

Each student must consult with a biology advisor to discuss selection of electives appropriate for educational and career goals. Basic requirements under each plan for the major are listed below.

BACHELOR OF ARTS

34 semester hours in Biology

- BIOL 125, 126, 332, and 499
- **Plus:** 20 additional upper-division biology hours that satisfy the following requirements:
 - Cellular and Molecular Biology (One course): (BIOL 328, 348, 403, 407, 444, or 448)
 - Organism Structure and Function (One course): (BIOL 324, 327, 361, 364, 365, or 441)
 - Ecology and Evolution (One course): (BIOL 326, 333, 340, 424, 425, 427, or 475)

At least one upper-division course must be botanical in nature. Courses satisfying this requirement are: BIOL 340, 364, and 365.

At least one upper-division course must be zoological in nature. Courses satisfying this requirement are: BIOL 324, 326, 327, 329, 361, and 441.
- Required supporting courses; CHEM 115 and MATH 140
- Recommended supporting courses: PHYS 125 (with 135 Lab) and PHYS 126 (with 136 Lab).

BACHELOR OF SCIENCE

42 semester hours in Biology

- BIOL 125, 126, 332, and 499
- **Plus:** 28 additional upper-division biology hours that satisfy the following requirements:
 - Cellular and Molecular Biology (One course): (BIOL 328, 348, 403, 407, 444, or 448)
 - Organism Structure and Function (One course): (BIOL 324, 327, 361, 364, 365, or 441)
 - Ecology and Evolution (One course): (BIOL 326, 333, 340, 424, 425, 427, or 475)

At least one upper-division course must be botanical in nature. Courses satisfying this requirement are: BIOL 340, 364, and 365.

At least one upper-division course must be zoological in nature. Courses satisfying this requirement are: BIOL 324, 325, 326, 327, 361, and 441.
- Required supporting courses:
 - CHEM 115 and 116, 331 (with 333 Lab).
 - MATH 151
 - PHYS 125 (with 135 Lab) or PHYS 153 (with 163 Lab)
 - PHYS 126 (with 136 Lab) or PHYS 154 (with 164 Lab)

BIOLOGY SECONDARY EDUCATION

Students planning to be certified to teach biology in high school should plan to complete a B.A. or B.S. in biology. Upper-division biology course selection should be made in consultation with a biology advisor. See the Department of Instructional Development and Leadership section of the catalog for biology courses required for certification.

MINOR

- At least 20 semester hours selected from any biology courses.
- A grade of C- or higher must be earned in each course, and total Biology GPA must be at least 2.00.
- Course prerequisites must be met unless written permission is granted in advance by the instructor.
- Applicability of non-PLU biology courses will be determined by the department chair.
- At least eight of the 20 credit hours in biology must be earned in courses taught by the Biology Department at PLU
- For students applying only eight PLU biology hours toward the minor, those hours cannot include independent study (BIOL 491) or internship (BIOL 495) hours.

To view Biology course list, see the PLU Directory of Approved Courses beginning on page 154.

Business, School of

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MISSION

The School of Business provides a supportive learning experience that challenges each student to: a) acquire relevant business skills, b) apply them to create sustainable value, and c) prepare for a purposeful life of achievement, inquiry, integrity, leadership, and service. We are especially committed to scholarship, innovation, and a global perspective.

See Graduate Studies for information on the Master of Business Administration program or visit the School of Business M.B.A. website at www.plu.edu/mba.

AFFILIATIONS

The PLU School of Business is a member of AACSB International -The Association to Advance Collegiate Schools of Business. The B.B.A., M.B.A. and professional accounting programs are nationally accredited by AACSB International. The school is privileged to have a student chapter of Beta Gamma Sigma, the national business honor society recognized by AACSB.

Faculty: Brock, *Dean*; Pratt, *Associate Dean*; Albers, Barnowe, Berniker, Boeh, Chang, Gibson, Harmon, Lee, MacDonald, Massoud, Mobus, Myers, Ptak, Simpson, Tuzovic, Van Wyhe, Wittenberg, Zabriskie.

