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## SCHOOL OF BUSINESS AND LEADERSHIP

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### About the School

The mission of the School of Business and Leadership is to provide students with a unique and innovative business education that prepares them for success as leaders in a complex and dynamic global environment.

The program of the School of Business and Leadership incorporates business fundamentals (management, marketing, finance, accounting, law, and ethics) strengthened by strong ties to other academic units on campus.

Students who graduate from the School of Business and Leadership should be able to:

1. Communicate effectively, both orally and in writing, within the discourse of business and leadership.
2. Formulate and investigate questions relevant to the marketplace and managed organizations.
3. Solve problems using appropriate analytical, quantitative, and qualitative techniques.
4. Understand the conceptual models that inform accounting, finance, law and ethics, management, and marketing (the functional areas).
5. Understand the ethical and social perspectives of a global marketplace.
6. Demonstrate an awareness of the impact of globalization on business and its stakeholders.

The School of Business and Leadership offers a Bachelor of Arts degree. Within the program, the student may select a Business Administration Emphasis or an International Business Emphasis. First-year students may also apply to the selective Business Leadership Program (BLP). To complement the academic program business majors are encouraged to participate in experiential learning opportunities including internships, mentorships, international work and study, field research, and problem solving projects.

A cross-disciplinary degree is offered in conjunction with The School of Music, which offers a Bachelor of Music degree with Elective Studies in Business. See the Music section in this *Bulletin* for additional information.

### General Requirements for the Major or Minor

General university degree requirements stipulate that 1) at least four units of the major or three units of the minor be taken in residence at Puget Sound; 2) students earn at least a cumulative GPA of 2.0 in courses taken for the major or the minor; and 3) all courses taken for a major or minor must be taken for graded credit. Any exceptions to these stipulations are indicated in the major and minor degree requirements listed below.

### Bachelor of Arts in Business: Business Administration Emphasis

Ten units to include:

1. Preparatory courses (2 units): ECON 101 (this course may also be used to satisfy the core requirement in Social Scientific Approaches) and MATH 160 or MATH 260 (this course may also be used to satisfy the core requirement in Mathematical Approaches).
2. Foundation Courses (5 units): BUS 205, 305, 310, 315, 340.
3. Business Electives (2 units) at 300-400 level (excluding BUS 300, 316, and 344; CONN 387, 390, and 478).
4. Senior Research Seminar (1 unit). Students must complete the foundation courses and have senior standing before taking the Senior Research Seminar. Courses approved: BUS 432, 476, 478, 482, and 485.

See additional "Notes on the Major" below.

### Bachelor of Arts in Business: International Emphasis

Eleven units to include:

1. Preparatory courses (2 units): ECON 101 (this course may also be used to satisfy the core requirement in Social Scientific Approaches) and MATH 160 or MATH 260 (this course may also be used to satisfy the core requirement in Mathematical Approaches).
2. Foundation Courses (6 units): BUS 205, 305, 310, 315, 340 and 370.
3. International Business Electives (2 units) at 300-400 level from: BUS 361, 435, 452, 471, 472, 474, 475, and 493 if it has been approved as an International Business Elective.
4. Senior Research Seminar: (1 unit). Students must complete the foundational courses and have senior standing before taking the Senior Research Seminar. Courses approved: BUS 432, 476, 478, 482, and 485.
5. An international experience, which may include study abroad, a formal internship abroad, or academic research abroad.
6. Competency in a modern foreign language through the 202 level.
7. Increased exposure to international content and context through one of the following:
  - a. Completion of a third year college level language course;
  - b. Demonstrated proficiency of third year college level language;
  - c. Completion of one upper-division global studies course from an approved list (ASIA 344, CHIN 303, ENVR/PG 382, FREN 380, GERM 304, HIST 343, 382, or 384, IPE 311, 333, 382, or 395, PG 321, 323, 325, 332, 333, 360, 361, or 380; REL 322 or 420, SOAN 316, 352, or 380).
  - d. Other method as approved by advisor and SBL director.

### Notes on the Major (Business Administration and International)

1. Courses used to satisfy the elective and senior research seminar requirements may not also be used to satisfy university core requirements.
2. Only courses for which the student has received a C- or better can count for the major.
3. Students must earn a grade of C- or better in all prerequisite courses.
4. A minimum of five BUS courses towards the major must be completed in residence at Puget Sound, or a waiver must be approved.
5. Transfer students choosing to major in the School of Business and Leadership should meet with the SBL Director to determine transferability of business courses completed elsewhere.

