
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 an innovative business education that prepares them for success as leaders in a complex and dynamic global environment.

School of Business and Leadership curriculum incorporates business fundamentals (management, marketing, finance, accounting, law, and ethics) strengthened by innovative course offerings and 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 Bachelor of Arts degrees in Business Administration and Business Leadership. Students in either program may complete one or more optional Concentrations in Accounting, Finance, International Business, Legal Studies and/or Sustainability. 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

The Business Administration degree provides students a solid foundation in the areas of accounting, finance, marketing, management, and law and ethics. The flexibility of this degree allows students to explore a breadth of courses in business or to focus on a functional area, a Concentration, or pursue a course of study that meets individual interests.

Business Administration students engage in a variety of learning styles and approaches, from highly experiential to theoretical. Critical thinking is the cornerstone of this program. Graduates learn to ask relevant questions, locate and synthesize evidence, and communicate findings in oral and written form. Students learn to work with others and communicate informally as well as formally. Meaningful work experience is strongly recommended, though not required. Upon completion of the Business Administration degree, students will be prepared for entry-level business positions and will gain the critical thinking and soft skills to develop fulfilling careers.

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 260 (these courses 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 (3 units) at 300-400 level (excluding BUS 240, 241, 300, and 316; 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.

Notes on the Major (Business Administration)

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 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. All business majors must select and meet with a Business faculty advisor.
6. Transfer students choosing to major in the School of Business and Leadership consult with the Registrar to determine transferability of business courses completed elsewhere. The SBL Director may be consulted for additional input.
7. Students planning to pursue a graduate degree in business, such as an MBA, are encouraged to take Calculus (Math 180, 181).
8. Students may pursue one or more Concentrations. See "Business Major Concentrations" below.

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 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.

Application to the program should be made during the senior year in high school. More information about the BLP and application forms are

located at pugetsound.edu/blp. Sophomore-level admission to the BLP is possible, but contingent on space availability. Interested first-year students should contact the BLP Director during the first or second semester at Puget Sound.

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, ECON 284, PSYCH 201 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 240, 241, 300 and 316; 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)

Notes on the Major (Business Leadership Program)

1. Once admitted to the BLP, 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) both semesters, every year;
 - 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.
2. Courses used to satisfy the elective and senior research seminar requirements may not also be used to satisfy university core requirements.
3. A minimum of five BUS courses towards the major must be completed in residence at Puget Sound, or a waiver must be approved.
4. Students may pursue one or more Concentrations. See “Business Major Concentrations” below.

Business Major Concentrations

Students may pursue one or more Concentrations, but are not required

to pursue a Concentration. The Concentrations in Accounting, Finance, International Business, Legal Studies, and Sustainability provide paths to investigate speciality areas in greater breadth and depth, and promote a sense of community among students with similar interests.

All Concentrations require students to complete Business Administration or Business Leadership Program major requirements. Additionally, specific courses must be completed and students must earn a minimum 3.0 GPA in Concentration courses. If students take more related courses than required, only their highest grades in those courses will be counted for the Concentration GPA requirement. Each Concentration is described below.

Accounting Concentration

The Accounting Concentration prepares students to continue studies in Master’s of Accounting programs and/or to earn a Certified Public Accountant (CPA) designation, and to work in the accounting field. Students must take BUS 314, BUS 416, BUS 437 and BUS 493 (taxation). Students must complete an internship with a CPA firm.

Finance Concentration

The Finance Concentration prepares students to work in the finance field. Students must take ECON 102, MATH 170 or MATH 180, BUS 416, BUS 432 and three courses from BUS 431, BUS 434, BUS 435, BUS 437 and BUS 493 (derivatives). Additional recommended courses include CONN 308; MATH 181, MATH 260, MATH 280 and/or MATH 290; and ECON 270, ECON 284, ECON 301, ECON 380 and/or ECON 391.

International Business Concentration

The International Business Concentration prepares students to work internationally as well as to work domestically within international organizations. Students must take two additional foundation courses: BUS 270 and BUS 370. Students must also take two international business-focused electives 300+ from: BUS 361, BUS 435, BUS 452, BUS 471, BUS 472, BUS 474, BUS 475 and BUS 493 (with international focus). A Senior Research Seminar with an international focus. Students must complete an International Experience, typically study or intern abroad (an International Concentration Advisor may approve other experiences). Completion of the 202 level of a foreign language is highly recommended, but not required.