Objectives of the Undergraduate Business Program

To prepare students for positions in commercial and not-for-profit organizations by providing them the basic knowledge of how these organizations function and equipping them with the necessary competencies to work effectively.

Core Competencies

B.B.A. Graduates will:

- be prepared to make ethical decisions,
- be competent in the disciplinary foundations of business,
- understand global and multicultural perspectives,
- have critical thinking and quantitative skills,
- be effective written and oral communicators,
- have team and interpersonal competence, and
- competently use contemporary technologies.

Admission Criteria

The professional Bachelor of Business Administration degree program is composed of an upper-division business curriculum with a strong base in the liberal arts.

To be admitted to the School of Business, a student must:

- Be officially admitted to the university, and
 - Have completed at least 32 semester credit hours, and
 - Have successfully completed BUSA 201, CSCE 120, ECON 101, MATH 128, STAT 231, or their equivalents with a minimum grade of C- .
- Have a minimum cumulative grade point average of 2.50, and
- Submit an application to the School of Business.

Upper-Division business course access is limited to students who have been admitted to the School of Business with a cumulative grade point average of 2.50 or above, and who have met the required prerequisites.

Students with majors outside of the School of Business may gain access to specific business courses that support their major studies by permission of the School of Business.

**BACHELOR OF BUSINESS ADMINISTRATION
DEGREE OVERALL REQUIREMENTS**

- A minimum of 128 semester hours.
- An overall minimum grade point average of 2.50.
- A minimum 2.50 grade point average separately in business courses.
- C- minimum grade in all business courses.
- At least one-half of the minimum total degree requirements are taken in fields outside the School of Business.
- At least 49 semester hours in required and elective business-related subjects: 34 credits from B.B.A. core and 15 credits of business electives.
- A minimum of 20 semester hours in business must be taken in residence at PLU.
- All BBA students are required to produce a portfolio by graduation demonstrating attainment of core competencies. The concepts and process of the portfolio are integrated into the curriculum. Students are strongly encouraged to

keep copies of their course work products including papers, projects, presentations, reflections on team experiences, and so forth. These will be necessary in demonstrating attainment of core competencies.

Business Degree and Concentration requirements are established at time of major declaration

Students with a declared major in business who have not attended the university for a period of three years or more will be held to the business degree requirements in effect at the time of re-entry to the university. Transfer and continuing students should see the catalog under which they entered the program and consult with the undergraduate coordinator regarding degree requirements.

Pass/Fail of Foundation Classes

Pass/Fail is allowed for no more than one foundation class from MATH 128, CSCE 120, ECON 101 or STAT 231 only, and as defined in the Pass/Fail section of this catalog. Other foundation courses and business courses may not be taken Pass/Fail, except for BUSA 495: Internship which is only offered Pass/Fail.

**BACHELOR OF BUSINESS ADMINISTRATION
MAJOR****Foundation and Other Course Requirements**

Foundation courses may also satisfy General Education Program Requirements (GenEd), as indicated by the identifiers listed (MR, NS, SO, PH, SR).

**• Required Foundation Courses to Declare the Major
20 semester hours**

- BUSA 201: Value Creation in the Global Environment (4)
- CSCE 120: Computerized Information Systems (4)
- ECON 101: Principles of Microeconomics (4)
- MATH 128: Linear Models and Calculus, An Introduction (4)
- STAT 231: Introductory Statistics (4)

**• Required Lower-Division Business Courses to be Eligible
for Upper-Division
Six semester hours**

- BUSA 202: Financial Accounting (3)
- BUSA 203: Managerial Accounting (3)

**• Required Upper-Division Business Courses
21 semester hours**

- BUSA 302: Finance for Managers (3)
- BUSA 303: Business Law and Ethics (3) *or* BUSA 304: Business Law and Ethics for Financial Professionals (3) (Professional Accounting and Finance Concentrations must take BUSA 304)
- BUSA 305: Human Dimensions of Effective Organizations (3)
- BUSA 308: Principles of Marketing (3)
- BUSA 309: Creating Value in Goods & Services Operations (3)
- BUSA 310: Information Systems (3)
- BUSA 499: Capstone: Strategic Management (3)

- **Required Elective Examining Global, Ethical or Vocational Issues Relevant to Enterprise Management**
Three to four semester hours

Courses must be upper-division. Students may satisfy this requirement by taking one three- or four-credit course OR by two two-credit courses. Courses appropriate to fulfilling this requirement include:

Virtually any upper-division international study away course with prior approval of the School of Business dean or his/her designate.