6. Students planning to pursue a graduate degree in business, such as an MBA, are encouraged to take Calculus (Math 180, 181).

### Requirements for the Minor

Six units to include:

1. Economics: ECON 101 (this course may also be used to satisfy the core requirement in Social Scientific Approaches).
2. Statistics: MATH 160 or MATH 260 (this course may also be used to satisfy the core requirement in Mathematical Approaches).
3. Any four business courses (excluding BUS 170, 300, 316 and 344; CONN 387, 390, and 478).

#### Notes on the Minor

1. Only courses for which the student has received a C- or better can count for the minor.
2. Students must earn a grade of C- or better in all prerequisite courses.
3. A minimum of three BUS courses toward the minor must be completed in residence at Puget Sound, or a waiver must be approved.

### Bachelor of Arts in Business—Business Leadership Program

The Business Leadership Program (BLP) is a four-year program for students selected on the basis of intellectual abilities, motivation, and demonstrated potential for organizational leadership in business. In addition to the learning outcomes outlined above, key objectives of the program are for students to develop leadership and managerial skills and to develop the ability to think logically and analytically.

The BLP is distinguished by a unique curriculum that blends coursework in business and the liberal arts, and features multiple special BLP cohort classes. BLP students must participate in regional business field trips, an evening leadership speaker series, a professional internship, and a formal mentorship program. Students can pursue the BLP major with a business administration emphasis or an international business emphasis. Students receive the Bachelor of Arts degree.

Special application to the program should be made during a student's senior year in high school. Application forms are accessible at [pugetsound.edu/admission/apply/freshmen/business-leadership-program](http://pugetsound.edu/admission/apply/freshmen/business-leadership-program).

Sophomore-level admission to the Business Leadership Program is possible, but contingent on space availability. Interested freshmen should contact the Business Leadership Program director during the first or second semester of their freshman year to obtain application requirements.

Continued participation in the program is subject to academic performance as well as acceptable participation in all aspects of the program. See "Special Considerations for Business Leadership Program students" below.

Thirteen units to include:

1. Politics and Government (1 unit): PG 101, 102, or 103
2. Quantitative (2 units): MATH 160 or MATH 260, and one additional unit numbered MATH 150 or higher. Students planning to pursue a graduate degree in business, such as an MBA, are encouraged to take Calculus. CSCI 161 or PHIL 240 can be used to satisfy the additional math requirement. BLP students must take at least one MATH unit in residence.
3. Economics (1 unit): ECON 101.
4. Business and Leadership (9 units): BUS 205, 305, 310, 315, 340, 385; two business electives at the 300-400 level (excluding BUS 300, 316 and 344; CONN 387, 390, and 478); and a Senior Research Seminar.

- a. Courses used to satisfy the business elective and senior research seminar requirements may not also be used to satisfy university core requirements.
- b. Students must complete the foundational courses and have senior standing before taking the Senior Research Seminar. Courses approved: BUS 432, 476, 478, 482, and 485.
5. Business Leadership Seminars (BUS 101, 201, 301, and 401) (no credit)
6. Internship (no credit)
7. In addition to the BLP requirements listed above, students pursuing the BLP major with an international emphasis are required to:
  - a. Complete BUS 370;
  - b. Complete one International Business Elective (1), in lieu of a regular business elective, at the 300-400 level from: BUS 361, 435, 452, 471, 472, 474, 475, and 493 if it has been approved as an International Business Elective
  - c. Have competency in a modern foreign language through the 202 level;
  - d. Complete an international experience, which may include study abroad, a formal internship abroad, or academic research abroad; and
  - e. Have additional exposure to international content and context through one of the following:
    - i. Completion of a third year college level language course;
    - ii. Demonstrated proficiency of third year college level language;
    - iii. Completion of one upper division global studies course from an approved list; or
    - iv. Other method as approved by advisor and BLP director.