Legal Studies Concentration

The Legal Studies Concentration prepares students to engage in work and further studies that require an understanding of the role of law in business and society. Its objectives are to allow students to examine law and legal processes within a liberal arts context and to develop high-level critical thinking and problem-solving skills. Students must complete one unit from BUS 330, BUS 331, BUS 365, BUS 473. Students must complete an additional unit from BUS 330, BUS 331, BUS 365, BUS 473, CONN 387, CONN 478. Students must fulfill their senior research seminar through BUS 476 or BUS 478.

Sustainability Concentration

The Sustainability Concentration prepares students to engage in careers that consider the triple bottom line of people, planet and profits. The focus on systems thinking, experiential learning, and interdisciplinary studies further distinguish this track. Students must complete at least one semester of BUS 240. Students must complete two courses from BUS 330, BUS 355, BUS 442 or BUS 493 (sustainable marketing), or another BUS 300-400 course with a significant sustainability project. Students must fulfill their senior research seminar through BUS 478, or BUS 482 or BUS 485 with a sustainability focus to the project/thesis. Students must meet the Improve Sustainability learning goal, as approved by a Sustainability Concentration Advisor. The Improve Sustainability learning

goal requires active involvement in improving sustainability within an organization.

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 260 (this course may also be used to satisfy the core requirement in Mathematical Approaches).
3. Any four business courses (excluding BUS 240, 241, 300 and 316; 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.
4. Students minoring in Business may consult with the SBL Director for business advising.

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 18.

Seminars in Scholarly Inquiry. See the *Seminars in Scholarly Inquiry* in the *Core Curriculum* section of this *Bulletin* for course descriptions (page 18).

SSI1/SSI2 107 Leadership in American History

SSI2 130 Personal Finance

SSI2 137 Stakeholder Management: Beyond the Customers and the Capitalists

SSI2 145 Exploring Gender Issues in Business

SSI2 147 "The Law" in America

SSI1 164 Born to Build

SSI1 168 Climate Change and the Law

Other courses offered by SBL faculty. See *Connections in the Core Curriculum* section of this *Bulletin* for course descriptions (page 34).

CONN 308 People and Portfolios

Satisfies the Connections core requirement

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

Business (BUS)

101 Business Leadership Seminar No credit. The Business Leadership Seminar meets between 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.

Prerequisite: Admission to the Business Leadership Program. May be repeated for credit. Pass/Fail Required. Offered every semester.

201 Business Leadership Seminar No credit. The Business Leadership Seminar meets between 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. *Prerequisite: Admission to the Business Leadership Program. May be repeated for credit. Pass/Fail Required. Offered every semester.*

205 Introduction to Accounting This required core course in Accounting is split into two parts. Part I covers the essential topics in Financial Accounting and Part II covers the essential topics in Managerial Accounting. In Financial Accounting, students examine the accounting principles and methods (GAAP) used in the preparation of the four principal financial statements, understand how transactions affect a firm's financial statements, and analyze and interpret financial statements. In Managerial Accounting, students examine how a manager uses accounting information within his or her organization. In this part of the course, students explore how a firm determines the cost per unit of the products and services it sells; how it formulates and decides strategy based on accounting numbers; and how it plans, controls, and evaluates its operations. *Prerequisite: Sophomore standing or permission of instructor. Offered every semester.*

240 Ecopreneurship 0.25 units. The natural environment is approaching a tipping point. Bold innovations are required to prevent further degradation. Because entrepreneurship combines innovative and forward thinking with action, it provides a strong framework for addressing environmental concerns. In this course, students will learn about environmental sustainability innovations around the world. Deep reading, field trips, speakers, thinking and meaningful discussion form the basis of learning. Active participation is required. Students will explore entrepreneurial paths to improving the environment, individually or in teams. Students are encouraged to engage students outside the class in their projects. Students will present their projects and, if desired, recruit team members and advisors at the Entrepreneurship Summit's Student Fair. Students will continue to develop their entrepreneurial ventures for the Puget Sound Shark Tank event. Students are encouraged to continue to pursue their ventures beyond the class. *May not be used to satisfy a requirement in the Business major or minor. May be repeated for credit. Pass/Fail Required. Offered every year.*

241 Health Entrepreneurship 0.25 units. Health allows people to pursue productive lives, yet many do not have good health or a reasonable path to good health. Innovative thinking and entrepreneurial action can create solutions. In this course, students learn about health and its precursors, from fitness to social services to urban revitalization. They learn to think entrepreneurially to develop innovative paths to health. Students learn how business models can be used to test and develop ideas. Students learn to put their ideas into action through lean start and business planning. Students pitch their ideas to an alumni-led panel at the end of the term. *May not be used to satisfy a requirement in the Business major or minor. May be repeated for credit. Pass/Fail Required. Offered every year.*

