may be satisfied by a 6-hour calculus sequence.

- B. DSCI 2010. Business Statistics. 3
 C. OTHER. MATH 1070, ECON 2012, ECON 2022, PSY 1000, ENGL 3170, and CMMU 2050 may be taken as part of the campus core. The Business School strongly encourages students to take ENGL 2030 before completing ENGL 3170. However, if other courses in their respective areas are taken to satisfy campus core requirements, then these required courses must still be completed to meet graduation requirements.

IV. BUSINESS CORE: 33 SEMESTER HOURS

Students are required to complete the business core in the order listed below:

- ACCT 2200. Financial Accounting and Financial Statement Analysis . 3
 ACCT 2220. Managerial Accounting and Professional Issues 3
 ISMG 2000. Computer and Business Information Systems 3
 BLAW 3000. Legal, Ethical, and Social Environments of Business I . 3
 MGMT 3000. Managing Individuals and Teams 3
 FNCE 3100. Principles of Finance I 3
 MKTG 3000. Principles of Marketing 3
 DSCI 3000. Operations Management 3
 FNCE 3200. Principles of Finance II 3
 BLAW 4120. Legal and Ethical Environments of Business II 3
 MGMT 4500. Business Policy and Strategic Management 3

To proceed to ACCT 2220, students must have a C or better in ACCT 2200.

V. INTERNATIONAL STUDIES: 3 SEMESTER HOURS

International Business—One course (3 semester hours) from the following list of courses:

- FNCE 4370-3. International Financial Management
 MGMT 4400-3. Introduction to International Business
 MKTG 4200-3. International Marketing
 MKTG 4580-3. International Transportation

VI. AREA OF EMPHASIS

Students may choose a business degree with an area of emphasis in accounting, finance, human resources management, information systems, international business, management, or marketing.

VII. OTHER COURSES: 0–13 SEMESTER HOURS

Students may choose other courses freely, subject to the following general rules: (1) only nonremedial (college-level, as determined by the Business School) courses will count toward the BS degree; (2) all students receiving the BS degree in business must take at least 48 upper-division semester hours, of which 42 semester hours must be upper-division business credit (excluding the economics core courses); (3) at most, 60 semester hours in business (excluding the economics core courses) may be counted toward the 120 credit hours required for the BS degree in business; (4) students must complete 30 hours of actual business course work, including the area of emphasis, after acceptance to the Business School; (5) at least 50 percent of the business credits applied to the degree must be taken at the downtown Denver campus.

Guidelines for Elective Credits. Elective credits should be selected carefully because not all classes are acceptable. Generally, to be acceptable, electives must be taught by regular University of Colorado faculty, must have a form of assessment such as a term paper and/or examinations, and must be regular classroom-type classes. Course coverage must be college level, not 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.

Specifically, the school *will* accept:

- a maximum of 6 hours of the theory of physical education, theory of recreation, and/or theory of dance

- a maximum of 6 hours of approved independent study, internships, experimental studies, choir, band, and/or music lessons, art lessons,
- a maximum of 12 hours of advanced ROTC, providing the student is enrolled in the program and completes the total program

The school will *not* accept: activity physical education classes, recreation, workshops, orientations, dance, teaching methods, practicums, and courses reviewing basic skills in computers, English composition, mathematics, and chemistry.

Areas of Emphasis

See individual areas of emphasis in this section for specific courses required.

ACADEMIC POLICIES FOR SELECTING COURSES

Registration

For registration, go online to www.cudenver.edu/admissions/registrar.

Maximum Units per Term

The normal scholastic load of an undergraduate business student is 15 semester hours, with a maximum of 18 hours allowed during the fall/spring semesters and 12 hours allowed during the summer session. Hours carried concurrently in the Division of Continuing Education, CU-Boulder, or the downtown Denver campus Extended Studies Programs, whether in classes or through correspondence, are included in the student's term load.

Repeating Courses

A failed course (grade of *F*) may be repeated; however, the *F* will be included in the grade point average and will appear on the transcript. A course in which a grade of *D* or better is obtained may not be repeated without written approval from the business program coordinator. Courses repeated without approval may not be used in the business grade point average calculation.

Courses from Other Institutions

Business students must have the written approval of the business program coordinator to register for courses (excluding MSCD pooled courses) offered by other institutions, including other CU campuses. Credit will not be given for courses taken without approval. Grades of *C* or better must be earned to receive business degree credit. Generally, only nonbusiness electives or lower-division, nonbusiness requirements are acceptable for transfer from other institutions once a student has been admitted to the Business School. Students who, after admission to the college, take more than 12 semester hours from another institution, must reapply for admission to the college as transfer students and must meet the current admission requirements.

Metropolitan State College of Denver Courses

Business students may select their nonbusiness required and elective courses from those offered by MSCD. Grades of *C* or better must be earned to receive business degree credit; however, the grade is not computed in the CU grade point average and is treated like other transfer credits. MSCD business courses may not be taken for downtown Denver campus business degree credit.

Graduate-Level Courses

With prior written approval of the business program coordinator, students may take a maximum of 6 semester hours of graduate-level

nonbusiness elective credits. Students must earn grades of *B* or better in graduate courses to apply the credits toward business degree requirements.

Pass/Fail

Only internships, independent studies, and nonbusiness elective courses may be taken pass/fail. Required business and nonbusiness courses (including the campus core) may *not* be taken pass/fail. A maximum of 6 hours pass/fail credit may be applied toward the business degree. Courses taken in excess of the maximum will not be applied toward degree credit. Pass/fail determination must be made within the posted deadlines (at census dates) and may not be rescinded (unless approved by the undergraduate committee).

Correspondence Courses

Only 6 semester hours of credit taken through correspondence study (from regionally accredited institutions) will be applied toward the business degree. Business courses may not be taken by correspondence. All correspondence courses must be evaluated by the business program coordinator to determine their acceptability toward degree requirements, and the program coordinator's written approval is required *prior to* the student's registering for courses. Students may contact the Division of Continuing Education, CU-Boulder, for correspondence course offerings and registration procedures.

Independent Study

Junior or senior business students desiring to work beyond regular course coverage may take variable credit courses (1–3 semester hours) as nonbusiness electives under the direction of an instructor who approves the project, but the student must have the appropriate approval before registering. A maximum of 3 semester hours of independent study course work may be taken in any one semester; a maximum of 6 semester hours may be applied toward degree requirements.

An independent study request form must be signed by the student, the instructor, the program director, and the director of advising and admissions.

ACADEMIC POLICIES FOR SUSPENSION AND PROBATION

To be in good standing, students must maintain an overall CU GPA of 2.0 (*C* = 2.0) or better for *all course work attempted*, and a 2.0 GPA or better for *all business courses attempted*. PE activity courses, remedial course work, MSCD courses, and repeated courses not approved by a business advisor are not included in this average.

When semester grades become available, students falling below the 2.0 GPA will be notified of (1) probationary status or (2) suspension. Students are responsible for being aware of their academic status at all times; late grades and/or late grade notification does not waive this responsibility. School rules governing probation and suspension are as follows:

1. Any student whose overall GPA, or business course GPA, is less than 2.0 will be placed on probation immediately. A student may be removed from probation when the overall GPA and business GPA have been raised to 2.0.
2. A student may remain on probation as long as he/she maintains normal degree progress each semester as determined by the school *and* each term, while on probation, obtains an overall term GPA of 2.5, and term business course GPA of 2.5, with no grade below a *C*. Failure to meet probationary provisions will result in suspension. Probationary status may continue only until the student has completed a maximum of 12 semester hours or four terms, whichever comes first; summer is considered a term. The student will be suspended if the GPA deficiency is not cleared within this time.
3. Suspended students may not attend any campus of the University of Colorado or any division of the university (including continuing education or extended studies credit classes).

4. Students on suspension may petition for readmission to the school after waiting a minimum of one year from the term in which they were suspended. Generally, petitions are granted only in unusual circumstances. Any suspended student readmitted to the school will be under contract and placed on a continued probation status until the GPA deficiency has been cleared. Such students will be automatically suspended if, at any time, their overall GPA or business GPA again falls below 2.0.
5. Students earning all failing grades for a semester will have a dean's stop placed on their record and will not be permitted to register without a business advisor's approval.
6. Combined degree students are required to maintain the same standards of performance as Business School students in order to be continued in a combined program.

AREAS OF EMPHASIS

Each candidate for the BS (business administration) degree must complete the prescribed courses in an area of emphasis comprising a minimum of 15 semester hours taken at the University of Colorado at Denver and Health Sciences Center. A 2.0 grade point average is required for area courses. Typically, students select an area of emphasis after taking several of the core courses. They then complete the hours required for their selected area. All BS (business administration) students must declare a major area of emphasis by the time they have accumulated 60 credit hours.

Information about each area of emphasis follows.

Accounting

Program Director: Bruce Neumann

Telephone: 303-556-5884

E-mail: Bruce.Neumann@cudenver.edu

Accounting courses are offered in several fields of professional accountancy at the intermediate, advanced, and graduate levels. They provide preparation for practice in one or more of the following fields:

- Auditing
- Financial Accounting
- Financial Management
- Management Control Systems
- Managerial Accounting
- Tax Accounting
- Teaching and Research

In all of these fields a thorough knowledge of the social, legal, economic, and political environment is needed. A high degree of analytical ability and communication skill is indispensable. A grade of *C* must be earned in all accounting courses to qualify for graduation.

Courses in English composition, speech, ethics, and logic are desirable. Courses in statistics and information systems, beyond the required business core courses, are highly recommended.

<i>Required Courses</i>	<i>Semester Hours</i>
ACCT 3054. Accounting Systems and Data Processing	3
ACCT 3220. Intermediate Financial Accounting I	3
ACCT 3230. Intermediate Financial Accounting II	3
ACCT 3320. Intermediate Cost Accounting	3
ACCT 4410. Income Tax Accounting	3
ACCT 4620. Auditing	3
ACCT free elective (4000 level)	3

Students planning to pursue accounting as a career may take more than the above required hours. Many students complete a total of 30 hours of accounting, often taking two accounting courses each semester in their junior and senior years. Students should work closely with the accounting faculty and business advisors in planning their accounting programs.

The accounting program offers several 4000/6000-level courses. Students with credit for a 4000-level course cannot receive credit for the corresponding 6000-level course. Graduate students should take 6000-level courses.

Accounting students often specialize in a particular topical area of accounting. Examples of these specializations include:

FINANCIAL ACCOUNTING

Recommended Electives

ACCT 4240-3. Advanced Financial Accounting
ACCT 4800-3. Accounting for Government and
Nonprofit Organizations

MANAGERIAL ACCOUNTING

Recommended Electives

ACCT 4330-3. Managerial Accounting Problems and Cases
ACCT 4800-3. Accounting for Government and
Nonprofit Organizations

ACCOUNTING AND INFORMATION SYSTEMS (ACIS)

Within the accounting curriculum students can choose to add courses in information systems to complement their individual interests as well as prior education and work experiences.

