BUAD 100. Business in Society. (3 Credits)
A study of the role of business in modern society. Topics include the private enterprise system, consumerism, management functions, major functional areas of large business, vital areas of small-business operation, and the environment of business.

BUAD 101. Business of Life. (3 Credits)
This course helps students begin building the foundations of four critical life skills: economic decision making, managing personal finances, personal branding and creating change. Students learn the basics of objective decision making, managing budgets and filing income taxes, creating and projecting a personal image, and using creativity and innovation within organizations and personal lives.

BUAD 150. Introduction to Hospitality. (3 Credits)
An introduction to hospitality management, including historical developmental patterns, current business trends, and future international expectations. Current job market, working environments, personal risks, and rewards are explored.

BUAD 185. Business Communication. (3 Credits)
A study of the fundamentals, principles, and practices of effective written communication, including concepts of appearance, language, and psychology of tone and persuasiveness as applied to the business letter, memorandum, email, spreadsheet, and report. Presentation skills are also discussed and practiced. Prerequisites: ENG 102 with a minimum grade of "C-".

BUAD 197. Special Topics. (1-6 Credits)

BUAD 202. Energy Management Professional Development. (1 Credit)
Designed specifically for Energy Management students. It is intended to provide students with hands on, real world professional awareness. Prerequisite: Instructor permission

BUAD 206. Personal Finance. (3 Credits)
Designed to help students plan the handling of their finances in everyday business transactions. Topics include budgeting, credit, savings, insurance, income tax, investments, and estate planning.

BUAD 210. Legal Environment of Business. (3 Credits)
Provides students an ability to sense the occasions when a lawyer should be consulted for guidance in avoiding legal mistakes. A study is made of the ordinary legal aspects of common business transactions, including the topics of social forces, contracts, personal property, and agency.

BUAD 220. Spreadsheets and Analysis. (3 Credits)
Students learn to utilize spreadsheets to organize, manipulate, analyze, and present data and information in business settings.

BUAD 230. Evolution of the Oil Economy. (3 Credits)
Studies the evolution of global oil and gas development and its economic and geopolitical effects. The relationships between oil technology, economics, social and political institutions, and the unique cultures in oil-producing regions are investigated. Additionally students study a multi-disciplinary approach to understanding how oil affects economic development and commerce.

BUAD 240. Strategic Negotiations. (3 Credits)
Merges theory with practice, offering students a hands-on opportunity to learn negotiation and communication skills. Students study how to develop personal negotiation plans and preparation methods, analyze other parties’ interests, identify and implement solutions for mutual gain, communicate effectively, and successfully draft agreements. Students practice and refine both their personal and professional negotiation and communication skills using realistic mock scenarios to negotiate, compose, and evaluate agreements. Prerequisite: COM 202 with a minimum grade of "C-".

BUAD 270. Principles of Marketing. (3 Credits)
An introduction to the fundamental concepts of marketing, including consumer demand and behavior, segmentation, advertising, marketing research, product development, distribution, pricing, the internet as a marketing agent, and global marketing issues. The student is exposed to the most basic tools, factors, and marketing principles administered by management in establishing policy, planning, and complex problem solving. Prerequisites: ENG 102 with a minimum grade of C- and completion of at least 24 credits; or instructor permission.

BUAD 275. Innovation, Creativity and Entrepreneurship: Mindset (ICE) Mindset. (3 Credits)
The ICE mindset comprises the underlying beliefs and assumptions that drive the behavior enabling people to create positive change. This course takes the approach that anyone (not just those who want to start businesses) can benefit from understanding and applying an innovative, creative, and entrepreneurial mindset to any situation that demands change in their life. Students are immersed in learning about the fundamental aspects of an ICE mindset and the unlimited opportunities it can provide.

BUAD 292. Independent Study. (1-6 Credits)

BUAD 297. Special Topics. (6 Credits)

BUAD 299. Internship. (3 Credits)
A course designed specifically for freshmen- and sophomore-level students. Internships provide guided, counseled, and progressive experience under a dual-tutelage program of a businessperson and an academician. An academically monitored activity to assure quality experience. Graded Satisfactory/Unsatisfactory only.