#### Special Considerations for Business Leadership Program students

Once admitted to the Business Leadership Program, students can continue in the program as long as they:

- a. Register for, regularly attend, and earn a passing grade for BLP seminars (BUS 101, 201, 301, 401), freshman through senior years (Fall and Spring);
- b. Regularly meet with their mentor, as required by the program;
- c. Maintain a minimum cumulative GPA of 3.0 in all university work. Only courses for which the student has received a C or better count for the major (In addition, students must earn a grade of C- or better in all prerequisite courses.) In cases where performance falls below this level, students may apply for a probationary period to bring the cumulative GPA back up to 3.0 or be dismissed from the program.
- d. Enroll in special sections of cohort courses for the BLP major with higher implicit expectations and standards. There will be at least six cohort courses during any four-year period; and
- e. Demonstrate adherence to the highest standards of academic integrity and conduct. Any violation of the *University Student Integrity Code* may result in dismissal from the BLP.

For university policy regarding Advanced Placement credit, please see the Admission section of this *Bulletin*.

#### Course Offerings

Unless otherwise specified, each course carries 1 unit of credit and is offered at least once each academic year. Please see "Frequency of Course Offerings" on page 10.

**Seminars in Scholarly Inquiry.** See *the Seminars in Scholarly Inquiry*

in the Core Curriculum section of this Bulletin for course descriptions (page 10).

**SSI1/SSI2 107 Leadership in American History**  
**SSI1 166 Applied Ethics**

**Other courses offered by SBL faculty.** See *Connections in the Core Curriculum* section of this Bulletin for course descriptions (page 24).

**CONN 387 Never-Never Land**

Satisfies the Connections core requirement

**CONN 390 Black Business Leadership: Past and Present**

Satisfies the Connections core requirement

**CONN 478 Animals, Law, and Society**

Satisfies the Connections core requirement

**101 Business Leadership Seminar** No credit The Business Leadership Seminar meets 10-12 times per semester and offers students an opportunity to network with representatives from regional businesses and to learn about their companies' strategies and business practices. Guest speakers in the Business Leadership Seminar also discuss careers in various business fields and functional areas. Speakers present information on current leadership topics and practices and provide perspective on the theories and tools studied in class. Some seminars are devoted to the particular needs of a BLP class. Other seminar activities include, but are not limited to field trips, career development, community service and engagement with mentors. *Pass/Fail grading only. Prerequisite: Admission to the Business Leadership Program.*

**201 Business Leadership Seminar** No credit See description for BUS 101.

**205 Financial Accounting** Financial accounting is the language of business. The study of financial accounting helps students acquire a broad conceptual framework for understanding and preparing financial reports. The course helps students to become reasonably proficient at interpreting numbers in financial statements and assessing their usefulness for decisions. Students learn bookkeeping, and examine and analyze financial statements for U.S. and global companies. *Prerequisite: Sophomore standing or permission of instructor. Offered each semester.*

**300 Personal Finance** This course is a primer in sound personal financial management. Students are introduced to the financial challenges that occur over a life-time: cash budgeting, credit management, debt management, personal income taxes, evaluating mortgages and installment loans, investing in the financial markets, and planning for retirement. In addition, current articles related to personal finance topics are analyzed and discussed. *May not be used to satisfy a requirement in the business major or minor. Offered occasionally.*

**301 Business Leadership Seminar** No credit See description for BUS 101.

**305 Principles of Management** A broad introduction to the field of management including such topics as planning, motivation, group dynamics, decision-making, organizing, and group organizational change. The course challenges students to adapt management techniques to a diverse global environment. The course includes case studies and emphasizes critical thinking. *Offered each semester.*

**310 Principles of Marketing** As the global economy becomes more complex and dynamic, businesses of all sizes demand global managers who understand how organizations can compete effectively in a variety of market environments. This survey course is designed to provide an overview of the main concepts and theories in the field of marketing.

The course provides students an opportunity to develop an in-depth understanding of how cultural, legal, political and economic factors affect the marketing of products and services in different national, regional, and global contexts. The course also examines the competitive dynamics of global markets and provides a framework that guides marketing strategy formulation and implementation at the stages of market entry, local market development, and global market integration. *Prerequisite: ECON 101 or permission of instructor. Offered each semester.*

**314 Managerial Accounting** This accounting course examines the creation and use of information to support the execution of strategy and evaluation of performance within organizations. Managerial accounting information plays a vital role in the planning and control functions. It is also used to motivate and direct behavior. Topics include cost concepts, systems design, cost behavior, cost-volume-profit analysis, variable costing, profit planning, and strategic performance measurement and evaluation. The course also examines the concept of shared value and sustainability reporting. *Prerequisites: BUS 205.*