Business Core

ISMG 2050. Introduction to Business Problem Solving	3
ACCT 2200. Financial Accounting and Financial Statement Analysis	3
ACCT 2220. Managerial Accounting and Professional Issues	3
BLAW 3000. Legal and Ethical Environments of Business I	3
FNCE 3100. Principles of Finance I	3
FNCE 3200. Principles of Finance II	3
MGMT 3000. Managing Individuals and Teams	3
MKTG 3000. Principles of Marketing	3
DSCI 3000. Operations Management	3

Required International Studies (choose one)

FNCE 4370. International Financial Management	3
MGMT 4400. Introduction to International Business	3
MKTG 4200. International Marketing	3
MKTG 4580. International Transportation	3

Business Capstone

MGMT 4500. Business Policy and Strategic Management	3
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Area of Emphasis

ACCT 3054. Accounting Systems and Data Processing	3
ACCT 3220. Intermediate Financial Accounting I	3
ACCT 3230. Intermediate Financial Accounting II	3
ACCT 3320. Intermediate Cost Accounting	3
ACCT 4410. Income Tax Accounting	3
ACCT 4620. Auditing	3
ACCT/ISMG 4780. Accounting IS Processes and Control	3

Choose Two

ISMG 4500. Database Management and Applications	3
ISMG 4600. System Analysis and Design	3
ISMG 4900. Project Management and Practice	3

Graduate study in accounting is receiving increasing emphasis by professional organizations and employers. Students meeting admission requirements should consider continuing their education at the graduate level. Qualified undergraduates may petition for permission to take one or two graduate accounting courses as electives (e.g. ACCT 6800. Special Topics).

Financial Management

Program Director: Clifford E. Young
Telephone: 303-556-5816
E-mail: Clifford.Young@cudenver.edu

Since fall 2002, the principal area of study in finance is a financial management specialization. This specialization will provide students with skills they need in finance and accounting to succeed in jobs in finance and financial management, particularly in the corporate area.

Increasingly, the business community has affirmed that students need skills in both the accounting and finance areas. The financial management specialty incorporates knowledge of financial accounting, cost and managerial analysis, corporate financial management, financial institutions and markets, investments, and accounting information systems and information technology. Job opportunities include accounting positions that are not CPA-track, finance/accounting positions with financial institutions and in the field of business finance. The specialization provides a solid accounting/finance background for other business positions as well.

Prerequisites: ACCT 2200 and ACCT 2220 are prerequisites for the required accounting courses. In addition, FNCE 3100, FNCE 3200 (and their prerequisites) are prerequisites for the required finance courses.

<i>Required Courses</i>	<i>Semester Hours</i>
Accounting	
ACCT 3054. Accounting Systems and Data Processing	3
ACCT 3220. Intermediate Financial Accounting I	3
ACCT 3320. Intermediate Cost Accounting	3
FNCE 4350. Financial Markets and Institutions	3
FNCE 4330. Investment and Portfolio Management	3
FNCE 4500. Corporate Financial Decisions	3
* Required International Course	
FNCE 4370 International Finance	

Electives (1 accounting)

ACCT 4950. International Accounting	
ACCT 4950. Financial Statement Analysis	
ACCT 3230. Intermediate Financial Accounting II	
ACCT 4330. Managerial Accounting Problems and Cases	
ACCT 4410. Income Tax Accounting	

* Students should note that all finance and accounting courses are not offered every semester. Students should take the ACCT 2200 and ACCT 2220 courses as soon as possible to avoid bottlenecks in their schedules, since these are prerequisites for all courses in the specialization.

NEW UNDERGRADUATE: FINANCIAL MANAGEMENT SYSTEMS SPECIALIZATION

The new financial management systems specialization provides students with skills that they need in finance/accounting/information systems to do well in jobs in finance and financial management and business systems, particularly in the corporate area. Increasingly, the business community has affirmed that students need skills in accounting, finance, and systems areas. The financial management systems specialty incorporates knowledge of financial accounting, cost and managerial analysis, corporate financial management, financial institutions and markets, investments, and accounting information systems and information systems technology. With the Sarbanes-Oxley Act, financial managers need to have an understanding of accounting, finance, and information systems area to ensure that operations are well-managed. Similarly, financial managers of large international financial institutions must manage and measure operational risks. Financial managers are also often required to have database skills with an increasing demand for financial analysts with database skills.

Job opportunities include accounting positions that are not CPA-track, finance/accounting positions with nonfinancial and financial institutions and in the business systems areas in the field of business finance. The specialization provides a solid accounting/finance and information systems background for other finance specialist and business analyst positions as well.

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Prerequisites

- ACCT 2200 and ACCT 2220 for the accounting required courses
- FNCE 3100, FNCE 3200 (and their prerequisites) are prerequisites for the required finance courses
- ISMG 2050 for the ISMG courses (see individual courses for other prerequisites)

Business Core

ISMG 2050. Introduction to Business Problem Solving	3
ACCT 2200. Financial Accounting/Financial Statement Analysis	3
ACCT 2220. Managerial Accounting and Professional Issues	3
BLAW 3000. Legal and Ethical Environments of Business I	3
FNCE 3100. Principles of Finance I	3
FNCE 3200. Principles of Finance II	3
MGMT 3000. Managing Individuals and Teams	3
MKTG 3000. Principles of Marketing	3
DSCI 3000. Operations Management	3

Business Capstone

MGMT 4500. Business Policy and Strategic Management	3
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Required Courses

Semester Hours

Accounting Courses

ACCT 3054. Accounting Systems and Data Processing	3
ACCT 3220. Intermediate Financial Accounting I	3
ACCT 3320. Intermediate Cost Accounting	3

Required Cross-Listed Course

ACCT/ISMG 4780. Accounting IS Processes and Control	3
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Finance Courses

FNCE 4500. Corporate Financial Decisions	3
FNCE 4350. Financial Markets and Institutions	3
FNCE 4330. Investment and Portfolio Management	3

International Elective

FNCE 4370. International Financial Management	
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IS Courses

ISMG 4500. Database Management and Applications	3
ISMG 4600. System Analysis and Design	3
ISMG 4900. Project Management and Practice	3

Note: Students should note that all finance and accounting courses are not offered every semester. Students should take the ACCT 2200 and ACCT 2220 courses right away to avoid bottlenecks in their schedules, since these are prerequisites for all courses in the specialization.

Human Resources Management

Program Director: Clifford E. Young
Telephone: 303-556-5816
E-mail: Clifford.Young@cudenver.edu

Human resources management offers opportunities for students to develop professional competence in the areas of personnel administration and development. Students acquire an understanding of and skills in developing and implementing human resources systems, including recruitment, selection, evaluation, training, motivation, and compensation.

Required Foundation Courses. ISMG 3000, MKTG 3050, and MGMT 4370.

Required Emphasis Courses. MGMT 3310 and 6 hours from the following: MGMT 4450. Human Resources Management: Compensation Administration; MGMT 4430. Training; MGMT 4420. Staffing; MGMT 4440. Performance Management.

Recommended Electives

ECON 4610-3. Labor Economics	
MGMT 4950-3. Special Topics in Management	
PSY 3135-3. Organizational Psychology	

Information Systems

Program Director: Clifford E. Young
Telephone: 303-556-5816
E-mail: Clifford.Young@cudenver.edu

Information technologies have the power to create and restructure industries, empower individuals and firms, and dramatically reduce costs. They are the lifeblood of the modern enterprise, making up the single largest portion of capital spending among U.S. corporations. Today's managers and other business professionals simply cannot perform effectively without a solid understanding of the role of information systems (IS) in business, competition, and national and global economy.

The IS area of emphasis focuses on effective use of IT in business. It is designed to produce graduates equipped with logical and analytical thinking in all areas of business, and with strong basis for continued career growth in a variety of fast-growing professions. Students who choose this emphasis will develop the technical skills, business know-how, and administrative insights required for (1) acquisition, deployment, and management of IT resources and services, and (2) development, operation and evolution of IS infrastructure for use in accounting, finance, marketing, management, and other business processes. The academic content of this program, therefore, includes IT/IS management, development, implementation, and use in all business areas.

CAREERS

IS careers are dominated in the list of fastest growing occupations by the U.S. Bureau of Labor Statistics. It includes a broad array of careers, from the highly technical information systems specialists to those that bridge the gap between the people who develop IS and the people who use them. In addition, careers in other business areas, such as finance, accounting, and marketing increasingly require candidates with advanced IS skills. The greatest demand in the IS field will be for professionals who have technical knowledge and business know-how, and who have a solid understanding of the role of IS in businesses and organizations. Graduates from this program may pursue a variety of careers in business, consulting, and government. These careers range from generalists, such as consultants, technology analysts, business analysts, and project/account managers, to specialists such as systems analysts, designers and integrators, database and network administrators, as well as technology managers. At higher levels within the firm, the job titles would include director of MIS, vice president of IT, chief information officer, chief knowledge officer, and chief technology officer.

CURRICULUM

The courses emphasize both team and individual work, allowing students to gain critical thinking skills, knowledge, and experience to analyze, design, program, implement, and use information.

Required Foundation Courses. ISMG 3000

<i>Required Emphasis Courses</i>	<i>Semester Hours</i>
ISMG 2200. Introduction to Business Programming	3
ISMG 4500. Database Management and Applications	3
ISMG 4600. Systems Analysis and Design	3
ISMG 4700. Networks and Telecommunication	3
ISMG 4800. eBusiness Systems Development	3
ISMG 4900. Project Management and Practice	3

These courses are offered both online and on campus.

Note: These courses are in addition to the information systems courses required as part of the business core (i.e., ISMG 2000 and ISMG 3000). ISMG 2000 will be revised starting fall 2005 and will be titled "Introduction to Business Information Systems." Students who choose the IS emphasis do not have to take the following courses as part of the business core: BLAW 4120 and MGMT 4370.

ELECTIVES

Within the IS curriculum, students must add an additional two courses to form a minor area of emphasis in either marketing, management, accounting, or financial management to complement individual interests as well as prior education and work experiences.

Marketing Electives (choose two)

MKTG 3050. Applied Marketing Management
 MKTG 3100. Marketing Research
 MKTG 3200. Buyer Behavior
 ISMG/MKTG 4760. Customer Relationship Management

Management Required

MGMT 3310. Introduction to Human Resources

Management Electives (choose one)

MGMT 4420, 4430, 4450. Human Resource Management—
 staffing, training, compensation
 ISMG/MGMT 4770. Human Resource Information Systems

Financial Management Electives (choose two)

FNCE 4330. Investment and Portfolio Management
 FNCE 4350. Financial Markets and Institutions
 FNCE 4500. Corporate Financial Decisions
 ISMG/FNCE 4750. Business Intelligence and Financial Modeling

Accounting Electives (choose two)

ACCT 3220. Intermediate Financial Accounting I
 ACCT 3230. Intermediate Financial Accounting II
 ACCT 3320. Intermediate Cost Accounting
 ISMG/ACCT 4780. Accounting IS Processes and Control

Secondary Area of Emphasis

Given the increasing influence of IS in all functional areas, it also serves as an excellent second concentration for students whose primary concentration is in another field such as accounting, finance, marketing, or management.

International Business

Program Director: Clifford E. Young
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Increasingly, businesses are reorienting their thinking, planning, and operations to capitalize on opportunities that exist in the world marketplace. Every phase of business is affected by this reorientation. For individuals with the appropriate skills, training, and interest, international business provides excellent career opportunities.

The international business curriculum is designed to enhance and build on thorough training in basic business skills and to provide students with additional skills and knowledge appropriate to international business.