BUSA 337: International Finance (3)
 BUSA 340: Non-profit Management (3)
 BUSA 352: Global Management (3)
 BUSA 358: Entrepreneurship (3)
 BUSA 408: International Business Law and Ethics (3)
 BUSA 442: Leading Organizational Improvement (3)
 BUSA 460: International Marketing (3)
 COMA 302: Media Ethics (2)
 ECON 331: International Economics (4)
 ECON 333: Economic Development: Comparative Third World Strategies (4)
 HIST 247: American Business and Economics History, 1877 - Present (4)
 POLS 380: Politics of Global Development (4)
 RELI 365: Christian Moral Issues (4)

Other upper-division global, vocational, or ethics course by prior permission of the School of Business dean or his/her designate.

- **Foundation Courses Required to Graduate**
Eight to ten semester hours

PHIL 225: Business Ethics (4)
 Professional Communication courses from the following list (4)

One from the following:

COMA 211: Debate (2)
 COMA 212: Public Speaking (2)
 COMA 214: Group Communication (2)

AND, one of the following:

COMA 213: Communication Writing (2)
 COMA 230: Writing for Journalism (2)
 COMA 270: Professional Writing (2)
 COMA 311: Research Writing (2)
 ENGL 221: Research and Writing (2 or 4)
 ENGL 323: Writing in Professional Settings (4)

B.B.A. Elective Requirement

Any 15 semester hours of upper-division business electives, and any non-Business elective courses identified in the concentration options. At least nine semester hours elective in Business required.

CONCENTRATIONS

By taking an approved set of electives (see concentration listings) beyond the 34 credit core, a student earns a concentration designation in one of the following:

Professional Accounting
 Finance
 Management and Human Resources
 Marketing
 Individualized

• **Concentration requirements:**

- Multiple concentrations are allowed
- 3.00 GPA required in the concentration area courses
- C- is the minimum acceptable grade in any concentration course
- A minimum of nine semester hours of the total concentration requirements must be taken in residency at PLU
- All B.B.A. degree overall requirements

By taking an appropriate set of electives, a student may earn a concentration designation in either Professional Accounting, Finance, Management and Human Resources, Marketing or Individualized.

• **Professional Accounting**
18 semester hours

BUSA 320: Accounting Information Systems (3)
 BUSA 321: Intermediate Accounting I (3)
 BUSA 322: Intermediate Accounting II (3)
 BUSA 422: Consolidations and Equity Issues (3)
 BUSA 424: Auditing (3)
 BUSA 427: Tax Accounting (3)

OTHER: BUSA 304: Law and Ethics for Financial Professionals required as BBA core law option.

Note: Students are encouraged to also take electives in:

BUSA 323: Cost Accounting and Control Systems (3)
 BUSA 418: Accounting Database Mgmt & Control (3)
 BUSA 423: Accounting for Non-Profits and Governmental Entities (3)

The mission of the accounting faculty is to offer a quality baccalaureate accounting program designed to provide students with a solid foundation for developing a wide range of professional careers.

• **Finance - 15 semester hours**

BUSA 335: Financial Investments (3)
 BUSA 437: Financial Analysis & Strategy (3)
 ECON 344: Econometrics (4)

At least six semester hours from the following:

(three semester hours must be from BUSA)
 BUSA 321: Intermediate Accounting I (3)
 BUSA 337: International Finance (3)
 BUSA 438: Financial Research and Analysis (3)
 BUSA 495: Internship (1 to 4)

ECON 302: Intermediate Macroeconomic Analysis (4)
or ECON 322: Money and Banking (4)

OTHER: BUSA 304: Law and Ethics for Financial Professionals required as BBA core law option. Math 151 and 152 are highly recommended for Finance students.