**315 Principles of Financial Management** This course introduces students to fundamental issues in both corporate financial management and investment management. Students learn one of the most fundamental principles in corporate and personal finance: the time value of money. Students are introduced to the basic features of stocks and bonds and how they are priced. Students work with information reported in the financial press on such items as bonds, equity, interest rates, and foreign exchange rates. They learn how to identify the relevant cash flows for a proposed investment, evaluate that investment, and use financial information to estimate the required rate of return. Students examine the relationship between risk and return and the implication of diversification. *Prerequisites: BUS 205, MATH 160 or MATH 260, ECON 101. Offered each semester.*

**316 CFA Investment Research Challenge** 0.25 activity unit Students in this course prepare a sell-side equity research report to present in the Chartered Financial Analyst Institute's Investment Research Challenge. Students learn current best practices in equity analysis, including financial statement analysis applications and equity valuation models. May not be used to satisfy a requirement in the business major or minor. *Prerequisite: instructor permission.*

**330 Corporate Social Responsibility and Law** Corporations are undeniably influential actors in modern society, through the creation of goods, services, and jobs. They also have tremendous resources at their disposal. Many factors influence how and in what manner those resources are used, including the internal decision-making processes of the organization, fiduciary duties of the organization's principals, the statutory and regulatory environment, and stakeholder interests and influences. To the extent that corporations step outside of their ostensibly traditional role to merely maximize shareholder returns, and they dedicate at least a portion of their resources to the betterment of issues of societal concern, they are engaging in some form of corporate social responsibility (CSR). This course examines questions about CSR: What is it? Who or what may practice it? What are the factors that create tensions concerning the allocation of business resources? What does our law require of organizations with respect to fiduciary duties, the allocation of their resources, and societal expectations? Should organizations have legal obligations to engage in CSR? Students will examine these questions from a legal perspective.

**340 Law and Ethics in the Business Environment** This course introduces students to the external constraints that society places on business activity and behavior. The most obvious are those constraints

imposed by law in its various forms: case law from courts, statutory law from legislatures, and regulations from government agencies. However, in addition to these formal systems there are the informal, but extremely powerful constraints imposed by generally accepted moral beliefs and norms of ethical behavior. In this course students explore the relationship between legal and ethical standards to critically analyze and evaluate the behavior of business owners, managers, and employees. *Prerequisite: Sophomore standing. Offered each semester.*

**344 Law, Lawyers, and Legal Education** This course is designed to introduce students to the three stages of the legal educational experience: pre-law school and law school, post-law school careers, and the legal environment as a whole. Students understand the purpose and procedure of the LSAT, learn to plan critically for law school and subsequent careers, develop basic electronic legal research skills, and gain exposure to real legal fields. Students spend as much time working on this course outside of the classroom as inside it. The course emphasizes inter-related research activities and culminates in a major research paper. *Prerequisite: junior or senior standing. May not be used to satisfy a requirement in the business major or minor. Offered occasionally.*

**355 Sustainable Business** As corporations grow in size and influence, their impact on both social wellbeing and the natural environment has increased. Understanding interactions between corporations and the social and natural environments plays a large and growing role in effective management. This course provides an overview of the opportunities and challenges that established US businesses face regarding sustainable business. Students investigate corporations' ethical, regulatory, and financial interests in relation to the social and environmental values of the communities in which they operate. Students are expected to master key concepts related to sustainable business and to develop the ability to think critically about sustainable topics.

**361 Business and the Base of the Pyramid** The base of the pyramid (BOP) refers to the billions of people living on very low incomes (\$2-4 per day). Currently, various approaches exist as to how best to align business activity with the needs and potential of this segment of the global population. Those at the BOP can be seen as a large untapped market of demanding consumers, as creative entrepreneurs, as business partners, and as innovators. This course examines the various BOP perspectives to need satisfaction, poverty alleviation, and economic growth through business activity. The focus is on emerging business models that address individual and social needs in an innovative, profitable, sustainable, and socially-responsible manner. This course integrates concepts of development economics, international business, and strategy. *Cross-listed with IPE 361. Prerequisite: Junior or Senior standing. Satisfies the International Business elective requirement.*