BUAD 300. Business Ethics. (3 Credits)
A study of how ethics apply to business organizations today. Special emphasis is placed on developing moral reasoning. The course provides multiple perspectives on actual cases and ethical dilemmas faced by organizations with an emphasis on allowing students to think through ethical problems. Topics studied include moral philosophies, moral agency and development, ethical underpinnings of free markets and economic systems, and ethical concerns with the environment, future generations, and other stakeholders such as employees and consumers. Prerequisites: completion of Base Curriculum; BUAD 185 or COTH 202; or instructor permission.

BUAD 301. Topics in Business Administration. (1-6 Credits)
Provides an opportunity for students to examine current issues, topics, problems, and trends within the field.

BUAD 302. Energy Management Professional Development II. (1 Credit)
Designed specifically for Energy Management students. It is intended to provide students with hands on, real world professional awareness. Prerequisite: Junior or senior standing and instructor permission.
BUAD 305. Applied Energy Seminar. (3 Credits)
Introduction to the energy industry, including fossil fuel and renewable energy use and development. Explores topics including global energy production and consumption, energy efficiency, infrastructure, grid systems and transmission, and environmental and social impacts of energy development with an emphasis on regulation, policy, and the oil and gas industry. Prerequisite: BUAD 220.

BUAD 311. Business Analytics. (3 Credits)
This course covers managerial statistical tools in descriptive and predictive analytics, including regression. Other topics covered include forecasting, risk analysis, simulation, data mining, and decision analysis. Prerequisites: BUAD 220 or CS 120; ECON 216 or MATH 213.

BUAD 315. Business Law. (3 Credits)
Study includes: legal attributes of different business entities, employment and agency, intellectual property, securities, antitrust, sales, products liability, secured and unsecured lending, suretyship, bankruptcy, and real and personal property. Prerequisite: BUAD 210.

BUAD 320. Petroleum Land Management. (3 Credits)
Introduction to the field of land management in the petroleum industry. Covers the necessary knowledge and skills of the petroleum land professional, both in the U.S. and internationally. Topics include land survey systems, mineral ownership and severance, as well as oil and gas leases. Examines other oil and gas exploration and development phases. State and federal leasing is covered. Prerequisite admission into the PLRM program, or instructor permission.

BUAD 321. Oil and Gas Agreements. (3 Credits)
Introduces the preparation, negotiation, and drafting of contracts and agreements used in land management and the petroleum industry. This course covers the knowledge and skills a petroleum land professional is expected to exhibit in drafting and negotiating commonly used contracts with a focus on upstream agreements including but not limited to: oil and gas leases, surface use agreements, farmout agreements, AMI’s, joint operating agreements, master service agreements, seismic agreements, pooling agreements, purchase and sale agreements, and exchange agreements. Prerequisites: BUAD 320; or instructor permission.

BUAD 322. Financial Planning. (3 Credits)
An exploration of the fundamental issues of financial planning. Students gain an understanding of the concepts of the financial planning process, the economic environment, the time value of money, the legal environment, financial analysis, and ethical and professional considerations in financial planning. Prerequisite: Completion of Base Curriculum.

BUAD 325. Management Information Systems. (3 Credits)
A study of how managers can and should be involved with systems planning, development, and implementation; what information systems resources are available to managers for decision support; and how information and technology can be used to support business strategy. Also, this course takes a managerial approach to information systems concepts and applications in business, while exposing the student to various types of software in the business sector. Prerequisite: BUAD 220 or CIS 120.

BUAD 327. Social Media Marketing. (3 Credits)
Students build their social media marketing skills by utilizing projects that give students hands on experience implementing social media marketing strategies. Upon completion, students should be able to use social media technologies to create and improve marketing efforts for businesses. Prerequisite: BUAD 270.

BUAD 331. Food and Beverage Management. (3 Credits)
Prepares students for management of sales, food cost controls, beverage cost controls, labor, personnel, sanitation, and market analysis as they relate to the resort industry. Prerequisite: completion of Base Curriculum; BUAD 150; or instructor permission.

BUAD 332. Rental and Retail Management. (3 Credits)
An introduction to operating rental and retail-profit centers as part of a corporation involved in the resort industry. Topics covered include managing personnel, equipment, training, traffic flow, buying, forecasting, and accounting. Prerequisites: completion of Base Curriculum; BUAD 150; or instructor permission.