- **Marketing - 15 semester hours**

BUSA 363: Consumer Behavior (3)
BUSA 467: Marketing Research (3)
BUSA 468: Marketing Management (3)

At least six semester hours from the following

(three semester hours must be from BUSA):

BUSA 364: Services Marketing (3)
BUSA 365: Sales & Sales Management (3)
BUSA 378: Electronic Commerce (3)
BUSA 440: Knowledge Management (3)
BUSA 460: International Marketing (3)
BUSA 495: Internship (1 to 4)
COMA 361: Public Relations: Principles and Practices (4)
ECON 341: Strategic Behavior (4)
PSYC 385: Consumer Psychology (4)

- **Management and Human Resources - 15 semester hours**

BUSA 342: Managing Human Resources (3)
and 12 semester hours from the following
(at least six semester hours from BUSA):
BUSA 340: Non-Profit Management (3)
BUSA 343: Managing Reward Systems (3)
BUSA 352: Global Management (3)
BUSA 358: Entrepreneurship (3)
BUSA 440: Knowledge Management (3)
BUSA 442: Leading Organizational Improvement (3)
BUSA 449: Strategic Human Resource Management (3)
BUSA 495: Internship (1 to 4)
ECON 321: Labor Economics (4)
PSYC 380: Psychology of Work (4)



- **Individualized Concentration**

15 semester hours of upper division electives in purposeful selection. Proposal must be made in advance and not later than second semester of the junior year, to include statement of objectives, rationale, program of study, and endorsement of a Business faculty sponsor. Requires approval of the dean or his/her designate. At least 12 semester hours are to be taken from Business courses. Only three semester hours of independent study or internship (but not both) may apply to the concentration. Variations on existing concentrations are not acceptable.

- **Minor Overall Requirements - 19 semester hours minimum**

All courses must be completed with a grade of C- or higher, a cumulative grade point average of 2.50 for all courses in the minor is required; and at least nine semester hours must be completed in residence.

- **MINORS**

- **19 Semester Hours Minimum**

- **Minor in Business Administration**

A minimum of 19 semester hours in business courses, including:

BUSA 201: Value Creation in the Global Environment (4)
(Also as BUSA 190 for first-year students)
BUSA 202: Financial Accounting (3)
BUSA 305: Human Dimensions of Effective Organizations (3)
BUSA 308: Principles of Marketing (3)
And any six credits from Accounting courses or upper division Business courses in addition to those listed above. See Business Minor Rules above.

- **Specialized Minor in Business Administration**

A minimum of 19 semester hours in business courses, including BUSA 201.

Specific business courses shall be designated by the School of Business Faculty in consultation with the chair or dean of the discipline in which the student is majoring. See Business Minor Rules above.

See Department of Communication and Theatre for Specialized Business Minor in Marketing on page 49.

The Accounting Certificate Program is available for students who hold a baccalaureate degree (any field) and wish to complete the educational requirements to sit for the Certified Public Account (CPA) examination: 24 semester hours from BUSA 202, 203, 304, 320, 321, 322, 323, 422, 423, 424, and 427. Contact the School of Business at 253.535.7244 for further information.

- **MASTER OF BUSINESS ADMINISTRATION**

See Graduate Studies, page 133.

To view Business (BUSA) courses, see the PLU Directory of Approved Courses beginning on page 156.

