

Course Name	Credits	Course Description
<b>Core Classes</b>		
<b>ACT 605</b> <b>Accounting for Sustainable Enterprises</b>	3	<p>In ACT 605, students learn the basics of U.S. and international financial reporting, accounting issues of non-profit enterprises, budgeting, and managerial decision-making. In this course students will develop:</p> <ul style="list-style-type: none"> <li>• A basic knowledge base of financial accounting systems</li> <li>• An understanding of the primary financial statements (balance sheet, income statement and statement of cash flows)</li> <li>• Proficiency with the basic algorithms for managerial informational needs regarding costing, pricing, budgeting, and investing to enable planning, managing, and measuring operational, financial, and sustainability performance</li> </ul>
<b>BUS 601</b> <b>Quantitative Business Analysis</b>	2	<p>In BUS 601, students learn about the quantitative research process, data interpretation and translation, and model selection and analysis. Student takeaways include:</p> <ul style="list-style-type: none"> <li>• A comprehensive decision matrix for model/test identification</li> <li>• Fundamentals of empirical tests and interpretation</li> <li>• The “what next” of statistical tests and outcomes</li> <li>• Using your findings to make decisions and tell stories that enable social responsibility and sustainability</li> </ul>
<b>BUS 620</b> <b>Leadership and Teams<sup>1</sup></b>	2	<p>BUS 620 will help develop the character, knowledge, and competence to be an effective leader and team member. Specifically, you will develop a greater capacity to:</p> <ul style="list-style-type: none"> <li>• Recognize effective leadership and distinguish it from power, coercion, formal authority, and management</li> <li>• Define the traits that can distinguish sustainability leaders and cultivate these traits into your character</li> <li>• Enact the leadership behaviors that connect you with employees and peers to build relationships and produce results</li> <li>• Navigate the design, development, and performance of teams using shared leadership models</li> <li>• Develop and articulate compelling visions that maximize empowerment and engagement</li> <li>• Conceptualize how leadership intersects with strategy and business decision-making</li> <li>• Reinforce leadership behaviors through organizational cultures and systems.</li> <li>• Harmonize inclusivity and diversity leadership approaches to employees of different genders, races, and ages</li> <li>• Practice geocentric cross-cultural leadership that harnesses cultural diversity in global contexts</li> <li>• Integrate ethics, morality, and social responsibility into your leadership identity and actions</li> </ul>
<b>BUS 636</b> <b>Economics of Ecosystems and Biodiversity</b>	3	<p>In BUS 636 students will be introduced to the economic theories and analytical frameworks that are developed and applied to the use, protection, and management of the natural environment, ecosystems, and biodiversity. Topics covered in this course include:</p> <ul style="list-style-type: none"> <li>• Incentives and decision making</li> </ul>

		<ul style="list-style-type: none"> <li>• Policy analysis</li> <li>• Ecosystem service valuation</li> <li>• Natural capitalism protocols</li> <li>• Corporate responsibility</li> </ul>
<b>CIS 600B</b> <b>Project Management: Impact Enterprise</b>	2	<p>In CIS 600, students learn proven ways of planning and executing projects that help them finish on time and under budget, which can be applied directly to sustainability projects and social enterprises. In this course, students will:</p> <ul style="list-style-type: none"> <li>• Understand and apply common project management tools and techniques such as work breakdown structures, project networks, Gantt charts, critical path analysis, cost estimating, risk planning, PERT analysis, resource leveling, activity crashing, and earned value management</li> <li>• Develop project monitoring and change management plans</li> <li>• Develop appropriate corrective action plans to help salvage a failing project and bring it to a successful conclusion</li> <li>• Understand how to manage projects such as new product development and agile software development</li> </ul>
<b>FIN 601</b> <b>Financial Management and Markets</b>	3	<p>In FIN 601, students learn about financial management, investments, markets, and institutions from the public sector, private sector, and non-profit perspective. Topics covered in this course include:</p> <ul style="list-style-type: none"> <li>• Types of ownership and their implications</li> <li>• Generating pro forma forecasts</li> <li>• Risk and return relationships</li> <li>• Estimating incremental cash flows</li> <li>• Time value of money concepts and applications</li> <li>• Introduction to business valuation</li> </ul>
<b>MGT 612</b> <b>Managing in a Global Context</b>	3	<p>MGT612 provides an introduction to global management topics. After taking this course, students will:</p> <ul style="list-style-type: none"> <li>• Demonstrate an understanding of the tools and processes required to assess the political economy of the regions of interest.</li> <li>• Demonstrate an understanding of the relationship between organizational design, HR policies and firm success in a global context.</li> <li>• Be familiar with the types of informal and cultural institutions that impact behavior and business practices.</li> <li>• Be able to apply these concepts to their sustainability and social enterprise projects and for business decision making</li> </ul>
<b>MGT 663</b> <b>Strategic Opportunities in Impact Enterprise</b>	3	<p>In MGT 663, students learn foundational knowledge of central sustainability challenges, understand the basic concepts, approaches, and tools of strategic management, and learn the strategic implications of sustainability challenges. Topics covered in this course include:</p> <ul style="list-style-type: none"> <li>• Introduction to sustainable and social enterprise and environmental responsibility</li> <li>• Market systems and opportunities</li> <li>• Tools and techniques utilized by sustainable enterprise</li> <li>• Fundamentals of business strategy, economic opportunity, and the economics of climate change</li> </ul>