Required Foundation Courses. ISMG 3000, MKTG 3050, and MGMT 4370.

<i>Required Emphasis Courses</i>	<i>Semester Hours</i>
FNCE 4370. International Financial Management	3
MKTG 4200. International Marketing	3
MKTG 4580. International Transportation	3
MGMT 4400. Introduction to International Business	3

A second area of emphasis in business is highly recommended. In addition, serious consideration should be given to advanced study of a foreign language and to either a minor or a certificate in international affairs, offered by the College of Liberal Arts and Sciences.

Management

Program Director: Clifford E. Young
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The management curriculum provides the foundation for careers in supervision and general management in a wide variety of organizations. It develops skills in management practice through an understanding of general management principles, individual and group behavior, organizational change and design, and human resources management.

Required Foundation Courses. ISMG 3000, MKTG 3050, and MGMT 4370.

<i>Required Emphasis Courses</i>	<i>Semester Hours</i>
MGMT 3310. Introduction to Human Resources	3
MGMT 4350. Conflict and Change in Organizations	3
Management Elective (choose one.)	3
MGMT 4100, MGMT 4400, MGMT 4430, MGMT 4420, MGMT 4450, or MGMT 4950	

<i>Recommended Electives</i>	
MGMT 4400-3. Introduction to International Business	
MGMT 4410-3. Human Resources Management: Compensation Administration	
MGMT 4950-3. Special Topics in Management	

MANAGEMENT/INFORMATION SYSTEMS (MGIS)

Within the management curriculum students can choose to add additional courses in information systems to complement their individual interests as well as prior education and work experiences.

<i>Business core</i>	
ISMG 2050. Introduction to Business Problem Solving	3
ACCT 2200. Financial Accounting and Financial Statement Analysis ..	3
ACCT 2220. Managerial Accounting and Professional Issues	3
BLAW 3000. Legal and Ethical Environments of Business I	3
FNCE 3100. Principles of Finance I	3
FNCE 3200. Principles of Finance II	3
MGMT 3000. Managing Individuals and Teams	3
MKTG 3000. Principles of Marketing	3
DSCI 3000. Operations Management	3

<i>Required International Studies</i>	
MGMT 4400. Introduction to International Business	3

<i>Business Capstone</i>	
MGMT 4500. Business Policy and Strategic Management	3

<i>Area of Emphasis</i>	
MGMT 3310. Introduction to Human Resources	3
MGMT 4370. Organization Design	3
ISMG/MGMT 4770. Human Resource Information Systems	3

<i>Choose Two Courses</i>	
MGMT 4350. Conflict and Change in Organizations	3
MGMT 4420. Human Resources Management: Staffing	3
MGMT 4430. Human Resources Management: Training	3
MGMT 4450. Human Resources Management: Compensation	3

<i>Required Information System courses</i>	
ISMG 4500. Database Management and Applications	3
ISMG 4600. System Analysis and Design	3
ISMG 4900. Project Management and Practice	3

Marketing

Program Director: Clifford E. Young
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E-mail: Clifford.Young@cudenver.edu

Marketing is concerned with directing the activities of the organization toward the satisfaction of customer wants and needs. This involves understanding customers, identifying those wants and needs that the organization can best serve, guiding the development of specific products or services, planning and implementing ways to take products or services to the market, securing the customer's order, and finally, monitoring customer response in order to guide future activities.

In most organizations, marketing is a major functional area that provides a wide variety of career opportunities in such fields as personal selling and sales management, advertising and sales promotion, public relations, marketing research, physical distribution, product management, market management, marketing information systems, and retail management. Increasingly, career opportunities exist in service businesses and nonprofit organizations.

Required Foundation Courses. ISMG 3000, MKTG 3050, and MGMT 4370.

<i>Required Emphasis Courses</i>	<i>Semester Hours</i>
MKTG 3100. Marketing Research	3
MKTG required courses (*)	6

<i>*Two courses from the following list:</i>	
MKTG 3200-3. Buyer Behavior	
MKTG 4000-3. Advertising	
MKTG 4200-3. International Marketing	
MKTG 4500-3. Advertising Management and Public Relations	
MKTG 4580-3. International Transportation	
MKTG 4600-3. Business Marketing	
MKTG 4700-3. Personal Selling and Sales Management	

In addition to the three required courses beyond the core, students may select marketing electives, business electives, and nonbusiness electives that support their particular career orientations. The marketing faculty advisor can assist the student in choosing an appropriate set of electives to fit career objectives.

MARKETING/INFORMATION SYSTEMS (MKIS)

Within the marketing curriculum students can choose to add courses in information systems to complement their individual interests as well as prior education and work experiences.

<i>Business core</i>	
ISMG 2050. Introduction to Business Problem Solving	3
ACCT 2200. Financial Accounting and Financial Statement Analysis ..	3
ACCT 2220. Managerial Accounting and Professional Issues	3
BLAW 3000. Legal and Ethical Environments of Business I	3
FNCE 3100. Principles of Finance I	3
FNCE 3200. Principles of Finance II	3
MGMT 3000. Managing Individuals and Teams	3
MKTG 3000. Principles of Marketing	3
DSCI 3000. Operations Management	3

<i>Required International Studies</i>	
<i>Choose One Course</i>	
MKTG 4200. International Marketing	3
MKTG 4580. International Transportation	3

<i>Business Capstone</i>	
MGMT 4500. Business Policy and Strategic Management	3

<i>Area of Emphasis</i>	
MKTG 3050. Applied Marketing Management	3
MKTG 3100. Marketing Research	3
ISMG/MKTG 4760. Customer Relationship Management	3

<i>Choose Two Courses</i>	
MKTG 3200. Buyer Behavior	3
MKTG 4000. Advertising	3
MKTG 4700. Personal Selling and Sales Management	3
MKTG 4720. Internet Marketing	3

Required Information System courses

ISMG 4500. Database Management and Applications	3
ISMG 4600. System Analysis and Design	3
ISMG 4900. Project Management and Practice	3

GRADUATE BUSINESS PROGRAMS (MBA/MS/PhD)**Associate Dean:** Kenneth L. Bettenhausen**Director, Graduate Admissions and Advising:** Linda J. Olson**Telephone:** 303-556-5900**Fax:** 303-556-5904**E-mail:** grad.business@cudenver.edu or
Kenneth.Bettenhausen@cudenver.edu

The Business School offers programs leading to the master of business administration and the master of science in specific fields of business and health administration. In addition, the master of business administration for executives (Executive MBA) is offered as a multicampus program of the Business School, and the executive program in health administration (Executive MBA/HA) is offered through the executive programs division.

The MBA, the Executive MBA, and the MS degree in business are accredited by AACSB International, the Association to Advance Collegiate Schools of Business. The health administration MBA and MS degrees are also accredited by the Accrediting Commission on Education for Health Services Administration (ACEHSA).

Requirements for Admission to the MBA and MS Programs**ADMISSIONS ADVISING**

Persons contemplating graduate study are encouraged to learn about admission and program requirements by scheduling an appointment with a graduate advisor or attending one of the regularly scheduled prospective student information meetings. Call 303-556-5900.

Admission to the graduate programs in business (MBA and MS) is granted only to students showing high promise of success in graduate business study. Admission is based on the following indicators of the candidate's likelihood to succeed in the program.

ACADEMIC RECORD

The bachelor's degree must be earned from a regionally accredited university. The total academic record is considered, including the grade point average, the course of study, and the quality of the program.

REQUIRED TESTING

The Graduate Management Admission Test is required for admission consideration for any applicant who does not have a post-baccalaureate degree. The GMAT is administered several times each year at numerous centers throughout the world. For information and to make application for the test, write to: Graduate Management Admission Test, Educational Testing Service, CN 6103, Princeton, NJ 08541; or phone 1-800-GMATNOW; or visit www.mba.com. The code number for UCDHSC's graduate business programs is **4819**.

WORK EXPERIENCE

A record of appropriate employment at increasing levels of responsibility is considered a positive indicator of the likelihood of successful completion of graduate work.

BACKGROUND REQUIREMENTS

Students applying for graduate programs in business do not need to have taken their undergraduate degrees in business. The MBA program is specifically designed so that the required courses cover the material needed for completion of the degree. There are no prerequisites needed to start the MBA program. Applicants for the MS degree,

however, may be required to take background or common body of knowledge courses, depending on the individual's academic background. Students with nonbusiness backgrounds have completed the program successfully. For more detailed information, phone a graduate academic advisor, 303-556-5900.

It is expected that students have an adequate level of personal computer proficiency in a word processing and spreadsheet software, as well as a good working knowledge of basic algebra and proper English.

THE ADMISSION PROCESS

Mailing address for applications:

Graduate Admissions
The Business School
University of Colorado at Denver and Health Sciences Center
Campus Box 165, P.O. Box 173364
Denver, CO 80217-3364

Students seeking admission to the 11-Month MBA, MBA with an emphasis in health administration, MS in health administration, or executive programs should consult with the relevant catalog sections for additional application criteria or requirements.

Domestic Application Requirements

1. Complete parts I and II of the application for graduate admission and the four essay questions.
2. Have required GMAT scores sent directly to the graduate business admissions office from the Educational Testing Service. The code for UCDHSC's graduate business programs is 4819.
3. Have two official transcripts (not student copies) mailed directly from each school, college, and university ever attended past high school. Transcripts must be sent even if credit course work completed was not part of a degree program or was taken after an undergraduate degree was earned.
4. Resumé
5. Enclose a check for \$50 for the MBA or MS programs, or \$80 for the dual MBA/MS or dual MS/MS, made payable to the University of Colorado. Personal interviews are not required, except for the 11-Month MBA and the MBA and MS in health administration.

Deadlines. To be considered for admission, applicants for graduate programs must submit all materials prior to the following dates:

April 1 for summer session admission
June 1 for fall semester admission
November 1 for spring semester admission

The 11-Month MBA option only admits students each fall.

Early applications are encouraged because, if admitted, the student receives priority for registration time assignment. Applications received after published deadlines with complete supporting documentation, scores, fees, and transcripts will be considered, but do not receive priority handling.

International Application Requirements

1. Complete parts I and II of the application for graduate admission and the four essay questions.
2. Have required GMAT scores sent directly to the graduate business admissions office from the Educational Testing Service. The code for UCDHSC's graduate business programs is 4819.
3. Have two official transcripts (not student copies) mailed directly from each school, college, and university ever attended past high school. Transcripts must be sent even if credit course work completed was not part of a degree program or was taken after an undergraduate degree was earned.
4. Resumé
5. Personal interviews are not required, except for the 11-Month MBA and the MBA and MS in health administration.

6. Foreign applicants must score at least 525 (paper-based) or 197 (computer based) on the TOEFL exam, pay a \$75 fee (\$95 for dual MBA/MS), and meet significantly earlier deadlines—January 15 for summer session admission, March 15 for fall semester admission, and October 1 for spring semester admission. Students may also submit an IELTS exam and must earn a minimum score of 7 IELTS to be considered for admission. Information on taking the TOEFL or IELTS can be obtained by visiting www.ets.org and www.ielts.org.

The 11-Month MBA option only admits students each fall. Early applications are encouraged because, if admitted, the student receives priority for registration time assignment. Applications received after published deadlines with complete supporting documentation, scores, fees, and transcripts will be considered, but do not receive priority handling.