BIOL 495: Internship in Biology

An approved off-campus work activity in the field of biology with a private or public sector agency, organization, or company. Students will be expected to adhere to and document the objectives of a learning plan developed with and approved by a faculty sponsor. Credit will be determined by hours spent in the working environment and the depth of the project associated with the course of study. **Prerequisites:** BIOL 126 (or 323) and consent of department chair. (1-4)

BIOL 499: Capstone: Senior Seminar – SR

The goal of this course is to assist students in the writing and presentation of a paper concerning a topic within biology that would integrate various elements in the major program. A proposal for the topic must be presented to the department early in the spring term of the junior year. The seminar may be linked to, but not replaced by field or laboratory independent study or internship experience. (2)



Business (BUSA) - Undergraduate

BUSA 200: Documenting Professional Development

Introduction to documenting professional competencies through development and maintenance of a digital portfolio. Required only of transfer students who have otherwise met the BUSA 201 content requirement. (1)

BUSA 201: Value Creation in the Global Environment

Understanding economic value creating activities and the demands of enterprise stakeholders in competitive markets within the global environment. Additionally, an introduction to documenting professional development (4)

BUSA 202: Financial Accounting

Accounting for financial performance for the use of external decision-makers considering investment in a business organization. Origins and uses of financial information; accounting concepts and principles; logic, content, and format of financial statements; accounting issues in the U.S. and other nations. **Prerequisite:** MATH 128. (3)

BUSA 203: Managerial Accounting

Introduction to the use of accounting data for decision making, managerial planning, and operational control. Topics include cost-volume-profit relationships, cost accounting methods, budgeting, and performance evaluations. Familiarity with Microsoft Excel or other spreadsheet software is required. **Prerequisites:** BUSA 202, CSCE 120. (3)

Upper Division Prerequisites: All upper-division business courses have the following prerequisites: BUSA 201, 202, and 203; CSCE 120; ECON 101; MATH 128; STAT 231; or permission of School of Business Dean or his/her designate.

BUSA 302: Finance for Managers

Principles and procedures pertaining to business investment activity, financial decision-making, financial statement analysis, valuation, financial planning, capital asset acquisition, cost of capital, financing strategies **Prerequisite:** BUSA 203 (3)

BUSA 303: Business Law and Ethics

Explores the legal and ethical issues faced by those in the business environment. Provides foundation in U.S. and international law and introduces basic principles of contracts, torts, agency and business organizations. Surveys areas of law affecting employment, marketing, and financial transactions and explores the ethical duties owed in a business environment, including those duties under professional codes of ethics. (3)

BUSA 304: Law and Ethics for Financial Professionals

Designed for students whose interests are in finance, accounting, personal financial management, or similar fields that demand an in-depth understanding of the laws affecting financial transactions. Surveys all areas of business law, such as the basis and structure of U.S. and international law, principles of contracts, torts, agency, business organizations, and employment. Explores the ethical duties owed in a business environment, including those duties under professional codes of ethics. (3)

BUSA 305: Human Dimensions of Effective Organizations

Exploration of how to organize and manage in today's context of changing internal and external demands and expectations, with a strong emphasis on group and individual dynamics, and topics in managing human resources (3)

BUSA 308: Principles of Marketing

A study of marketing concepts, principles and trends in organizations with an emphasis on value creation by differentiation. (3)

BUSA 309: Creating Value in Goods and Services Operations

Study of the management and organization of sustainable value creating operations in the production of goods and services. (3)

BUSA 310: Information Systems

Introduction to information technology and information systems from a management perspective. Emphasis on strategic use of technology and systems, knowledge management, and impacts on corporate strategy, competition, organizational structure, and the firm's value creation process. (3)

BUSA 320: Accounting Information Systems

Study of the flow of information through an enterprise, the sources and nature of documents, and the controls necessary to insure the accuracy and reliability of information. **Prerequisite:** BUSA 202. (3)

BUSA 321: Intermediate Accounting I

Concentrated study of the conceptual framework of accounting, valuation theories, asset and income measurement, and financial statement disclosures in the U.S. and abroad. **Prerequisite:** BUSA 202. (3)

BUSA 322: Intermediate Accounting II

Additional study of valuation theory. Advanced issues in asset and income measurement and financial statement disclosure.

Includes evaluation of U.S. positions relative to those of other nations and international agencies.