<b>MGT 665</b> <b>Supply Chain Development and Management</b>	2	<p>In MGT 665 students will learn the development and management of the global supply chain that plans, sources, makes and delivers an organization's products. Topics covered in this course include:</p> <ul style="list-style-type: none"> <li>• Appropriate strategy for delivery of the offering</li> <li>• Forecasting methods</li> <li>• Business to Business relationships</li> <li>• Operations and inventory management</li> <li>• Purchasing strategy/tactics</li> <li>• Logistics and transportation strategy/tactics</li> <li>• Global issues including infrastructure, international trade and risk management</li> </ul>
<b>MKT 601</b> <b>Marketing for Social Sustainable Enterprises</b>	3	<p>In MKT 601, students learn about customer and stakeholder value creation and capture and marketing ethics and strategy with emphasis on social and sustainable organizations. Topics covered in this course include:</p> <ul style="list-style-type: none"> <li>• The societal role of marketing and its use to consumers at the top and bottom of the economic pyramid, including socially responsible marketing.</li> <li>• Creating value based on consumer wants and needs.</li> <li>• Marketing strategy and product positioning</li> <li>• Sophisticated marketing research tools that help us understand why and how people buy, as well as allow us to make predictions of demand</li> </ul>
<b>BUS 641</b> <b>Financial Markets and Investments</b>	2	<p>In BUS 641, students learn about the operation of financial markets, techniques for security valuation, and portfolio management. Topics covered in this course include:</p> <ul style="list-style-type: none"> <li>• Private equity market participants and key institutional features of the industry.</li> <li>• How private equity funds are raised, structured, and financed, and strategies to mitigate risk and add value.</li> <li>• Corporate finance and investments concepts, models, and tools to analyze private equity investments.</li> <li>• Common negotiable terms in private equity deals and evaluate the tradeoffs.</li> </ul>
<b>BUS 687</b> <b>Internship</b>	3	<p>The Impact MBA Corporate Sustainability Fellowship is a 3 credit, 400 hour required component of the corporate sustainability track in the Impact MBA program. The Fellowship component of the Impact MBA allows students to gain professional experience in the field of sustainability, apply what they have been learning to help an organization improve and develop new competencies and programs, and explore future career options for after graduation. BUS 687 spans the second semester, summer, and final semester of the Impact MBA program. Students will:</p> <ul style="list-style-type: none"> <li>• Work with primarily Colorado-based businesses to identify, analyze, and address sustainability issues within their firm.</li> <li>• Work on challenges such as pollution prevention, strategic analysis, market assessment, waste reduction, energy use reduction, materials waste, ROI assessment, or adoption of firm-wide sustainability measures.</li> <li>• Provide analysis, recommendations, waste savings calculations, ROI analysis, and begin implementation of recommendations throughout the duration of the fellowship.</li> </ul>

Select 12-13 credits from the following electives  
*(list subject to change each semester depending on course availability)*