**365 Cultural Diversity and Law** This course develops understandings of the dynamics and consequences of power differentials, inequalities, and divisions among cultural groups through the lens of criminal and civil law in US state and federal law. In both criminal and civil contexts, students examine the feasibility of legal pluralism in three types of cases: intra-cultural, inter-cultural, and no-longer accepted cultural practices in an intra-cultural event. In the criminal context, students consider criminalization of culturally appropriate acts of non-mainstream cultural communities, the "cultural defense," and the role of law as an instrument of tolerance or tyranny. In the civil context, students examine taboo language, reappropriation or reclaiming of words, and law. Students examine law as a cultural artifact, including who it favors and who it silences or punishes, in tandem with its production of knowledge related to "right and wrong." This course promotes critical engagement with the nature of law, the role of the state and its police powers to

regulate disputes between diverse groups, and institutionalized power. This is a seminar-based course, requiring active student participation. Students learn to discuss cultural differences in the legal context and consider their own cultural perspectives vis-a-vis "the law." *Satisfies the Knowledge, Identity and Power graduation requirement. Prerequisite: BUS 340 or any university level course in US state and/or federal government, law, or legal studies.*

**370 International Business Theory and Strategy** This course introduces students to the most important theories that guide the field of international business strategy, and to key concepts and models related to the formulation and implementation of global strategy. The course provides students with analytical and planning tools for adapting a company's business model to global markets, specifically: assessing opportunities and risks in the global environment; identifying current and potential positioning spaces within a competitive environment; and for developing strategies that suit different organizational, sectorial, and geographical contexts. The course also explores the interplay between organizational stakeholders, including trade-offs between financial and market goals and the ethical and social values of organizations (i.e., balancing economic and non-economic objectives). Finally, global strategic management requires moving beyond analysis into the realm of strategic action. The course addresses the various combinations of systems (e.g., information, control, reward, etc.), organization structures, and people necessary to execute a strategy that is internally cohesive. *Prerequisites: BUS 305, BUS 310, and junior standing or permission of instructor.*

**380 An Entrepreneurial Mindset for the Arts** Arts organizations and artists face many challenges that could benefit from an entrepreneurial mindset. Entrepreneurial thinking requires focusing primarily on finding the right questions rather than finding the right answers. In this course, students develop an entrepreneurial mindset by focusing on an issue in a local arts organization, identifying the concepts that help them understand the issue, de-constructing and re-constructing their knowledge, and creating a feasibility study that tests their potential solution against reality. Students work to develop solutions that local organizations and artists are truly interested in implementing: The classroom learning directly benefits the arts. Topics covered in this course include entrepreneurship, the entrepreneurial mindset, questioning, interviewing and analysis, research, feasibility studies, and presenting findings. These topics are covered through readings, interaction with community arts organizations and artists, class activities and discussion, and students' hard work.

**385 Paradigms of Leadership** This course provides students with an introduction to the art and science of the leadership process. It is not limited to business leadership. Topics include organizational culture and climate, motivation, performance, power, tactics, ethics and values, personality traits, and intelligence. Students develop skills necessary to effectively analyze historical, contemporary, and even fictional leadership case studies. A primary aim is to help prepare students to meet the challenges of "life's leadership situations." *Prerequisite: BUS 305 or permission of instructor.*

**394 Special Topics in Consulting** .25 academic credit This course provides students the opportunity to enrich and apply their business knowledge in a consultative manner. Students learn to work with a variety of stakeholders and in a team environment. Pass/fail grading only. *Prerequisite: concurrent enrollment in BUS 395.*

**395 Practicum in Consulting** .25 activity credit. In this practicum course, students apply theory and skills from BUS 394 in consulting

work on a specific project. Pass/fail grading only. *Prerequisite:* concurrent enrollment in BUS 394 and instructor permission.

**401 Business Leadership Seminar** No credit. See description for BUS 101.

**402 Marketing Research** Marketing research is the common currency in modern business practices as business and marketing decisions rely on research to make informed choices. This course helps students: explore the critical role of marketing research in business; learn the language of marketing research; learn how to design and implement a research plan using key marketing research techniques (e.g., surveys, experiments, focus groups); analyze and interpret marketing research data; and report the results of marketing research. Students develop skills in research design, data collection, statistical data analysis, and communication of results through hands-on experience. *Prerequisites:* BUS 310 and Math 160.