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. The Business Leadership Seminar meets between 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. *Prerequisite: Admission to the Business Leadership Program. May be repeated for credit. Pass/Fail Required. Offered every semester.*

303 Expedition Management 0.25 units. Expedition Management explores the theoretical basis of topics important to teams, such as group development and functioning, feedback, leadership, followership, coordination, accountability, planning, communication, conflict and funding. Specifically, this course uses outdoor expeditions as the focus of course assignments and discussion. Student-led expeditions provide the experiential learning context for assignments wherein they will experiment with application of theoretical knowledge, thus learning to ask relevant questions about the theories and exploring their applicability.

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 every semester.*

310 Principles of Marketing This is a survey course designed to provide an overview of main concepts and theories in the field of marketing. The course introduces students to marketing concepts that are fundamental to the decision-making processes of marketing management. Students have ample opportunities to apply these concepts to problem situations and projects. *Prerequisite: ECON 101 or permission of instructor. All prerequisite courses must be C- or higher. Offered every 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. *Prerequisite: BUS 205 with C- or higher. Offered every other year.*

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. *Prerequisite: BUS 205, MATH 160 or 260, and ECON 101. All prerequisite courses must be C- or higher. Offered every semester.*

316 CFA Investment Research Challenge 0.25 activity units. 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: Permission of the instructor. Offered occasionally.*

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. *Cannot be audited. Offered every other year.*

331 Fashion Law and Public Policy This course examines legal and public policy issues arising in the fashion industry. These issues include intellectual property concerns (e.g., counterfeit, piracy), various other statutory and regulatory concerns, freedom of expression and its limits, and its negative externalities (e.g., environmental, human rights). We focus on legal categories most germane to these broad perspectives, including intellectual property law, employment law, environmental law, contracts, and constitutional law. This is a discussion-based course, requiring active student participation. *Prior coursework in law or legal studies is recommended. Offered occasionally.*

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: Second year standing or above. Offered every semester.*

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. *Offered occasionally.*

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 as BUS/IPE 361. Prerequisite: Junior or Senior standing. Offered every other year.*

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. All prerequisite courses must be C- or higher. Satisfies the Knowledge, Identity, Power graduation requirement. Offered occasionally.*

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 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), organization structures, and people necessary to execute a strategy that is internally cohesive. *Prerequisite: BUS 305, 310, and junior standing or permission of instructor. All prerequisite courses must be C- or higher. Offered every year.*

380 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. *Offered every other year.*

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 with C- or higher, or permission of instructor.*

401 Business Leadership Seminar No credit. The Business Leadership Seminar meets between 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. *Prerequisite: Admission to the Business Leadership Program. May be repeated for credit. Pass/Fail Required. Offered every semester.*

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. *Prerequisite: BUS 310 and MATH 160 with C- or higher. Offered every other year.*

407 Consumer Behavior This course is concerned with understanding the psychology of consumer behaviors 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. *Prerequisite: BUS 310 and MATH 160. All prerequisite courses must be C- or higher. Offered every other year.*

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 with a grade of C- or higher. 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. *Prerequisite: BUS 205 with a grade of C- or higher. Offered every other year.*

431 Financial Markets This course introduces students to major sectors of the financial markets, 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 with C- or higher. Offered every other year.*

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. *Satisfies the senior research seminar requirement for business majors. Prerequisite: BUS 205, 305, 310, 315, 340, one upper-division finance or accounting elective (excluding BUS 300), and senior standing unless waived or with permission of instructor. All prerequisite courses must be C- or higher. Offered every year.*

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 with C- or higher. Offered occasionally.*

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. All prerequisite courses must be C- or higher. Offered every other year.*

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. *Prerequisite: BUS 205 and BUS 315. Prerequisite courses must be C- or higher. Offered every other year.*

440 Entrepreneurship In this highly experiential course, students learn to generate new venture ideas and evaluate their viability. Lean start-up and business planning methodologies are utilized. Students develop creative problem solving, research, analytical and presentation skills. Students deepen their understanding of entrepreneurship and build their self-efficacy through reading, writing, experimenting and job shadowing. The in-depth job shadow results in the creation of a short documentary film. *Prerequisite: BUS 205, BUS 305 and BUS 310, or permission of instructor. Prerequisite courses must be C- or higher. Offered occasionally.*

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 reflects one social issue and enacts tangible solutions to this issue through the practicum, enabling students to participate in hands-on social entrepreneurship. *Prerequisite: BUS 205 and BUS 305. All prerequisite courses must be C- or higher. Offered occasionally.*