BUAD 333. Organizational Behavior. (3 Credits)
Provides students an understanding of human behavior in organizations today. Students will become familiar with the basic dimensions of organizational behavior covering topics such as leadership, motivation, management of people, and group dynamics. The course stresses an experimental approach as well as the personal nature of the material and how this relates to the complexities of behavior in and of organizations. Prerequisite: BUAD 185 or COM 202; or instructor permission.

BUAD 334. Lodging Operations. (3 Credits)
A focus on organizational structure and front office positions. Topics covered include reservation, registration and rooming process; management, financial, and policy control procedures; and organization, staffing, and functions of housekeeping departments. Prerequisite: completion of Base Curriculum; BUAD 150; or instructor permission. Class will be held at Crested Butte Mountain Resort.

BUAD 335. Marketing Communications. (3 Credits)
Advertising, sales promotions, media utilization, public relations, and personal selling are highlighted in this course. Legal regulations and ethical considerations in mass media advertising and promotions are also covered. Finally, the student is exposed to the principles of planning and budgeting for such media events. Prerequisites: MATH 140, MATH 141, or MATH 151 with a minimum grade of “C”; ACC 201 with a minimum grade of “C”; BUAD 270; or instructor permission.

BUAD 337. Hospitality Law and Risk Management. (3 Credits)
Provides an awareness of the rights and responsibilities that the law grants to or imposes upon a hotelkeeper and illustrates the possible consequences of failure to satisfy legal obligations. Also included is risk management as a means of mitigating exposure to lawsuits and fines. Prerequisites: BUAD 150; BUAD 210; or instructor permission.

BUAD 340. Global Business. (3 Credits)
An advanced course with application of management and marketing principles to the inter-national marketplace. Cultural, political, and geographic differences are analyzed in order to develop market strategies for global markets. Prerequisite: BUAD 185 or COM 202; or instructor permission.

BUAD 342. Environmental Law. (3 Credits)
An introduction to the history, principles, and enforcement of environmental law with a focus on certain major environmental laws, including the National Environmental Policy Act, Clean Air Act, Clean Water Act, and other laws, acts, and policies. Certain hot topics in natural resource law are also addressed. Students recognize the interplay between environmental laws and various industries, including the energy industry. Prerequisite: BUAD 210.
BUAD 343. Sales I. (3 Credits)
A focus on the habits, thinking, perspective and skills needed to understand professional selling. Students learn the SPIN model and engage in significant amounts of presentation practice and skills building. Students will choose a company, product or service to serve as their role play model for the semester. Prerequisite: BUAD 270.

BUAD 345. Consumer Behavior. (3 Credits)
Utilizing theories from the behavioral sciences, this course provides an in-depth examination of the individual customer learning and decision-making processes, segmentation, as well as culture, subculture, and social class relationships with marketing. Students develop an understanding of consumers' shopping behavior, utilization of different marketing channels, perception of products, and reactions to advertising and other selling methods. Prerequisites: completion of Base Curriculum; BUAD 270; or instructor permission.

BUAD 350. Human Resource Management. (3 Credits)
Provides students with an understanding of the functions, content and challenges of Human Resource Management (HRM) in organizations today. Insights will be developed on basic dimensions of HRM such as recruitment, selection, performance management, rewards and retention, as well as particular challenges concerning strategic HRM and global environments. Emphasis is placed on how the complexities of HRM relate to students' past and future experiences as members of organizations. Prerequisites: BUAD 185 or COM 202 or instructor permission.

BUAD 360. Managerial Finance. (3 Credits)
An introductory course to the field of managed finance, covering such topics as financial analysis, time value of money, risk/return analysis, capital budgeting, working capital management, cost of capital, optimal capital structure. Prerequisites: Completion of Business Administration Base Curriculum; or Energy Management Base Curriculum; or instructor permission.

BUAD 363. Business and the Environment. (3 Credits)
A focus on the impact on the environment of human presence and absence. There is a consideration of various 'green practices' that result in both positive environmental impacts and cost savings to industry, and examination of governmental initiatives regarding various business practices and their expected impacts on the environment, on businesses' bottom lines, and on consumers. Course material emphasizes videos, readings, and guest lectures. Prerequisite: completion of Base Curriculum; or instructor permission.