**407 Consumer Behavior** This course is concerned with understanding the psychology of consumer behavior by focusing on the factors that affect the consumers' pre-purchase, purchase, and post-purchase processes. An in-depth analysis of the components of the consumer decision making process is presented in order to illustrate and integrate theoretical and empirical knowledge from a variety of perspectives. Emphasis is placed upon the evaluation of the relevance of such data and the application of what is learned in the classroom to the solution of real world marketing problems. *Prerequisites:* BUS 310 and Math 160.

**409 Integrated Marketing Communication** This course is designed to introduce students to the field of integrated marketing communications (IMC), which includes communication tools such as advertising, promotion, sales, and public relations, among others. The development of an IMC strategy requires an understanding of the overall marketing process, consumer behavior, and communications theory. *Prerequisite:* BUS 310. Offered occasionally.

**416 Financial Reporting and Analysis** The course expands students' knowledge and understanding of financial reporting and analysis by examining key questions of economic significance within the context of real companies and their reported financial information. The course includes analysis of U.S. companies that follow U.S. GAAP and global companies that use International Financial Reporting Standards. The underlying objective of financial analysis is to measure and compare risk and return characteristics of alternative investments when making investment and credit decisions. The course culminates with a substantial research project of a publicly traded company and a presentation. *Prerequisites:* BUS 205, 305, 310, 315, 340; and senior standing or permission of instructor.

**431 Financial Markets** This course introduces students to major sectors of the financial markets, particularly focusing on the money market, the primary market, the capital markets for debt, and the secondary markets for equity. The qualitative aspects of these markets are stressed, including their legal and economic frameworks. *Prerequisite:* BUS 315.

**432 Investments** This course is designed to introduce students to quantitative techniques for managing investment assets. These techniques are illustrated through the development of three main topics: portfolio theory, fixed-income portfolio management, and option valuation. Economic factors affecting investment management, particularly efficient markets concepts, are stressed. *Prerequisites:* BUS 205, 305, 310, 315, 340, plus at least one upper-division finance or accounting elective (excluding 300); senior standing required unless waived or with

permission of instructor. Satisfies the senior research seminar requirement for business majors.

**434 Advanced Topics in Corporate Finance** Corporate finance is concerned with a corporation's acquisition and allocation of capital. Students apply more advanced concepts in corporate finance in a decision making context. Valuation is discussed as a unifying theme. This includes such issues as how to value a firm that is not publicly traded, how to value a potential merger, and how to value an investment project. Students assess how the firm's capital structure or its dividend policy might impact firm value. Students examine the valuation of investment projects and the valuation of a firm that is not publicly traded. Students study the underlying factors that impact the value of a financial option. The role of mergers and acquisitions in the growth of a firm is considered, as well as the impact of these deals on the shareholders of both the acquiring and acquired firms. Course materials include decision oriented cases and readings from professional journals. *Prerequisite:* BUS 315.

**435 International Finance** This course begins with a macroeconomic perspective and introduces students to international financial markets. Students examine the economic and governmental factors that influence exchange rates and study currency derivatives which are commonly traded to profit from or hedge against expected changes in foreign currencies. The perspective is then microeconomic. Students examine financial issues faced by managers of firms that are engaged in international business. These include: the measurement and management of exchange rate risk, multinational capital budgeting, and the assessment of both domestic and foreign sources of funds to finance long-term projects. Current issues in the international market and real-life problems in decision oriented cases are analyzed. *Prerequisite:* BUS 315 or permission of instructor. Satisfies the International Business elective requirement.

**437 Valuation** This course introduces approaches to the valuation of public and private equity, including free cash flow, residual income, economic profit, and relative valuation models. Critical analysis of financial statements is highlighted, and applications to real-world companies is stressed. Course content is informed by the Chartered Financial Analyst curriculum. Students complete a sell-side equity research report on a public company. Course is recommended for students competing in the CFA Investment Research Challenge and for students managing the Puget Sound student managed fund. *Prerequisites:* BUS 205 and BUS 315.

**438 Portfolio Management** This course introduces the design, implementation, and assessment of financial-asset portfolios. The main focus of the course is the active management of long-only equity portfolios. Relevant behavioral issues are considered. Course content is informed by the curriculum for the Chartered Financial Analyst (CFA) designation. Students taking Portfolio Management are eligible to manage the university's student investment fund. *Prerequisites:* BUS 205 and BUS 315.