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, re-

sistance 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 with C- or higher, or permission of instructor. Offered occasionally.*

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 305 or permission of instructor. All prerequisite courses must be C- or higher. Offered every year.*

471 Business Development in the Asian Context This course provides an in-depth analysis of export management and sourcing practices, in the context of Asia. The course also provides an overview of trade and investment, institutional environments, and the socio-economic and cultural environment in Asian countries, as well as the role Asian countries play as important trade and investment partners to the United States. Topics covered in this course include: opportunity and risk assessment, business planning, export management and sourcing, foreign direct investment, cross-cultural communications, and negotiations. The course is highly experiential, giving students opportunities to apply their knowledge through various activities and projects. *Prerequisites: BUS 305 or 310 and Junior standing, or permission of the instructor. All prerequisite courses must be C- or higher. Satisfies the International Business elective requirement. Offered every other year.*

472 Business in Latin America This course introduces students to the business environments and practices of Latin America. 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 the instructor. All prerequisite courses must be C- or higher. Offered every other year.*

473 Dispute Resolution The class 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 with C- or higher, and junior or senior standing. Offered every other year.*

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. All prerequisite courses must be C- or higher. Offered every other year.*

475 Stakeholder Value Creation: The Case of Europe This course introduces students to the concept of total stakeholder value creation in the context of European businesses. Total Stakeholder Value Creation tries to capture the idea of businesses operating with three spheres of influence in mind: People, planet, and profit. It explores the role that businesses can play in spurring the regeneration of economies, societies and the biosphere. European businesses provide a laboratory for studying how various organizations have designed and implemented strategies to achieve triple bottom line results (TBL). Thus, this course allows students to learn about the business environments and practices of Europe from a total stakeholder value creation perspective. The course considers pertinent historical, cultural, economic and political factors that impact business activity in the region. The course also introduces students to appropriate managerial, organizational, and strategic planning skills and methods for successfully doing and growing business in the region while achieving social, environmental, and financial goals. Some of the topics studied include managing diverse talent, inclusive and green marketing, designing sustainable value chains, and measuring TBL performance. *Prerequisite: BUS 305 or 310 and Junior standing, or permission of the instructor. All prerequisite courses must be C- or higher. Satisfies the International Business elective requirement. Offered every other year.*

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. We undertake this analysis to understand the legal aspects of what is, often, the "business of sports". We recognize, at all times, that though 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. *Satisfies the Senior Research Seminar requirement for the business majors. Prerequisite: BUS 205, BUS 305, BUS 310, BUS 315, BUS 340, and senior standing or instructor permission. All prerequisite courses must be C- or higher. Offered fall semester.*

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. *Satisfies the Senior Research Seminar requirement for the business majors. Prerequisite: BUS 205, 305, 310, 315, 340, and senior standing or permission of instructor. All prerequisite courses must be C- or higher. Offered occasionally.*

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. Satisfies the Senior Research Seminar requirement for the business majors. *Prerequisite: BUS 205, BUS 305, BUS 310, BUS 315, BUS 340, and senior standing; or permission of instructor. All prerequisite courses must be C- or higher. Offered every year.*

485 Business Leadership and the Liberal Arts This is a senior research course in leadership that builds upon the foundational course, "BUS 385 Paradigms of Leadership." 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. *Satisfies the Senior Research Seminar requirement for the business majors. Prerequisite: BUS 385 and senior standing or permission of instructor. All prerequisite courses must be C- or higher. Offered spring semester.*

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. Multiple sections of BUS 493, covering different topics, may be applied to the major. Contact the School of Business and Leadership Director or a Business advisor to learn which special topics courses fulfill which requirements. *May be repeated for credit.*

495 Independent Study Variable credit up to 1.00 unit. 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: Junior or senior standing with a minimum 3.0 GPA. May be repeated for credit up to 4.00 units. Cannot be audited. Cannot be taken Credit/No Credit.*

496 Independent Study Variable credit up to 1.00 unit. Research under the close supervision of a faculty member on a topic agreed upon. Application and proposal to be submitted to the department chair and faculty research advisor. Recommended for majors prior to the senior research semester. *Prerequisite: Junior or senior standing with a minimum 3.0 GPA. May be repeated for credit up to 4.00 units. Cannot be audited. Cannot be taken Credit/No Credit.*

498 Internship Seminar Variable credit up to 1.00 unit. 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 instructor and the CES internship coordinator. May be repeated for credit up to 2.00 units. Cannot be audited. Cannot be taken Credit/No Credit.*