Academic Policies for Graduate Students

ADVISING

As soon as possible after being admitted, students should schedule an appointment with a graduate advisor to discuss general degree requirements, plus determine if any background course work may be required and/or what common body of knowledge courses might be waived for the MS degrees.

DEGREE PLAN

All students are encouraged to meet with a graduate advisor during their first semester to review their degree plan. Students are encouraged to meet with a graduate advisor throughout their program to ensure the correct sequencing of courses. Students must petition before receiving degree credit for any course changes.

COURSE LOAD

The normal course load for full-time graduate students is 9–15 semester hours. However, because many students also are pursuing a career, it is possible to attend classes on a part-time basis by enrolling for 3–6 semester hours. For financial aid purposes, 6 semester hours of graduate study is considered full time. Graduate courses are scheduled primarily in the evening or online to accommodate the working student.

TRANSFER OF CREDIT

Upon approval of the graduate committee, a maximum of 12 semester hours of graduate business course work may be transferred to the MBA and 9 semester hours for the MS degrees (9 semester hours for each the MBA and MS degree if under a dual program) from another AACSB-accredited graduate school of business, if they have been completed within the last five years with a grade of at least *B* (not *B-*). No transfer courses will be accepted if they have been used to satisfy degree requirements of a previously awarded degree. Graduate business courses taken at other University of Colorado campuses are considered transfer hours and are included in the transfer limit. Transfer of quarter hours of graduate business credit may satisfy a course requirement, but may not satisfy the total number of hours requirement. One quarter hour equals .667 semester hours.

TIME LIMITS

Master's students are required to complete all degree requirements within five years and one semester (seven years and one semester to earn dual MBA/MS or MS/MS degrees, or a PhD). Courses completed outside of these time limits will not be accepted toward the degree without petition. Time-limit extensions are given only for external situations that restrict a student's ability to complete the program in a timely manner. If you do not take graduate business courses for more than three semesters, you will need to reapply for admission.

FORMER STUDENTS

Any downtown Denver campus student who has not been enrolled in his or her admitted program of study for three consecutive semesters (summers included) is considered a former student, and must reapply for admission to the program by submitting part I of the application for graduate admission, in-state tuition classification form, along with the applicable fee. Readmitted students must conform to degree requirements in effect during the term in which they are readmitted. If the new requirements differ significantly from the former degree plan, a petition may be submitted requesting exceptions.

GRADUATION

To file an application for a diploma, contact the graduate advising office at 303-536-5900. We encourage students to apply the semester prior to the semester of graduation to detect possible last-minute problems requiring petitions or course schedule changes.

GRADE POINT AVERAGE REQUIREMENTS

A minimum cumulative grade point average of 3.0 must be achieved and maintained for courses taken toward a graduate business degree. All downtown Denver campus graduate courses completed to meet business degree requirements are computed in the graduate business grade point average. Transfer hours and grades from other institutions, including University of Colorado courses taken at the Boulder, Health Sciences and Colorado Springs campuses are not computed in the business GPA, although degree credit is awarded.

PROBATION AND SUSPENSION

If after completing 9 credit hours a student's cumulative graduate business grade point average falls below 3.0, the student will be placed on academic probation and given three semesters (one calendar year) or 9 credit hours of graduate business course work (whichever occurs first) in which to achieve the required 3.0 cumulative average. Failure to achieve the required GPA within the allotted time period will result in suspension for one year. Suspended students who showed improvement while on probation or students with unusual circumstances who are unable to meet the time limits will have 30 days from the date of suspension activation to petition for a prolonged probationary period. Suspended students may not attend any campus of the University of Colorado including continuing education/extended studies. Suspended students may seek to be readmitted after 12 months (three semesters) from the term in which the suspension occurred. A petition form plus a new graduate application part I and in-state tuition classification form must be submitted along with the appropriate fee. Generally petitions of this nature prove successful only on rare occasions.

PASSING GRADES

Any grade below a *C* (2.0) is a failing grade for graduate students. Graduate students must repeat a *required* course for which they have received a grade below a *C*. Both the original grade and the grade for the repeated course count in the computation of the business grade point average.

REPEATING GRADUATE BUSINESS COURSES

A failed course (any grade below a *C*) must be repeated if it is a required course. Both the original and the repeated grade will be included in the GPA and will appear on the transcript. A course in which a grade of *C* or better is obtained may not be repeated without written approval from the director of graduate programs. Graduate business courses repeated without approval may not be used in the graduate business GPA calculation.

DROP/WITHDRAWAL

Classes dropped prior to census date will not appear on the transcript. Thereafter, to drop with a grade of *W*, a student must be earning a grade of *C* or better; otherwise, an *F* will appear on the transcript. Students will not be permitted to drop a course or withdraw from all courses after the 10th week of the semester, unless circumstances outside the student's control are documented. The petition to drop or withdraw must be approved by the associate dean for academic programs and the course instructor(s).

Registration for Graduate Business Courses

Students admitted to graduate degree programs have priority for graduate business courses. Nondegree students and graduate students from other University of Colorado schools or colleges may be permitted to attend on a space-available basis by meeting the qualifications and submitting a nondegree application form (available online at www.cudenver.edu/business).

Some graduate-level (6000-level) courses may be offered simultaneously with undergraduate 4000-level courses. However most 6000-level courses are reserved exclusively for graduate students.

MASTER OF BUSINESS ADMINISTRATION (MBA)

Program Director: Elizabeth Cooperman

Telephone: 303-556-5948

E-mail: elizabeth.cooperman@cudenver.edu

The master of business administration (MBA) program provides a general background in management and administration. This background enables the student to have the breadth of exposure and depth of knowledge required for an advanced-level management career. The program is devoted to developing the concepts, analytical tools, and communication skills required for competent and responsible administration of an enterprise viewed in its entirety, within its social, political, and economic environment.

The Professional MBA program allows the scheduling of classes with maximum flexibility so students can progress through the program at their own pace, by taking as little as one class per semester, or as many as five classes per semester, at times that are convenient to their work schedule. The program can be completed in as little as 16 months, or as long as five years plus one semester.

Online courses add additional flexibility. Students may complete all degree requirements online, or combine online and campus courses to broaden your choice of electives or to fit a business travel schedule or personal learning style. Choice of online electives is limited.

The MBA program is also available in different configurations: 11-Month (full time, see relevant section), health administration, and the Executive MBA (see relevant section). All MBAs have the same curriculum requirements; they differ only in their focus, the flexibility of course scheduling, and the time required to complete the program. The 11-Month and Executive MBAs are lockstep programs (no open electives, no specialized tracks), where all the students complete all program requirements together. No course transfers, waivers, or substitutions are permitted.

<i>Core Requirements</i>	<i>Semester Hours</i>
BUSN 6520. Managing Individuals and Teams	3
BUSN 6530. Data Analysis for Managers	3
BUSN 6540. Legal and Ethical Environment of Business	3
BUSN 6550. Analyzing and Interpreting Accounting Information ..	3
BUSN 6560. Marketing Management	3
BUSN 6610. Information Technology Management.....	3
BUSN 6620. Applied Economics for Managers	3
BUSN 6630. Management of Operations	3
BUSN 6640. Financial Management.....	3
BUSN 6710. Strategic Management	3
Total required core hours	30

Electives

International business elective	3
Free electives	15
Total elective hours	18
Total MBA hours	48

Notes and Restrictions

Core Substitution. Students with extensive and comparable course work in a particular core subject area may petition to substitute a higher-level graduate core course on the basis of prior undergraduate or graduate course work taken at a regionally accredited college or university for the corresponding core class. This does not waive the 48-hour requirement. If a core course is substituted, another graduate-level course in the same functional area must be used as a substitute so that the student completes a total of 48 semester hours.

International Elective. One 3-hour course with an international focus must be completed. Contact a graduate advisor or refer to a current MBA degree plan for a complete list of options.

Electives. The Professional MBA curriculum allows for 15 hours of elective credit, which can be chosen from graduate-level courses offered by the Business School, except BUSN courses numbered below 6800. Additional graduate-level course work completed at the downtown Denver campus outside the Business School may be applied to the MBA degree, but only with prior written approval of the MBA program director.

Note: Electives for the 11-Month and Executive MBA programs are preselected for all students.

MBA Specialized Tracks

Graduate students will have an opportunity to take specialized tracks within the Professional MBA program by completing a prespecified program of elective courses. The following 15 tracks are available:

- Business-to-Business Marketing
- Business-to-Consumer Marketing
- Business Strategy
- Change Management
- Corporate Financial Management
- Decision Sciences
- Enterprise Technology Management
- Entrepreneurship
- Finance
- Financial Analysis
- Human Resources Management
- Information Systems
- International Business
- Investment Management
- Marketing
- Services Management

For additional information about the Professional MBA program, contact a graduate advisor at 303-556-5900.

Master of Business Administration — 11-Month MBA

Program Director: Gary Colbert

Administrative Director: Debbie Capaldi

E-mail: 11-monthMBA@cudenver.edu

Telephone: 303-556-5911

Web site: www.cudenver.edu/business/11month

The 11-Month MBA is an accelerated full-time program that brings academically superior students together with select research and teaching faculty. The program enables students to focus their energies in a concentrated, total-immersion program of study earning a nationally accredited, 48-credit-hour MBA degree in just under a year.

The 11-Month MBA consists of five eight-week terms, three courses per term, plus a two-week international business course abroad. In addition to a minimum of 18 hours of class time each week, the 11-Month MBA students spend an average of 30 hours a week on homework. Students should expect a minimum time commitment of 48 hours per week to successfully complete this program.

ADMISSION AND APPLICATION PROCESS

The admissions committee considers each candidate's entire record of achievement demonstrated through academic transcripts, GMAT scores, essays, letters of recommendation, personal interviews (optional at the candidate's discretion), work experience, and extracurricular and community activities.

PREVIOUS EDUCATION

Applicants' complete academic records, including GPAs and previous course work are considered. Undergraduate degrees do not have to be in business, but they must be from regionally accredited colleges or universities.

TESTING

The GMAT is a requirement for application to the 11-Month MBA program and cannot be substituted with other standardized examinations. If you take the GMAT more than once, we will evaluate your application using the highest GMAT score. The GMAT score for students admitted into the 11-Month MBA program has averaged around 600. Students must score a minimum 500 to be considered for admission to the 11-Month MBA program. The GMAT Web site is www.mba.com.

The 11-Month MBA also requires a highly developed proficiency in written and oral English. International applicants whose first language is not English must take the TOEFL or IELTS exam and earn a minimum score of 575/232 TOEFL or 7 IELTS to be considered for admission to the 11-Month MBA program. Information on taking the TOEFL or IELTS can be obtained by visiting www.ets.org and www.ielts.org.

The Professional MBA and MS programs have no minimum GMAT requirement. An applicant may request to substitute another graduate assessment for the GMAT. Applicants may request waiver of the GMAT if they have already successfully completed a graduate program.

WORK EXPERIENCE

Students in the 11-Month MBA program have an average of six years' work experience. However, experience ranges from the recently graduated to more than 30 years in business. Professional experience strengthens the application since it adds relevance and depth to the learning process and enables candidates to contribute to, and benefit from, the knowledge of fellow classmates in the accelerated timeframe of the program.