**440 Entrepreneurship** In this course students learn how to generate new venture ideas and evaluate their viability. Students devote significant time to learning to recognize opportunities through experiential exercises. To understand how to develop an idea into a for-profit or non-profit organization, coursework also focuses on business plan research and writing as well as business creation. An in-depth job shadow culminates in the creation of a short documentary film. Students learn creative problem solving and sharpen their research, analytical, and presentation skills. *Prerequisites:* BUS 205, 305, 310, 315, 340.

**442 Social Entrepreneurship** This course explores how people

and organizations can innovate to fulfill our social and environmental needs efficiently and effectively. Using innovative business models as the foundation, each student selects a social sector to study throughout the term on the local, national, and international levels. Research includes reading articles, examination of financial data, and interviews. A series of research papers results in in-depth knowledge of the chosen sector. Knowledge is shared through public displays and presentations. Insights into how to solve difficult social and environmental problems will be gained through the research and the course. Additionally, the class selects one social issue and enacts tangible solutions to this issue through the practicum, enabling students to participate in hands-on social entrepreneurship. *Prerequisites: BUS 205 and BUS 305.*

**451 Organizational Behavior** This course examines how individuals behave in and around organizations and how organizations themselves behave. Every day, individuals share time with others and operate within organizations. When people understand the behavior of individuals and organizations in their lives, they can better establish expectations, operate efficiently, and achieve goals. This class examines concepts and develops perspectives that help students effectively manage individuals and organizations. At the level of the individual, students learn about self-presentation, career planning, giving and receiving, feedback, personality, decision making, resilience, and creating success. At the level of the organization, students learn about teamwork, structure, culture, identity, change, resistance to change, and overcoming resistance to change. In addition, Organizational Behavior challenges students to develop skills in writing, presentation, and working in groups. *Prerequisite: BUS 305 or permission of instructor.*

**452 Supply Chain Management** Supply chain management encompasses the planning and management of all activities involved in sourcing and procurement, conversion, and all logistics management activities. Importantly, it also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third party service providers, and customers. In essence, supply chain management integrates supply and demand management within and across companies. This course prepares the students to manage modern supply chains, both domestically and globally. *Prerequisite: BUS 205 and BUS, 305 or permission of instructor. Satisfies the International Business elective requirement. Offered frequently.*

**471 Business in Asia** This course introduces students to the business environments and practices of East and South East Asia and may focus on specific countries of the region. The countries of this region are viable trading partners and destinations for foreign direct investment, and the course considers pertinent historical, cultural, macro-economic and political factors that impact business activity in the region. The course focuses on business opportunity and risk assessment, and introduces students to appropriate managerial, organizational, and strategic planning skills and methods for successfully doing and growing business in the region. The course relies on various teaching methods, including lectures, readings, case studies, class discussions, videos, independent research, and guest presentations. *Prerequisite: BUS 305 or 310 and Junior standing, or permission of instructor. Counts as an International Business elective and an Asian Studies elective. Offered every 2 years.*

**472 Business in Latin America** This course introduces students to the business environments and practices of Latin America and may focus on specific countries of the region. The countries of this region are viable trading partners and destinations for foreign direct investment, and the course considers pertinent historical, cultural, macro-economic and political factors that impact business activity in the region. The course focuses

on business opportunity and risk assessment, and introduces students to appropriate managerial, organizational and strategic planning skills and methods for successfully doing and growing business in the region. The course relies on various teaching methods, including lectures, readings, case studies, class discussions, videos, independent research, and guest presentations. Satisfies the International Business elective requirement. *Prerequisite: BUS 305 or 310 and Junior standing, or permission of instructor. Satisfies the International Business elective requirement.*

**473 Dispute Resolution** This course focuses on two primary forms of non-litigious dispute resolution: negotiation and mediation. Students learn and develop the substantive, procedural, and communication skills necessary to utilize these models “successfully,” both personally and professionally. *Prerequisite: BUS 340 and junior or senior standing.*

**474 Business in India and South Asia** This course introduces students to the business environments and practices of India and South Asia. The countries of this region are viable trading partners and destinations for foreign direct investment, and the course considers pertinent historical, cultural, macro-economic and political factors that impact business activity in the region. The course focuses on business opportunity and risk assessment, and introduces students to appropriate managerial, organizational, and strategic planning skills and methods for successfully doing and growing business in the region. The course relies on various teaching methods, including lectures, readings, case studies, class discussions, videos, independent research, and guest presentations. *Prerequisite: BUS 305 or 310 and Junior standing, or permission of instructor. Counts as an International Business elective and an Asian Studies elective. Offered every 2 years.*