BUAD 370. Exploration Production Processes. (3 Credits)
Provides students with an introduction to engineering in exploration and production, focusing on oil and gas upstream and midstream engineering processes and their interface with land functions. Concepts discussed in this course include: seismic, exploration, well-site selection and preparation, drilling, wellbore integrity, completions, hydraulic fracturing, facilities, separating, treating, processing, transportation, pipelines, and well-site reclamation. Prerequisites: BUAD 305. Prerequisite or corequisite GEOL 101 and GEOL 105; or instructor permission.

BUAD 375. Innovation, Creativity, and Entrepreneurship: Toolkit (ICE: Toolkit). (3 Credits)
This course helps students identify and frame business and other societal problems that are characterized by complexity, uncertainty, volatility, and ambiguity. Students learn to think problems through by understanding the situation and framing problems in new ways that might alter how they generate and evaluate solutions. Prerequisite: ACC 201; BUAD 275; or instructor permission.

BUAD 380. Commercial Lending & Credit Analysis. (3 Credits)
The study of the principles of commercial lending to corporate customers by commercial banks. The course will examine the 5 “C’s” of credit, (Character, Capacity, Collateral, Conditions, and Capital), as well as the complete commercial lending function with emphasis on the analysis of corporate financial statements to determine the creditworthiness of commercial loan requests. Special emphasis will be placed on asset-based lending facilities, valuation of collateral, the collection of credit information and its analysis, and the risk-based pricing of commercial loans. Prerequisite: BUAD 360.

BUAD 382. ICE: Make. (3 Credits)
An introduction to prototyping - the stage of innovation where ideas come to life. Building prototypes is a low-cost and risk-averse way to get ideas into the hands of the appropriate people. This is an intensive, hands-on learning experience that will equip students to prototype products, services, interactions, and environments. Students learn methods that innovators use to quickly build prototypes, learn best practices for testing those ideas in the field, and collecting real user feedback to iterate efficiently. Prerequisite: BUAD 275.

BUAD 384. Sales II. (3 Credits)
An extension of Sales I that focuses on the habits and tools professional sellers in the marketplace. Students engage in significant amounts of presentation practice and skill building. In addition to practice, students will be involved in "real" selling experiences at various times during the semester. Prerequisite: BUAD 343.

BUAD 392. Independent Study. (1-6 Credits)
Prerequisite: completion of Base Curriculum; or instructor permission.

BUAD 402. Commercial Bank Management. (3 Credits)
The study of the various risks banks face, not only in day-to-day operations, but potential long term exposure to outside uncontrollable forces including regulatory challenges and changes. Topics such as asset-liability management, interest rate volatility, reserve management, capital adequacy and others are covered. Also covered will be a commercial bank's interaction with the Federal Reserve. This course will be augmented with cases and the American Bankers Association's computer simulation game BANKEEXEC. Prerequisite: BUAD 360.

BUAD 406. ICE: Field. (3 Credits)
For students who have a business concept that they envision pursuing after graduation that they have analyzed and vetted in other courses. The primary focus is to aid those students to get as close to launch as possible, or if already launched to get as close as possible to accelerated growth. Prerequisite: BUAD 275.

BUAD 410. Water Law. (3 Credits)
A comprehensive case law study of water, addressing the historical development of the riparian and prior appropriation doctrines, groundwater allocation issues, Federal and Indian water rights doctrines, public rights in water and water as a shared resource both intrastate and interstate, together with a brief review of certain environmental laws that specifically address water issues. Prerequisite: BUAD 210.

BUAD 415. Portfolio Management. (3 Credits)
A study of portfolio management with an emphasis on customizing asset allocation strategies and tactics for the individual and institutional investors. Several financial portfolio optimization models will be studied. The trade-off between risk and return on investments will also be emphasized. Also covered is how asset derivatives and hedges can be applied to either reduce risk, increase profitability, or both. Prerequisite: BUAD 360.
BUAD 420. Oil and Gas Law. (3 Credits)
A comprehensive study of oil and gas law & regulations. The course addresses the historical development of the law as it relates to the conservation of oil and gas, the rights and duties of operators and landowners, implied covenants, titles and conveyances, contracts, pooling and unitization, and other oil and gas development issues. Students also learn about the oil and gas regulatory scheme at the federal, state, and local levels. This course analyzes laws and regulations in light of recent technologic advances, such as the emergence of horizontal drilling and hydraulic fracturing. Prerequisites: Admission into The Energy Management Program; BUAD 210, BUAD 305, BUAD 320; or instructor permission.