APPLICATIONS

The following are required for consideration of admission to the program.

- completed application for graduate admission, parts I and II, submitted by published deadlines and fee (domestic or international as appropriate)
- two (2) letters of recommendation from professional or academic acquaintances who are familiar with the applicant's academic/professional competence
- Graduate Management Admission Test scores taken in the last five years sent directly to the graduate admissions office from the Educational Testing Service. When registering for the GMAT, use code 4819.
- two (2) official transcripts from each school, college, or university previously attended past high school, sent directly to the graduate admissions office. A minimum baccalaureate degree is required
- include answers to the four essay questions demonstrating commitment to an accelerated MBA program

- a resumé outlining work experience
- for international students, official TOEFL or IELTS score
- minimum 575/232 TOEFL or 7 IELTS to apply

The priority date for domestic applications is June 15 (May 1 for international students). Applications (online and downloadable) and current fee information are available at www.cudenver.edu/business/11month.

All of the required admission materials should be sent to:

University of Colorado at Denver and Health Sciences Center
The Business School
Graduate Admissions
Campus Box 165, P.O. Box 173364
Denver, CO 80127-3364

For further information, brochures, and application materials, contact the 11-Month MBA program at 303-556-5911 or 11-MonthMBA@cudenver.edu.

The 11-Month MBA uses a rolling admission system. The committee reviews applications when they are complete in all respects, including transcripts, GMAT scores and letters of recommendation. Candidates are encouraged to submit their application as early in the process as possible. Completed applications are reviewed until early August; applications received after July 15 will be reviewed on a space-available basis. International applicants should have their completed applications in by May 1, to leave them sufficient time for visa and travel arrangements if they are admitted.

A personal interview may also be required for admission to the 11-Month MBA.

11-MONTH MBA SCHOLARSHIPS/LOANS

General financial assistance is available for qualified students. Students should apply directly to the downtown Denver campus Office of Financial Aid. Call 303-556-2886 for information and forms. In addition, 11-Month MBA merit-based scholarships are available only to students in the 11-Month MBA. Other Business School scholarships are also available to all MBA students.

DEGREE REQUIREMENTS

Students in the 11-Month MBA complete 10 MBA core courses, one international business course (conducted abroad) and five special topics courses. All courses require that students work in teams. Due to the program's cohort structure, individual elective options are not available to 11-Month MBA students. **No courses may be waived, substituted or transferred into the program.** If a student finds it necessary to leave the accelerated program, credits already earned may be transferred to the Professional MBA program on campus.

MBA Core Courses

- BUSN 6520. Managing Individuals and Teams
- BUSN 6530. Data Analysis for Managers
- BUSN 6540. Legal and Ethical Environment of Business
- BUSN 6550. Analyzing and Interpreting Accounting Information
- BUSN 6560. Marketing Management
- BUSN 6610. Information Technology Management
- BUSN 6620. Applied Economics for Managers
- BUSN 6630. Management of Operations
- BUSN 6640. Financial Management
- BUSN 6710. Strategic Management

INTERNATIONAL COURSE ABROAD

The international course, which involves travel abroad, is completed as an all-day, two-week intensive course.

SPECIAL TOPICS COURSES

The special topics courses, revised each year, are selected to create a broad understanding of the most current business issues. These requirements are subject to change.

Master of Business Administration—Health Administration

Program Director: Errol L. Biggs
Telephone: 303-556-5845
E-mail: elbiggs@aol.com

ADMISSION PROCESS

Requirements for Admission

Selection of students is a multistep process. When making application to the program for the MBA-HA, candidates should send their applications to:

Graduate Admissions
 Graduate School of Business Administration
 University of Colorado at Denver and Health Sciences Center
 Campus Box 165, P.O. Box 173364
 Denver, CO 80217-3364

Application Requirements

- complete the application for graduate admission, parts I and II, and submit by published deadlines
- send two (2) letters of recommendation from professional or academic acquaintances who are familiar with the applicant's academic/professional competence
- send required Graduate Management Admission Test scores directly to the graduate office from the Educational Testing Service. When registering for the GMAT, use code 4819. GRE scores will also be considered.
- pay the appropriate application fee
- send two (2) official transcripts directly from each school, college, or university previously attended past high school. A minimum baccalaureate degree is required.
- include answers to the four essay questions
- document any experience in the field of health services administration (preferred but not required)
- complete a personal interview with the health administration committee

Admission to the MBA-HA degree program is on a competitive basis. Therefore, these admission criteria represent minimum entrance qualifications expected of all students.

For further information, brochures, and application materials, contact the Business School's Graduate Program in Health Administration, University of Colorado at Denver and Health Sciences Center, 303-556-5900.

HEALTH ADMINISTRATION SCHOLARSHIPS/LOANS

Financial assistance is available for qualified students. Students should apply directly to the downtown Denver campus Office of Financial Aid. Call 303-556-2886 for information and forms.

In addition, some funds are available only to students in the graduate program in health administration:

- U.S. Department of Health and Human Services Health Administration Traineeships
- Foster G. McGaw Scholarship
- UCDHSC MS and MBA Health Administration Scholarship
- Colorado Health Administration Alumni Association Scholarship

Enrollment in the program also makes students eligible to apply for some nationally competitive scholarships from professional organizations.

Call 303-556-5900 for applications or visit www.cudenver.edu/business.

GRADUATE PROGRAM IN HEALTH ADMINISTRATION

The graduate program in health administration is consistently ranked as a top program in the United States and attracts students with a variety of backgrounds and experience levels, which further enriches the classroom experience. The HA program is accredited by the Commission on

Accreditation of Healthcare Management Education. The program is the only such program in the Rocky Mountain region and was started in 1968. Full-time faculty with distinguished research records and a select group of practicing managers provide students with the latest thinking on the most important health issues.

DEGREE REQUIREMENTS

The curriculum of the MBA with an emphasis in health administration is a synthesis of management concepts and techniques that are applicable to any economic organization, and tools that can be specifically applied to health services systems. The program emphasizes skills that strengthen basic analytic and decision-making processes used by top-level managers in selecting broad strategies and by junior managers in administering subunits in healthcare organizations.

Students enrolled in the master of business administration with an emphasis in health administration must complete a minimum of 48 semester hours of graduate-level course work to receive their degree. The curriculum is based on a series of structured learning sequences. Most of the courses are available in the evening to enable working students to pursue the degree on a part-time basis. The specific course requirements are as follows (recommended sequence):

YEAR ONE

BUSN 6521-3. Managing Individuals and Teams
 BUSN 6530-3. Data Analysis for Managers
 BUSN 6550-3. Analyzing and Interpreting Accounting Information
 HLTH 6010-3. Healthcare Systems
 BUSN 6541-3. Legal and Ethical Environment of Business
 HLTH 6071-3. Introduction to Health Information Technology
 BUSN 6621-3. Applied Economics for Managers
 HLTH _____. Health Elective

YEAR TWO

HLTH 6040-3. Healthcare Financial Management
 BUSN 6640-3. Financial Management
 BUSN 6560-3. Marketing Management
 HLTH _____. International Elective (Health)
 BUSN 6631-3. Management of Operations (Health Section)
 BUSN 6711-3. Strategic Management
 HLTH 6911-3. Health Field Studies
 HLTH _____. Health Elective

Notes and Restrictions

Students admitted into the MBA with an emphasis in health administration must meet with a graduate advisor before they register for their first semester. Call 303-556-5900 to schedule an appointment.

Administrative Residency. An administrative residency is optional but recommended for students with limited healthcare experience. The program faculty provide assistance to students in securing the residency, as well as regular consultation during the residency period. The program has been very successful in placing graduates in administrative residencies.

Length of program. A maximum of five years and one semester is allowed to complete the health administration program.

Specialized Tracks in the MBA with an emphasis in Health Administration

Each track carries its own specific course requirements. To provide a variety of perspectives and experiences within a specific area of health administration, each track includes courses that span various departments within the Business School, other schools at the downtown Denver campus and other University of Colorado campuses.

- International Health Management and Policy Track
- Financial Management Track
- Health Information Technology Management Track

MASTER OF SCIENCE PROGRAMS

Master of science degrees (MS) are offered in the fields of accounting, finance, health administration, information systems, international business, management, and marketing.

The MS degree affords the opportunity for specialization and depth of training within a particular field. The specialization and expertise developed within the MS program prepares the student for more specialized staff positions in industry, the nonprofit sector, and government.

The course requirements for the MS degree in each of the fields are divided into two components—common body of knowledge (CBK) and graduate core requirements. The common background requires business courses to develop general breadth and competence in the fields of business administration. These requirements differ among degree programs. Some common background requirements may be waived if evidence of equivalent undergraduate or graduate-level course work is shown and the course work is no more than 10 years old. An undergraduate degree in business administration earned from an AACSB or regionally accredited university will meet most of the CBK requirements. The graduate core requires at least 30 semester hours of graduate-level courses. BUSN courses lower than 6800 may not be used as free electives in the MS programs. Contact a graduate staff advisor for any exceptions.

No comprehensive exams are required.

Master of Science in Accounting

Program Director: Bruce Neumann

Telephone: 303-556-5884

E-mail: Bruce.Neumann@cudenver.edu

The master of science in accounting is a flexible program that provides the student with a thorough understanding of auditing, financial, and managerial accounting. The combination of required and elective courses allows the student to design a course of study, leading to a successful career in either public accounting, governmental or nonprofit accounting, managerial accounting, or taxation.

The MS in accounting requires completion of the following:

A. COMMON BODY OF KNOWLEDGE

Choose three BUSN courses numbered below 6800; the following are recommended:

	<i>Semester Hours</i>
BUSN 6540. Legal and Ethical Environment of Business I	3
BUSN 6620. Applied Economics for Managers	3
BUSN 6640. Financial Management	3
Total CBK Hours	9

Waivers of CBK courses are possible. The entire CBK may be waived if the student has completed an undergraduate business degree from an AACSB-accredited college or university within the last 10 years. Specific courses may be waived based on a case-by-case evaluation of undergraduate or graduate course work in business completed at a regionally accredited college or university within the last 10 years.

B. BACKGROUND ACCOUNTING COURSES*

<i>Required Courses</i>	<i>Semester Hours</i>
ACCT 2200. Financial Acctg. and Financial Statement Analysis	3
ACCT 2220. Managerial Accounting and Professional Issues	3
ACCT 3054. Accounting Systems and Data Processing	3
ACCT 3220. Intermediate Financial Accounting I	3
ACCT 3230. Intermediate Financial Accounting II	3
ACCT 3320. Intermediate Cost Accounting	3
Total Background Hours	18

*Waived for students with appropriate background. BUSN 6550 Analyzing and Interpreting Accounting Information may be substituted for ACCT 2200 and ACCT 2220.

Accounting courses may be taken by nondegree or non-matriculated students.