<p><b>BUS646</b>  <b>Building Value thru Creativity and Innovation</b></p>	<p>2</p>	<p>In BUS 646, students will develop their skills and abilities relating to the creation of new value in new and existing organizations as they learn about theoretical conceptualizations of creativity and innovation as well as the processes and practices that underlie the fostering of creativity and innovation in the workplace. Student takeaways include:</p> <ul style="list-style-type: none"> <li>• Problem-solving techniques, group processes, and environmental conditions related to creativity in organizations</li> <li>• Processes underlying innovative organizations and their role in creating value in an organization</li> <li>• Process involved in managing creativity or innovation effectively</li> <li>• Organizational practices that facilitate creativity and innovation</li> <li>• Pathways in which organization can better innovate and create value</li> </ul>
<p><b>MKT 664</b>  <b>Design Thinking for Sustainable Enterprise</b></p>	<p>3</p>	<p>MKT 664 prepares students to generate sustainable business models and craft ambitious next steps for their venture practicum. Students will:</p> <ul style="list-style-type: none"> <li>• Understand the design thinking approach and its capacity for enhancing routine innovation and value creation in business and society</li> <li>• Understand how marketing strategy and consumer insight drive innovation.</li> <li>• Practice using the tools of design thinking and creative market research to develop plans for addressing target customer needs via a sustainable venture.</li> <li>• Develop interdisciplinary skills and mindsets for successful innovation and teaming.</li> <li>• Build confidence and expertise with creative, analytical, and critical design tools.</li> </ul>
<p><b>BUS664</b>  <b>Entrepreneurship and New Venture Creation</b></p>	<p>2</p>	<p>BUS664 supports students in developing skills in salient dimensions of new venture creation—especially as it relates to creating value through entrepreneurship.</p> <ul style="list-style-type: none"> <li>• Provides tools to develop capabilities related to entrepreneurial action and to apply these capabilities to build and create value when opportunities arise.</li> <li>• Learn about theoretical conceptualizations of entrepreneurship</li> </ul>
<p><b>ESS 524</b>  <b>Foundations for Carbon/Greenhouse Gas Management</b></p>	<p>3</p>	<p>ESS 524 covers the foundations for understanding greenhouse gas emissions management and accounting. Topics covered in this course include:</p> <ul style="list-style-type: none"> <li>• Accounting framework understanding</li> <li>• Sources of GHG emissions (why we create emissions)</li> <li>• GHGs are embedded in the larger carbon and nitrogen cycles</li> <li>• Strategies for GHG reduction</li> </ul>

<b>ESS 542</b> <b>Greenhouse Gas Policies</b>	2	<p>In ESS 542, students learn about rules, regulations and standards for greenhouse gas management and accounting. Topics covered in this course include:</p> <ul style="list-style-type: none"> <li>• Climate change policy institutions and frameworks</li> <li>• GHG mitigation policy mechanisms and issues</li> <li>• Carbon taxes and cap and trade</li> <li>• International climate change policy</li> </ul>
<b>ESS 543</b> <b>Current Topics in Climate Change</b>	2	<p>In ESS543, students examine the science of climate change through reading and discussion of current literature. Students will explore the physical characteristics of greenhouse gases, emission trajectories and drivers, climate change impacts (observed and forecast), and climate change adaptation. General topics include:</p> <ul style="list-style-type: none"> <li>• Earth's energy balance</li> <li>• Vertical transfer of energy in and among the Earth's atmosphere, oceans, and surface</li> <li>• Greenhouse gases and thermal radiation</li> <li>• Climate sensitivity: forcing, response, and feedbacks</li> <li>• Climate change in the past, climate models, and projections of future climate change</li> <li>• Ecological and societal impacts of climate change—observations, forecasts, and risks</li> <li>• Climate change policy, mitigation, and adaptation</li> </ul>
<b>ESS 555</b> <b>Life Cycle Assessment for Sustainability</b>	3	<p>In ESS 555, students familiarize themselves with the core underlying principles of a life cycle assessment (LCA), a quantitative and qualitative measure of cradle-to-grave impacts of products and services on the environment, the economy, and society. Students will learn open-source LCA software and data sources. As the semester progresses, students will have the opportunity to pursue projects on LCA problems of their own choosing.</p>
<b>GES 440</b> <b>Sea Level Rise and a Sustainable Future</b>	3	<p>GES 440 is centered on 3 modules: 1) scientific basis of sea level rise and foundations of policy, 2) case studies exploring details of geography, culture, environmental justice, and economics; and 3) developing capacity in futures thinking and how to apply that to understanding sea level rise in the future. This course is targeted at students from a variety of backgrounds, and requires synthetic thinking rather than specific capabilities.</p>
<b>GES 441</b> <b>Analysis of Sustainable Energy Solutions</b>	3	<p>GES 441 explores energy as a critical resource and its connection to climate change, food production, and water resources. This course examines methods of evaluating sustainable energy technologies, including life cycle assessment, energy return on investment, technoeconomic analysis, and political ecology.</p>
<b>GES 450</b> <b>Global Sustainability and Health</b>	3	<p>GES 450 takes a “One Health” approach to understanding humans, animals and the environment through the lens of health. Students from all backgrounds explore current issues in sustainability and how they relate to individual, public and global health. Students will participate in didactic lectures, group discussions and mini projects that will both educate and empower them to understand the relationship between sustainability and health.</p>
<b>GES 460</b> <b>Law and Sustainability</b>	3	<p>GES 460 provides an introduction to the domestic and international laws that influence and interact with the implementation of sustainability in the U.S. and abroad.</p>