BUAD 425. Marketing Research. (3 Credits)
The focus of this course is the collection, analysis, and interpretation of marketing data for reporting research information necessary to make informed marketing decisions. Students develop skills in defining research problems, designing surveys, experiments, and observational studies, managing data collection, performing data analysis, and communicating results. Prerequisites: completion of Base Curriculum; BUAD 270; or instructor permission. BUAD 335 and BUAD 345 recommended.

BUAD 428. Sales III. (3 Credits)
Students continue to learn the SPIN Selling Model while mentoring students in the first sales class. Also included are leadership models, including Covey’s Seven Habits of Highly Effective People. Prerequisites: BUAD 343 and BUAD 384.

BUAD 460. Advanced Managerial Finance. (3 Credits)
The study of financial decision-making theory and practice which deals with major issues in the managing the inflows and outflows of a firm’s funds from the chief financial officer’s (CFO) perspective. Other topics include financial analysis, forecasting financial needs, sources and use of funds, efficient allocation of funds within the firm, firm and security valuation techniques, risk/return decisions, capital budgeting, optimal capital structure composition, and the firm’s relationships with investors, financial markets, and financial institutions. Prerequisite: BUAD 360.

BUAD 461. Investments. (3 Credits)
A study of the many investments available for individual portfolios. Emphasis is placed on the risks inherent in investments and the methods and techniques of analysis used in selecting securities for investments. Prerequisite: completion of Base Curriculum; BUAD 360; or instructor permission.

BUAD 482. Hospitality Operations Management. (3 Credits)
An integration of management functions learned in previous classes into a workable approach to profitable resort operations. Students are encouraged to take this course during their last semester; graduating seniors are given priority in enrollment. Prerequisite: completion of Base Curriculum; BUAD 331; BUAD 332; BUAD 334; BUAD 337; BUAD 360; or instructor permission. Class will be held at Crested Butte Mountain Resort.

BUAD 491. Strategic Management. (3 Credits)
The formal analysis of an organization’s macro and industry environment; its mission and goals; and strategy formulation, implementation, and control. This is a capstone course which integrates the student’s knowledge from the areas of accounting, finance, marketing, and management. Students are encouraged to take this course during their last semester; graduating seniors are given priority in enrollment. Prerequisites: completion of Base Curriculum; BUAD 185; BUAD 333 or 350; BUAD 360; and senior standing.

BUAD 492. Independent Study. (1-6 Credits)
A singular investigation into a unique problem to be determined jointly by the researcher and the advisor. Prerequisite: completion of Base Curriculum; or instructor permission.

BUAD 494. Innovation, Creativity, and Entrepreneurship: Launch (ICE: Launch). (3 Credits)
This course provides real world, hands on learning on what it’s like to actually start an organization. Students talk to customers, partners, competitors, as they encounter the chaos and uncertainty of how a startup actually works. Prerequisite: Base curriculum; BUAD 275; BUAD 375; or instructor permission.

BUAD 495. Prospect Economics and Evaluation. (3 Credits)
Synthesizes previous coursework, focusing on the application of advanced concepts in finance, economics, law, regulatory schemes, mergers and acquisitions, negotiations, contract drafting, geology, engineering, title, leasing and environmental, social, and political issues. Prerequisites: BUAD 305, BUAD 320, BUAD 321, BUAD 360, GEOL 240 prerequisite or corequisite; or instructor permission.

BUAD 497. Special Topics. (1-6 Credits)
Prerequisite: completion of Base Curriculum; or instructor permission.

BUAD 499. Internship in Business Administration. (1-6 Credits)
A course designed specifically for junior- and senior-level students. Internships provide guided, counseled, and progressive experience under a dual-tutelage program of a businessperson and an academician. An academically monitored activity to assure quality experience. Graded Satisfactory/Unsatisfactory only. Prerequisite: completion of Base Curriculum; or instructor permission.