C. MS ACCOUNTING CORE

<i>Required Courses</i>	<i>Semester Hours</i>
ACCT 6250. Seminar: Financial Accounting	3
ACCT 6260. Seminar: Managerial Accounting	3
Total Hours	6

Accounting Electives (9 hours)

Choose from courses numbered above ACCT 6260 as shown on the list provided below:

- ACCT 6290-3. Management Control Systems
- ACCT 6340-3. Financial Statement Analysis
- ACCT 6350-3. Current Issues in Professional Accounting
- ACCT 6410-3. Advanced Tax for Individuals
- ACCT 6420-3. Advanced Tax for Businesses
- ACCT 6450-3. Research Problems in Income Tax Accounting
- ACCT 6620-3. Advanced Auditing
- ACCT 6800-3. Special Topics (in a variety of areas)

Free Electives (6 hours)

Free electives may be chosen from any 6000-level business courses (except BUSN courses numbered below 6800) including the following 6000-level accounting courses:

- ACCT 6024-3. Advanced Financial Accounting
- ACCT 6033-3. Advanced Managerial Accounting
- ACCT 6020-3. Auditing
- ACCT 6080-3. Accounting for Government and Nonprofit Organizations
- ACCT 6015-3. Accounting for the Public Interest
- ACCT 6140-3. Tax Planning for Managers

Note: Electives may not include ACCT 6030, ACCT 6070, most BUSN courses, or courses similar to those taken at the undergraduate level.

D. SECONDARY AREA

(9 hours)

Accounting is increasingly diverse and linked to many business decisions. Accountants may eventually work as systems designers, chief financial officers, cost analysts, budget officers, or chief executive officers. Students will be better prepared for their careers if they develop competencies in a related field, which may be chosen from a single discipline such as finance, information systems, entrepreneurship, health administration, marketing, or management. The accounting faculty *strongly encourage students to gain additional expertise in finance and/or information systems.*

Alternatively, a self-designed secondary area might best achieve a student's individual objectives (must be approved by the program director). A self-designed secondary field must have a common theme or objective if it crosses several disciplines. For example, a secondary area in information systems might include an accounting technology course, a data course, a data base management course, and a finance technology course. On the other hand, a finance secondary area might include two finance courses and a cost management (accounting) course or a strategic management course. When a BUSN course is a prerequisite for a secondary area, it can be included in the secondary area by petition only. Consult a schedule planner for information about current course offerings and a current catalog for course descriptions.

ACCOUNTING AND INFORMATION SYSTEMS AUDIT AND CONTROL (AISAAC) TRACK

Recently, new regulatory environments have required companies to provide better documentation of their accounting and IT systems to improve the management and disclosure of their business processes for

better financial and regulatory controls. Accounting and IT professionals have significant roles in audit and control activities, since they control the systems that monitor and report on finance, planning, and operations. The courses within this track cover business-process management and financial controls, the emerging trends and practices in privacy and security; the strategies for integrating governance and compliance, and the IT organization's financial and business intelligence services. These courses will focus on how to leverage the existing IT infrastructure to establish quality in financial and internal audit processes, and address the regulatory issues associated with reporting, consolidation, and document/content management more effectively and completely.

For course listings, go to www.cudenver.edu/business and click on the graduate programs. Details can be found on the accounting or information systems links.

Master of Science in Finance

Program Director: Richard Foster
Telephone: 303-556-5886
E-Mail: richard.foster@cudenver.edu

The master of science in finance provides the necessary depth and specialized expertise to meet the need of businesses for financial managers and staff specialists.

The program emphasizes a familiarity with the institutions in our financial system, an understanding of financial markets and instruments, and the analytical skills and tools necessary to make informed decisions about investment and financing.

The program is suited to students from a wide variety of undergraduate backgrounds and is particularly appropriate to students with strong technical and analytical backgrounds.

The MS in finance offers flexibility with on-campus and online courses. The entire degree can be completed online.

The MS finance degree requirements are met by the following courses and options:

<i>Required Courses</i>	<i>Semester Hours</i>
BUSN 6620. Applied Economics	3
BUSN 6640. Financial Management	3
FNCE 6290. Quantitative Methods for Finance	3
FNCE 6300. Macroeconomics and Financial Markets	3
FNCE 6330. Investment Management Analysis	3
FNCE Electives	12
Free Elective	3
Total FNCE Core Hours	30

Prerequisites: BUSN 6550. Analyzing and Interpreting Accounting Information or the equivalent accounting background. Students are also expected to be knowledgeable in spreadsheet software.

NOTES AND RESTRICTIONS

Finance Electives. Choose four courses in finance from the list of regularly scheduled graduate classes in consultation with an advisor.

Free Elective. Students complete 3 credit hours of graduate business course work (excluding BUSN courses numbered below 6800). Modern finance is heavily mathematical and draws extensively on economics and accounting. Courses in these areas are especially useful. Petitions may be submitted to the program director for special courses that fit a student's individual needs.

No comprehensive examination in finance is required.

Master of Science in Health Administration

Program Director: Errol L. Biggs
Telephone: 303-556-5845
E-mail: el.biggs@aol.com

The goal of the master of science in health administration degree (MSHA) is to prepare men and women who, after appropriate practical experience in responsible managerial positions, are capable of assuming

positions as chief executive officers or senior administrators in complex, multi-service healthcare organizations or in organizations' purchasing and health services.

The curriculum is a synthesis of management concepts and techniques that are applicable to any economic organization and tools that can be specifically applied to health and health services systems. The program emphasizes skills that heighten basic analytical and decision-making processes used by top-level managers in selecting broad strategies for the institutions and by junior managers in administering subunits of healthcare organizations. The faculty guide the students in their mastery of theoretical, conceptual, and quantitative topics.

The MSHA program has enjoyed continuous accreditation by the Commission on Accreditation of Healthcare Management Education since 1970.

A. COMMON BODY OF KNOWLEDGE

<i>Required Courses</i>	<i>Semester Hours</i>
BUSN 6521. Managing Individuals and Teams	3
BUSN 6530. Data Analysis for Managers	3
BUSN 6550. Analyzing and Interpreting Accounting Information	3
BUSN 6560. Marketing Management	3
BUSN 6630. Management of Operations	3
BUSN 6640. Financial Management	3
Total CBK hours	18

Waivers of CBK courses are possible. The entire CBK may be waived if the student has completed an undergraduate business degree from an AACSB-accredited college or university within the last 10 years. Specific courses may be waived based on a case-by-case evaluation of undergraduate or graduate course work in business completed at a regionally accredited college or university within the last 10 years.

B. GRADUATE CORE IN HEALTH ADMINISTRATION

<i>Required Courses</i>	<i>Semester Hours</i>
HLTH. 6010 Healthcare Systems	3
HLTH. 6040 Healthcare Financial Management	3
HLTH. 6911 Health Field Studies	3
BUSN. 6541 Legal and Ethical Environment of Business (health section)	3
BUSN 6621. Applied Economics for Managers (health section)	3
BUSN 6711. Strategic Management (health section)	3
HLTH Electives	9
Free Elective	3
Total HLTH Core Hours	30

NOTES AND RESTRICTIONS

Free Elective. The free elective course can be chosen from the areas of accounting, finance, health administration, information systems, international business, management, and marketing. A course with the BUSN prefix can be used as a free elective if the course number is 6800 or higher.

Management Residency. A management residency is optional, but recommended for all students, especially those with limited healthcare experience. The faculty of the program provide assistance to students in securing the residency, as well as regular consultation during the residency period. Information on the full range of local, regional, and national residencies is available in the program office.

Length of Program. The didactic portion of the degree will take at least two academic years, since most HA courses are offered only once each year and many have prerequisites. Part-time study is facilitated by courses being scheduled for late afternoon and evening hours.

SPECIALIZED TRACKS IN MS HEALTH ADMINISTRATION

Each track carries its own specific course requirements. To provide a variety of perspectives and experiences within a specific area of health administration, each track includes courses that span various departments within the Business School, other schools on the downtown Denver campus and other University of Colorado campuses.

- International Health Management and Policy Track
- Financial Management Track
- Health Information Technology Management Track

INSTITUTE FOR INTERNATIONAL BUSINESS

The international health track is affiliated with the Institute for International Business at UCDHSC. The Institute for International Business is one of a few university programs to have received the prestigious CIBER grant from U.S. Department of Education. The grant is being used by the institute to provide effective internationally oriented education, research, and outreach activities. Also, the institute is a participant in an international consortium of universities for faculty and student program and course exchanges. Students in the international health management and policy track will have access to the institute's exchange networks.

INTERNATIONAL HEALTH TRAVEL/STUDY COURSE

A unique feature of our international health management and policy track is its emphasis on making sure students gain international experience during their education. The travel study course requirement can be met by taking a University of Colorado health travel/study course, or a student can take a course at a partnering university. An example of a health travel/study was a three-week trip to Thailand and Vietnam to visit numerous cultural- and health-related facilities. For further information, contact Blair Gifford, the program director, by e-mail at Global-Health@CUDenver.edu or by telephone, 303-556-6614.

Master of Science in Information Systems

Program Director: Jahangir Karimi

Telephone: 303-556-5881

E-mail: jahangir.karimi@cudenver.edu

Web site: <http://thunder2.cudenver.edu/newprogram/>

The master of science in information systems (MSIS) program at the Business School meets industry needs by providing specialized tracks in systems development and implementations and enterprise technology management. The program prepares students for career paths in infrastructure, systems development and management services, enterprise application services, business consulting and development, and consumer products and services. Whether students aim to be systems analysts or designers, software engineers, applications programmers, database administrators, Web developers, systems integrators, project managers, LAN administrators, or application and technology consultants, the MSIS program provides the necessary knowledge and skills. This entire MS in information systems can be completed online.

The MSIS program offers a wide choice of courses. The course work consists of a common body of knowledge courses plus 30 credit hours, which includes the new MSIS core, a specialized track, and a free elective. At least 12 credit hours must be chosen from the MSIS core courses. Each track has one required 3-credit-hour course. An additional 12 credit hours must be selected from a list of courses within the chosen specialized track. The courses within each track provide additional flexibility for students to match their interests with their goals. The remaining 3 credit hours are for the free elective.

A. COMMON BODY OF KNOWLEDGE COURSES (12 SEMESTER HOURS)

Waivers of CBK courses are possible. The entire CBK may be waived if the student has completed an undergraduate business degree from an AACSB-accredited college or university within the last 10 years. Specific

courses may be waived based on a case-by-case evaluation of undergraduate or graduate course work in business completed at a regionally accredited college or university within the last 10 years.

Select any four of the following courses

BUSN 6520-3.	Managing Individuals and Teams
BUSN 6530-3.	Data Analysis for Managers
BUSN 6540-3.	Legal and Ethical Environment of Business
BUSN 6550-3.	Analyzing and Interpreting Accounting Information
BUSN 6560-3.	Marketing Management
BUSN 6620-3.	Applied Economics for Managers
BUSN 6630-3.	Management of Operations
BUSN 6640-3.	Financial Management
BUSN 6710-3.	Strategic Management

Students with limited business background are highly recommended to take BUSN 6550, BUSN 6560, BUSN 6630, and BUSN 6640.

B. INFORMATION SYSTEMS CORE

This set of courses consists of 12 credit hours designed to provide the fundamental knowledge necessary for a career as an IS professional. Up to 9 credit hours may be transferred from an AACSB international-accredited graduate school and applied to the information systems core upon approval. Students should take the core courses before taking the electives in each track.

ISMG 6040-3.	Business Process Management
ISMG 6060-3.	Analysis, Modeling and Design
ISMG 6080-3.	Database Management Systems
ISMG 6120-3.	IT Infrastructure

Note: Students who do not have any programming background will be required to complete ISMG 2200. Structured Programming in "C." ISMG 4950 will no longer be offered.