<b>GES 465 Sustainable Strategies for E-Waste Management</b>	3	GES450 provides a trans-disciplinary overview of the electronics industry, with an emphasis on sources and impacts of e-waste on human and natural systems. Students learn a systems approach to mitigating environmental and social impacts of electronics--from product design, materials and manufacture to use, re-use, recycle and disposal.
<b>GES 520 Issues in Global Environmental Sustainability</b>	3	GES 520 provides an analysis of the different major dimensions/definitions of sustainability in current issues involving environmental, social and economic systems. The course covers a range of sustainability topics with the goal to understand the systemic complexity of issues of sustainability. Students work in groups to develop a sustainability outreach project.
<b>GRAD 592 Water Resources Seminar</b>	1	GRAD 592 is an interdisciplinary seminar emphasizing issues important to water resources community. Content relates to a preselected theme each semester.
<b>PHIL 565 Seminar in Environmental Philosophy</b>	3	PHIL 565 provides an aesthetic appreciation of nature, duties concerning fauna, flora, endangered species, and ecosystems.
<b>AREC 572 Social Benefit Cost Analysis</b>	3	AREC572 provides the theory and application of concepts relating to social benefit cost analysis of public projects, policies intended to promote social welfare, and economic growth. Students will apply analytical techniques to compare the economic and/or financial benefits, costs, and distributional implications of choices, particularly surrounding economic development, public and private sector projects, investments and policies.
<b>CIS 601 Enterprise Computing and Systems Integration</b>	3	CIS 601 explores basic components of an integrated ERP system including types of products, functionality, and software solutions in the marketplace; risks associated with ERP implementation. Students will gain introductory level of expertise with SAP and understand the MRP process and an appreciation for the principles of good HCI design and the strategic purpose of an ERP system.
<b>FIN 606 Fundamentals of International Finance</b>	1	FIN 606 presents the economic and institutional backdrop that underlies currency markets and international trade. Topics covered include: <ul style="list-style-type: none"> <li>• Financial globalization</li> <li>• Balance of payment accounting</li> <li>• International monetary systems</li> <li>• Exchange rate behavior and determination.</li> </ul>
<b>FIN 613 Alternative Investments</b>	2	FIN 613 examines a variety of major alternative asset classes. Topics covered include: <ul style="list-style-type: none"> <li>• Private equity</li> <li>• Venture capital</li> <li>• Commodities</li> <li>• Hedge funds</li> <li>• Real estate</li> </ul>
<b>FIN 650 Behavioral Finance</b>	2	FIN 650 introduces the field of behavioral finance, the study of how human emotions and psychological factors influence financial decision-making and financial markets. Popular and accepted theories of human behavior