**475 Business in Europe** This course introduces students to the business environments and practices of Europe and may focus on specific countries of the region. The countries of this region are viable trading partners and destinations for foreign direct investment, and the course considers pertinent historical, cultural, macro-economic and political factors that impact business activity in the region. The course focuses on business opportunity and risk assessment, and introduces students to appropriate managerial, organizational, and strategic planning skills and methods for successfully doing and growing business in the region. The course relies on various teaching methods, including lectures, readings, case studies, class discussions, videos, independent research, and guest presentations. *Prerequisite: BUS 305 or 310 and Junior standing, or permission of instructor. Satisfies the International Business elective requirement. Offered occasionally.*

**476 Sports Law** This course discusses and analyzes historical and current legal issues shaping amateur and professional sports in the United States. For clarification, the “amateur” sport discussion is largely limited to Division I inter-collegiate athletics and “professional” sports focuses on sports played in exchange for compensation in the United States. Students undertake this analysis to understand the legal aspects of what is, often, the “business of sports”. While this course is grounded in sports, its true base is traditional areas of law including, but not limited to: employment, contract, tort, labor, intellectual property, and criminal law. This class requires a major, independent research project. *Prerequisites: BUS 205, 305, 310, 315, 340, and senior standing or permission of instructor. Satisfies the senior research seminar requirement for business majors.*

**478 Environmental Law** This class examines domestic and international environmental law and natural resource law to better understand how those laws relate to businesses in the United States and internationally. Students consider issues related to environmental and natural

resource legislation and regulation. These issues include the tension between business and the environment, sustainability, the goals of environmental regulation, the problems of monitoring and enforcement, and the roles of science and risk assessment, including valuation of environmental injuries and environmental benefits. Students use case method studies, statutes, and legal cases to explore these concepts in contemporary situations. Students are responsible for substantial class leadership responsibilities including leading discussions and substantively contributing to each class session. Students identify suitable topics for exploration, formulate research questions, conduct independent research, write a substantial research paper, and present their work to the class. *Prerequisite: BUS 205, 305, 310, 315, 340, and senior standing or permission of instructor. Satisfies the senior research seminar requirement for business majors.*

**482 Strategic Management and Consulting** This course focuses on how organizations can achieve a sustainable competitive advantage. Strategic management involves a foundation of research and analysis of an organization's internal and external environments, followed by the identification of strategic choices, and the development and implementation of strategic plans. A resource-based view of the firm provides the theoretical underpinning for case analysis and the strategic consulting projects. Students work in small consulting teams with local organizations to develop successful strategies in these projects. *Prerequisites: BUS 205, 340, 305, 310, 315, and one business elective (excluding BUS 300 and 344; CONN 387, 490, and 478); senior standing; or permission of instructor. Satisfies the senior research seminar requirement for business majors.*

**485 Business Leadership and The Liberal Arts** This is a senior research course in leadership that builds upon the foundational course, "Paradigms of Leadership" (BUS 385). Its overarching theme is that astute business leaders are liberally educated, able to comprehend and benefit from the interconnectivity of business leadership and the liberal arts. This cross-disciplinary course culminates with a substantial research paper and presentation. *Prerequisites: BUS 385 and senior standing or permission of instructor. Satisfies the senior research seminar requirement for business majors.*

**493 Special Topics** This seminar is organized around topics that reflect the particular field of research or expertise of the instructor. Each offering is on a unique topic. Some sections satisfy the International Business elective requirement. *May be repeated.*

**495 Independent Study** An independent study allows a student to pursue a specific topic not covered in existing courses, under the supervision of a faculty member. A written proposal must be submitted to and accepted by the faculty independent study advisor. No more than one independent study may be applied toward a specific major or minor in business. *Prerequisite: Approval of independent study professor.*

**498 Internship Tutorial** Students who enroll in this course work with a faculty member in the School of Business and Leadership to develop an individualized learning plan that connects the actual internship site experience to study in the major. The learning plan will include required reading and writing assignments, as well as a culminating project or paper. *Prerequisite: Approval of tutorial professor and the Internship Coordinator.*