C. INFORMATION SYSTEMS TRACKS

The IS tracks provide students with a set of related courses necessary to acquire skills and expertise within a specific area in the development, management, and use of information technology applications. Students are required to choose one track and complete a minimum of three courses within that track.

SYSTEMS DEVELOPMENT AND IMPLEMENTATION (SDI) TRACK

This track provides specialization in building and managing large systems using client/server, multimedia, and distributed object architectures. The courses in this track provide expertise in C#, Java, multimedia, data warehousing, decision support and expert systems technologies, management of large databases, and systems integration. In addition, project management skills enable graduates to successfully handle highly complex systems development projects in the business world.

Required:

ISMG 6020. Object-oriented Business Programming

Choose four of the following:

ISMG 6220.	Business Intelligence Systems
ISMG 6240.	Website Development Practice and Technologies
ISMG 6280.	Service-oriented Architecture
ISMG 6450.	IT Project Management
ISMG 6480.	Advanced Database Systems

ENTERPRISE TECHNOLOGY MANAGEMENT (ETM) TRACK

This track focuses on information technology as the prime driver and enabler of business strategy. It focuses on the strategic, technological, financial and organizational issues involved with the effective management of information technology within an enterprise. The courses in this track cover the emerging technologies and the evolving roles and importance of IT in modern organizations; IT-enabled organizational

processes and knowledge management; IT sourcing and alternative methods to develop, acquire, and implement information systems; implementing and managing complex IT projects; and security and privacy issues associated with IT.

Required:

ISMG 6180. Information Systems Management and Strategy

Choose four of the following:

ISMG 6220. Business Intelligence Systems

ISMG 6420. Global Enterprise Systems

ISMG 6430. Information Systems Security and Privacy

ISMG 6450. IT Project Management

ISMG 6460. Emerging Technologies

Note: The ETM track provides an appealing option for students pursuing a dual degree and is also available as a specialized track within the MBA curriculum.

ACCOUNTING AND INFORMATION SYSTEMS AUDIT AND CONTROL (AISAAC) TRACK

Recently, new regulatory environments have required companies to provide better documentation of their accounting and IT systems to improve the management and disclosure of their business processes for better financial and regulatory controls. Accounting and IT professionals have significant roles in audit and control activities, since they control the systems that monitor and report on finance, planning, and operations. The courses within this track cover business-process management and financial controls, the emerging trends and practices in privacy and security; the strategies for integrating governance and compliance, and the IT organization's financial and business intelligence services. These courses will focus on how to leverage the existing IT infrastructure to establish quality in financial and internal audit processes, and address the regulatory issues associated with reporting, consolidation, and document/content management more effectively and completely.

For course listings, go to www.cudenver.edu/business and click on the graduate programs. Details can be found on the accounting or information systems links.

FREE ELECTIVE

Students fulfill an additional 3 credit hours by completing the following:

- a specialty track (SDI, ETM, AISAAC, GIS) course
- an internship

A maximum of 9 semester hours of approved graduate work taken at other institutions may be included in the 30 semester hours with approval.

Candidates for the MS degree are not required to take a comprehensive examination or to complete a thesis in the major field.

GEOGRAPHIC INFORMATION SYSTEMS (GIS) OPTION

Offered in conjunction with the College of Engineering and Applied Science, the GIS option expands on system development skills through the understanding of GIS work flows, analysis processes, and data models. Course work also addresses how map representations can be abstracted in geo-databases to develop intelligent GIS systems to improve efficiencies, decision making, planning, geographic accountability, science-based plans, and communication. A certificate in GIS is awarded by the College of Engineering and Applied Science.

Master of Science in International Business

Advisor: Manuel G. Serapio, Jr.

Telephone: 303-556-5832

E-mail: manuel.serapio@cudenver.edu

The master of science in international business prepares individuals for the challenges and opportunities facing business organizations in the global marketplace.

The MS program in international business requires the completion of the following:

A. COMMON BODY OF KNOWLEDGE

<i>Required Courses</i>	<i>Semester Hours</i>
BUSN 6520. Managing Individuals and Teams	3
BUSN 6530. Data Analysis for Managers	3
BUSN 6540. Legal and Ethical Environment of Business	3
BUSN 6550. Analyzing and Interpreting Accounting Information ..	3
BUSN 6560. Marketing Management	3
BUSN 6620. Applied Economics for Managers	3
BUSN 6640. Financial Management	3
Total CBK Hours	21

Waivers of CBK courses are possible. The entire CBK may be waived if the student has completed an undergraduate business degree from an AACSB-accredited college or university within the last 10 years. Specific courses may be waived based on a case-by-case evaluation of undergraduate or graduate course work in business completed at a regionally accredited college or university within the last 10 years.

B. FOREIGN LANGUAGE COMPETENCY

Prior to graduation, students must demonstrate proficiency in a foreign language (other than English). This is accomplished through completion of three semesters of college-level course work in a single foreign language with a grade of C or better in all three terms, or by passing a proficiency exam.

C. GRADUATE CORE IN INTERNATIONAL BUSINESS

<i>Required Courses</i>	<i>Semester Hours</i>
INTB 6000. Introduction to International Business	3
INTB 6020. Cross-Cultural Management	3
INTB 6200. International Business Policy	3
International Electives	12
Free Elective	3
Advanced Study Requirements in International Business	6
Total INBU Core Hours	30

Notes and Restrictions

International Topics Electives. Choose four courses (12 hours) from any INTB 6000-level course or higher or any approved international course.

Free Elective. One graduate-level class may be selected from any functional area of business, including international business topics classes, except BUSN courses numbered below 6800. International business majors can petition for transfer of 3 semester hours of relevant nonbusiness graduate courses offered at UCDHSC's downtown Denver campus.

Advanced Study Requirements. This 6-credit requirement may be fulfilled by a master's thesis, research internship, international field study/study abroad, or advanced courses in international business.

Master of Science in Management and Organization

Program Director: Blair Gifford

Telephone: 303-556-5866

E-mail: blair.gifford@cudenver.edu

The MS management program prepares students for significant managerial responsibilities in the private and public sectors. Core course requirements provide students with advanced understanding of how to manage interpersonal dynamics, effectively design organizations, implement planned change and organizational transformations, and develop human resources.

New areas of emphasis in the MS management program are available. They include: communications management, entrepreneurship and innovation, human resources management, global management, leadership and strategic management. These areas of emphasis will

help students master the tools of communications management, entrepreneurship, human resources development and leadership, and ensure the successful implementation of strategy both in domestic and global business environments.

We strongly believe that our MS management program is the most distinguished program in the Colorado area. Our courses are taught by top professors with national and international reputations and accomplished teaching skills. Also, our program is the most flexible—in terms of what courses students can take—and offers the greatest breadth of graduate management courses of any university in the Colorado area.

The MS management and organization degree requirements are met by the following:

Management MS Core (30 semester hours)

A. Required Management Courses (12 semester hours) Semester Hours

BUSN 6520 Managing Individuals and Teams	3
MGMT 6320 Organizational Development	3
MGMT 6360 Designing Effective Organizations	3
MGMT 6380 Managing People for Competitive Advantage	3

B. Management Emphasis (or Elective) courses (12-18 semester hours)

A student may choose to complete the regular program electives, which include four MGMT, INTB, or ENTP elective courses.

Or, a student may choose from one of six emphasis areas: communications management, entrepreneurship and innovation, global management, human resources management, leadership, and strategic management.

C. Free Electives (required semester hours vary if a student pursues an area of emphasis)

These courses can be any course in the Business School (graduate level), except BUSN prefix courses below 6800. Any 6000 level or higher ACCT, FNCE, ENTP, MKTG, MGMT, ISMG, INTB, or HLTH course can count as your free elective requirement. Notes: For the communications management emphasis, a student is allowed to use an approved CMMU course as the free elective and for the global management emphasis, a student is allowed to take any UCDHSC graduate-level class related to international business.

To earn an emphasis, students must complete 12-18 hours (course requirements vary by emphasis) in place of their general management electives. The specific requirements for each emphasis are available on the Business School Web site or by calling 303-556-5900. Please turn in an "Intent to Declare an Emphasis" form to the graduate advising staff if you decide to pursue an emphasis area, as well as indicate the appropriate "option code" on your application for diploma when you graduate.

Master of Science in Marketing

Program Director: David Forlani
Telephone: 303-556-6616
E-mail: david.forlani@cudenver.edu

Students with specific questions concerning formal requirements, degree plans, etc., should consult an advisor in the graduate programs office, 303-556-5900.

The master of science in marketing prepares individuals for leadership positions in the field of marketing in either the private or public sector. The degree is particularly appropriate for individuals who work, or aspire to work, with a marketing intermediary (e.g., a marketing research firm or advertising agency), or to administer an organization's overall marketing function or one of its processes (e.g., new product development or customer service). Prior work experience is helpful but not required.

The degree consists of two components: the common body of knowledge and the specialized courses that constitute the core of the MS in marketing program.

A. COMMON BODY OF KNOWLEDGE

Students in the program must satisfy the CBK requirements. These requirements are met by completing the 3-credit required course and one 3-credit elective course:

<i>Required Course</i>	<i>Semester Hours</i>
BUSN 6550. Analyzing and Interpreting Accounting Information ..	3

Choose one of the following elective courses:

<i>Elective Courses</i>	<i>Semester Hours</i>
BUSN 6520. Managing Individuals and Teams	3
BUSN 6540. Legal and Ethical Environment of Business	3
BUSN 6610. Information Technology Management	3
BUSN 6620. Applied Economics for Managers	3
BUSN 6630. Management of Operations	3
BUSN 6640. Financial Management	3
BUSN 6710. Strategic Management	3
Elective CBK hours	3
Total CBK hours	6

Waivers of CBK courses are possible. The entire CBK may be waived if the student has completed an undergraduate business degree from an AACSB-accredited college or university within the last five years.

B. GRADUATE CORE IN MARKETING

The MS in marketing requires 30 semester hours beyond the CBK. Six (6) semester hours are BUSN courses; 21 semester hours are 6000-level marketing courses, and the remaining 3 semester hours may be in marketing or a related field as approved by the student's advisor. Students are not required to take a comprehensive examination or complete a thesis.

The 30-semester-hour requirement is met by the following required and elective courses:

<i>Required Courses</i>	<i>Semester Hours</i>
BUSN 6530. Data Analysis for Managers	3
BUSN 6560. Marketing Management	3
MKTG 6010. Marketing Strategy, Evaluation, and Development ..	3
MKTG 6050. Marketing Research	3
Required marketing courses	12

Choose 15 semester hours (five courses) from the following list of marketing electives:

<i>Elective Courses</i>	<i>Semester Hours</i>
MKTG 6020. International Marketing	3
MKTG 6030. Sales and Sales Force Management	3
MKTG 6040. Services Marketing	3
MKTG 6060. Buyer Behavior	3
MKTG 6070. Advertising and Promotion Management	3
MKTG 6080. Marketing in Emerging Markets	3
MKTG 6090. Customer Relationship Management	3
MKTG 6091. Strategic Product Marketing	3
MKTG 6092. Internet Marketing	3
MKTG 6800. Special Topics in Marketing	3
Marketing electives	15

Free Electives

Choose one additional graduate course in marketing or from another discipline that fits with your educational objectives.