		from the fields of psychology and decision-making are used to characterize some prevalent features of irrational behavior in the financial markets.
<b>BUS 660 Ethical, Legal, and Regulatory Issues</b>	2	<p>BUS 660 is an introduction to business ethics, business law and the social, legal and regulatory environment in which all modern businesses must operate. This course will focus on:</p> <ul style="list-style-type: none"> <li>• The ethical and legal forces which all business managers and executives encounter daily, including the importance of understanding organizational culture and stakeholder considerations and their impact on personal and organizational success</li> <li>• The interests of and roles played by the various stakeholders in corporate governance and management decision making.</li> </ul>
<b>MKT 364 Product Design</b>	3	In MKT364 students learn the importance of developing innovative products, services, brands, and experiences for creating value within all kinds of organizations in the marketplace and society. MKT364 focuses on creative problem solving to define design challenges, create concepts with low-fidelity prototyping, evaluate assumptions using co-creation, and communicate ideas with stakeholders. Students internalize and practice the frameworks, processes, and tools for leading a product innovation process in any kind of organization.
<b>ESS 501 Principles of Ecosystem Sustainability</b>	3	ESS501 offers a broad introduction to trends and new transdisciplinary methods in the study of global environmental sustainability. The aim is not to cover the full spectrum of critical themes associated with the evolving discipline of sustainability studies. Instead, ESS501 focuses on a few major issues and approaches, introducing students to some significant established and emerging scientists at CSU whose work is having an impact on the way students think about sustainability and ways in which graduate students will be crafting their careers. Students will learn about principles of and threats to environmental sustainability and will investigate and develop case studies of selected situations in which sustainability is at risk.
<b>AGRI 510 Sustainable Agriculture</b>	3	AGRI 510 introduces the topic of environmental sustainability in agriculture by examining conventional and alternative practices in the US and internationally with the goal to encourage a holistic understanding of the implications of agroecosystem practices on environmental health, economic profitability, and social and economic equity. A foundational review of soil and crop science is followed by a discussion on stewardship, environmental quality, rangeland management, and human health. The course will conclude with an exploration into community structure and function, marketing strategies and the socioeconomic sustainability they envelop.
<b>MGT 476 Negotiations and Conflict Management</b>	3	MGT 476 provides the principles and practices of negotiation and conflict management including bargaining as a social and managerial activity. Additionally, the course provides students with insight into their own conflict and negotiation styles. Special emphasis is given in the areas of interpersonal and intergroup conflict, in addition to interpersonal influence and compliance gaining techniques and the tactics and strategies involved with improved bargaining and negotiation.
<b>AM 330 Global Sourcing of Textiles and Apparel</b>	3	AM 330 introduces structure of textiles and the apparel industry. Students learn about global sourcing, production, distribution and consumption of textile and apparel products. AM330 also discusses the implications for sustainability in the textiles and apparel industry.

<b>CIS600A Project Management: Information Technology</b>	3	CIS600A addresses the strategic role and management of information technology and software development projects. <i>Cannot be taken in addition to CIS 600b.</i>
<b>BUS623 Building and Leading Exceptional Teams</b>	1	<p>BUS623 explores factors that contribute to exceptional organizational teams with an emphasis on effective and ineffective leadership. From the shop floor to the boardroom, organizations are increasingly leveraging teams and place a premium on effective leadership to garner the synergistic benefits that are assumed to accrue from the use of such teams. Examine effective teamwork and leadership and survey current trends and developments in theory and practice. Course objectives include:</p> <ul style="list-style-type: none"> <li>• Expose students to current thinking and research regarding the study and practice of teamwork and leadership.</li> <li>• Gain a deeper understanding of human behavior in the workplace – particularly within the context of organizational teams.</li> <li>• Study characteristics of effective and ineffective leadership to assist students in generating their own “ideal” leadership model</li> </ul>
<b>MKT662 Strategic Selling for Business Customers</b>	1	<p>MKT662 blends managerial and theoretical perspectives in an examination of sales strategies, sales tactics and best practices in professional selling. The primary context for the course is business-to-business (B2B) selling, although many of the course concepts are relevant for direct-to consumer situations. The course examines the entire sales process, with particular emphasis on relationship selling, planning and delivery of sales presentations, and trust-building techniques. Course objectives include:</p> <ul style="list-style-type: none"> <li>• Personal Selling</li> <li>• Building Trust and Sales Ethics</li> <li>• Understanding Buyers</li> <li>• Communications Skills</li> <li>• Strategic Prospecting and Preparing for Sales Dialogue</li> <li>• Planning Sales Dialogues and Presentations</li> <li>• Making Effective Sales Calls</li> <li>• Addressing Concerns and Earning Commitment</li> </ul>

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