Free elective	3
Total MKTG hours	30

DUAL DEGREE PROGRAMS

MBA/MS

The Business School also offers MBA/MS dual degree programs for each function of business. The program consists of a minimum of 66 semester hours of graduate work, and leads to both an MBA degree and an MS degree, which must be completed within seven years and one semester. Contact a graduate academic advisor for details, 303-556-5900.

MS/MS

Students may concurrently pursue dual MS degrees in any two fields of business. The program consists of a minimum of 51 semester hours of core course work, which must be completed within a period of seven years. In addition, candidates for the dual degree must satisfy all the common body of knowledge and background requirements prescribed for each degree. Waivers may be approved for some of the CBK or background upon transcript evidence of equivalent previous undergraduate or graduate course work. For more information contact a graduate staff advisor, 303-556-5900.

MBA/MIM

This unique combined degree is offered in cooperation with the American Graduate School of International Management (the Thunderbird School) located in Glendale, Arizona, a suburb of Phoenix. Thunderbird has established eight dual programs with universities in the United States. The student applies independently to both schools and, if admitted, earns the MBA from UCDHSC and a master of international management degree from Thunderbird. The student begins the program at UCDHSC and, after completing 36 credit hours (12 courses) required for the MBA, transfers to the Thunderbird campus and takes a minimum of 30 credit hours (10 courses) for the MIM. When all dual degree requirements are finished, the student is awarded a diploma from each respective school. For more information about admission to the MBA on the downtown Denver campus, refer to the appropriate section of this catalog. For specifics about the dual MIM application process, call Thunderbird's associate dean of admissions, Stephen R. Beaver, 1-800-848-9084, or visit www.tbird.edu.

MBA/MD

The MBA/MD is for medical students at the University of Colorado School of Medicine who wish to pursue a career in administrative medicine or who seek additional training in administration or business. The program is designed to be completed in five years, at which time both the MD and MBA degrees would be awarded. Candidates for the MBA/MD complete 36 semester hours of course work in the business school and all requirements for the MD.

MBA/MURP (Urban and Regional Planning)

This dual degree enables students to obtain both the master of urban and regional planning offered by the College of Architecture and Planning and the master of business administration offered by the Business School upon completion of 78 semester hours. The dual degree program is composed of the core curricula in each program plus a set of electives jointly approved by the student's advisors.

MS Finance/MA Economics

Students may concurrently pursue an MA in economics offered by the College of Liberal Arts and Sciences and the MS in finance offered by the Business School. Students must complete 27 semester hours of a combination core, 15 semester hours of combination electives, and 3 semester hours of a 5000- or 6000-level economics elective.

PhD CSIS PROGRAM

Program co-directors: Krzysztof Cios and Mike Mannino
Telephone: 303-556-4314 (Cios), 303-556-6615 (Mannino)

The computer science department and the Business School offer a joint doctor of philosophy degree program in computer science and information systems (CSIS). The program targets students who have a master's-level education in either computer science or information systems and who seek research training that combines CS and IS along

with strong industry interaction. The joint PhD program provides training for academic positions, industrial research positions, and senior consulting positions. The specific goals of the program complement these general goals:

- create a pool of graduates with CSIS research training who are qualified for academic and nonacademic careers
- meet student demand for advanced training in CSIS with accommodations for full-time and part-time students
- promote interdisciplinary research between the CSE department and the Business School
- enhance technology transfer between CSIS academic units and Front Range technology businesses through joint research, student internships, faculty externships, and committee participation

ADMISSION

Prospective students apply to either the computer science and engineering department or the Business School. Applicants who pass the initial screening are reviewed by a joint committee, consisting of the two co-directors of the program, for the final admittance decision.

Admission criteria include GPA (undergraduate and graduate), standardized test scores (GMAT or GRE), letters of recommendation, prior achievements in academia and industry, and the application portfolio essay describing an applicant's motivation and an initial plan for doctoral study. The application portfolio is important to gauge an applicant's motivation for research training.

Due to the program's goals, preference is given to students with a master's degree in either computer science or information systems. Students without a master's degree in either area will need to take additional course work depending on the student's background.

Program Organization

SUPERVISION OF THE PhD PROGRAM

The PhD program is supervised by co-directors from the Business School and the CSE department. The duties of the co-directors include scheduling of doctoral courses, setting program policies subject to approval of the Business School and the CSE faculty, working with advisors and doctoral committee chairs to ensure compliance with the program guidelines, resolving disputes, measuring performance of the program over time, and providing the final decision on admittance of students.

ADVISOR

Upon entering the program, each student chooses an advisor who will provide mentoring and guidance in the course of the entire program. The advisor will work with the student to prepare a program of study in the course-work part of the program. The advisor will also work with the student in the preparation of the first- and second-year papers. Requests to change the advisor must be approved by the co-directors of the PhD program.

DOCTORAL COMMITTEE

The advisor and four other members form a doctoral committee. To foster interdisciplinary work, students can have their doctoral research co-supervised by two faculty members from the CSE department and the Business School. There is at least one faculty member from CSE and at least one from Business School. At least one faculty committee member is from outside of College of Engineering and the Business School.

Program Components

PLAN OF STUDY

A list of course work and other requirements for the degree should be prepared with the advisor and submitted to the program co-directors for

approval. The successful completion of all work indicated on the plan of study is an important prerequisite for the conferring of the degree. A plan of study should be submitted for approval by the end of the first semester of the program. The current plan of study should be updated before the beginning of the second year of the program and submitted for re-approval to the co-directors.

FIRST- AND SECOND-YEAR PAPERS

Students prepare papers at the end of the first and second years in the program. For part-time students, the timing might be longer, and if this happens, then a prior approval by the advisor is required. The papers should be of quality to ensure publication in conference proceedings or journals. The advisor serves as a mentor to help the student complete the first- and second-year papers. Each paper is submitted for approval to the advisor. An industry representative may also be used as an evaluator.

COMPREHENSIVE EXAM

After completing the PhD course work, each student will take a written comprehensive exam that requires integration of computer science and information systems knowledge. The program co-directors will solicit questions from faculty, schedule the examination, and coordinate with faculty to grade the exam. The exam will be offered one time per year early in the fall semester on one day involving six hours of exam time. An announcement will be made on the program Web site about the details of the exam several weeks before the exam.

DISSERTATION PROPOSAL

As the first phase of the dissertation, each student should prepare a proposal that will be evaluated by the doctoral committee. A proposal should be ready for review at least one semester before the expected completion date of the degree. The proposal is submitted for review and approval by the doctoral committee. An oral presentation of the dissertation proposal before the doctoral committee is required for approval. An approved proposal is then submitted to the co-directors of the program for final approval.

UNIVERSITY-LEVEL INSTRUCTIONAL TRAINING

During the program, each student will obtain training for university-level instruction. This requirement can be fulfilled by working with a faculty member as a teaching assistant, attending university-level teacher training, or teaching a university-level class. Students who plan a university career will be encouraged to teach one or more courses and participate in training. When teaching or working as a teaching assistant, a student will be compensated according to standard university salaries.

DISSERTATION COMPLETION

Following completion of the approval of the dissertation proposal, each student prepares and then submits a dissertation. The dissertation is defended before the doctoral committee in a public meeting. Final approval for the dissertation is given by a vote of the dissertation committee after the public defense of the dissertation.

GRADUATION

Upon completion of all degree requirements, including the dissertation defense, the student receives the degree of doctor of philosophy. Students applying through the CSE receive the PhD from the College of Engineering and Applied Sciences, while students applying through the information systems program receive the PhD from the Business School.

EXECUTIVE PROGRAMS

Master of Business Administration for Executives

Program Director: W. Scott Guthrie

Telephone: 303-623-1888 or 1-800-228-5778

The Executive MBA program provides executive-level students with a broad, rigorous 22-month academic experience leading to the master of business administration degree. The program is designed for persons who hold managerial positions in the private and public sectors. It builds upon the knowledge and experience of these executives with a sophisticated, challenging curriculum that can be pursued simultaneously without career interruption.

The Executive MBA program emphasizes corporate planning; the organization in a complex, international environment; and the applied tools of management. Courses are taught through a variety of methods. Case studies, lectures, and computer simulation are combined with research projects and other teaching methods to provide students with tools useful in their present positions and applicable to more advanced responsibilities as they progress in their management careers.

Each new session of the Executive MBA program begins the last week of August. Classes meet for a full day, once a week, on alternating Fridays and Saturdays, making it possible for those who live outside the Denver area to participate.

Two courses are taken simultaneously throughout the program. The program is supplemented by an intensive orientation at the beginning and a two-day seminar at the conclusion of the first academic year. A second-year seminar is held at an international business center.

FACULTY AND RESOURCES

The faculty are senior members of regular faculty of the business schools from three of the university's campuses. The Executive MBA program is offered jointly by the Graduate Schools of Business Administration in Boulder and Colorado Springs and the Business School in Denver. Faculty are nationally recognized, and all possess both practical managerial experience and a demonstrated ability to work effectively with executive-level students.

ADMISSION REQUIREMENTS

The Executive MBA program is designed for men and women who have eight years of business or administrative experience, including at least three years in a managerial position. In the selection process, significant attention will be given to the depth and breadth of the candidate's experience, progression in job responsibility, total work experience, and ability to benefit from this integrative classroom/work environment. The admissions committee will base its decision on the application, former academic record, relevant test scores, the employer's nominating letter, other letters of recommendation, and a personal interview.

For application and additional information, write to:

Executive MBA Program
The Business School
University of Colorado at Denver and Health Sciences Center
P.O. Box 480006
Denver, CO 80248-0006

Executive MBA in Health Administration

Program Manager: Pete Taffe

Telephone: 303-623-1888 or 1-800-228-5778

PROGRAM SPONSORS

The executive program in health administration is a cooperative program of UCDHSC and the Network for Healthcare Management.

The University of Colorado at Denver and Health Sciences Center serves as the degree-granting institution for the executive program.

The graduate program in health administration is located in the Business School.

The Network for Healthcare Management is an educational consortium representing healthcare executives and academic faculty from major health administration graduate programs in the United States and Canada, including Arizona State University, Northwestern University, Ohio State University, San Diego State University, the University of California at Berkeley, the University of California at Los Angeles, the University of Colorado at Denver and Health Sciences Center, the University of Michigan, the University of Missouri, the University of North Carolina, the University of Southern California, the University of Toronto, the University of Washington, and Virginia Commonwealth University.

DISTINCTIVE FEATURES OF THE EXECUTIVE PROGRAM IN HEALTH ADMINISTRATION

1. Drawing on the expertise represented by the faculties of a consortium of western universities, the program offers high-quality courses taught by instructors that are typically not available from a single university.
2. The executive program facilitates learning for professionals who have continuing career and family responsibilities. The program is especially tailored for working individuals, allowing students to remain on their jobs while completing their educational program.
3. The program employs innovation in the technology of educational delivery. Learning methods include:
 - computer-assisted instruction and self-paced learning packages
 - computer conferencing and electronic case analyses
 - on-campus sessions

For application and additional information, write to:

Executive Program in Health Administration
The Business School
University of Colorado at Denver and Health Sciences Center
P.O. Box 480006
Denver, CO 80248-0006
www.colorado.edu/execed