Prerequisite: BUSA 321. (3)

BUSA 323: Cost Accounting and Control Systems

A critical examination of systems for cost accounting and managerial control. Emphasis on development of skills to critique cost and control systems and to understand the dynamic relationship between systems, operations, strategy, and performance evaluation. **Prerequisite:** BUSA 203. (3)

BUSA 332: Managing Personal Finances

An interdisciplinary course to help students manage their personal financial lives by examining financial planning topics from both theoretical and applications perspectives. Draws upon concepts and theories from finance, economics, law and consumer psychology. No prerequisites and open to any major. (3)

BUSA 335: Financial Investments

In-depth exploration of fundamental principles governing the valuation of particular securities, and knowledgeable construction, management, and evaluation of portfolios.

Prerequisite: BUSA 302. (3)

BUSA 337: International Finance

Principles and procedures pertaining to international financial management, global financial markets and institutions, and international financial instruments investment activity, financial risk/return decision-making and portfolio management, financial statement analysis, cost of capital, financing strategies.

Prerequisite: BUSA 302 (3)

BUSA 340: Non-Profit Management

An introduction to the many facets of running or working with non-profits. Topics include strategic planning, organizational structure, budgeting and financial management, legal and tax issues, marketing, and personnel management. Open to all majors. **Prerequisite:** Junior standing. (3)

BUSA 342: Managing Human Resources

Detailed coverage of personnel/human resource procedures in the U.S. and other countries. **Prerequisite:** BUSA 305 (3)

BUSA 343: Managing Reward Systems

Detailed examination of reward system development and practices. **Prerequisite:** BUSA 305 (3)

BUSA 352: Global Management

Integrated study of decisions and challenges faced by managers in large and small companies as they do business globally. Competencies involved in communicating and negotiating across cultures. **Prerequisite:** BUSA 305. (3)

BUSA 358: Entrepreneurship

Intensive study of issues and challenges associated with start-up, growth, and maturation of a new enterprise. Emphasizes reduction of risk through planning for and assessing possible future conditions. (3)

BUSA 361: e-Marketing

Provides an overview of marketing issues associated with marketing by electronic means, including the Internet, by businesses and non-profit organizations. Explores how

e-marketing fits in the organization's overall marketing strategy. **Prerequisite:** BUSA 308. (3)

BUSA 363: Consumer Behavior

This course will study the processes involved when consumers gain awareness, establish purchasing criteria, screen information, make decisions and dispose of consumer goods, services, ideas or experiences. Consumer behavior will be examined to identify how it affects marketing strategy and how marketing affects behavior. **Prerequisite:** BUSA 308. (3)

BUSA 364: Services Marketing

Addresses distinctive characteristics and principles associated with services enterprises. Model for identifying problems undermining service organization performance, and strategies to overcome and enhance services marketing organization performance. **Prerequisite:** BUSA 308. (3)

BUSA 365: Sales and Sales Management

Professional selling - prospecting, active listening, benefit presentation, objection handling, closing and territory management. Also covered are territory design, hiring, motivating, and evaluating sales personnel.

Prerequisite: BUSA 308. (3)

BUSA 371: Topics in Information Management

Basic concepts in information management including database applications, communications, risk, controls and security, supply chain management, managing knowledge and ethical issues. **Prerequisite:** BUSA 310. (3)

BUSA 375: Introduction to Complex Systems

Focus on the characteristics of complex systems, the limitations of technical and software systems design and operation, and their modes of failure. Objective is to learn to ask richer and more fundamental questions in role as system professionals. (3)

BUSA 377: Data Base Applications in Business

The concepts, strategy, and features of data base design and management for applications in economic organizations. Focus on how data base applications support decision processes. (3)

BUSA 378: Electronic Commerce

The managerial, organizational, and technical challenges of electronic transaction and communication systems among customers, distributors, and suppliers.

Prerequisites: BUSA 308 and 310. (3)

BUSA 408: International Business Law and Ethics

Designed for students with an interest in the legal and ethical environment of global business. Explores the historical, social and cultural context of international business regulations and the impact of those regulations on structuring international transactions. Explores global business ethics. (3)

BUSA 418: Accounting Database Management and Control

Advanced concepts in accounting database management and control. **Prerequisites:** BUSA 310, 320. (3)

BUSA 422: Consolidations and Equity Issues

Concentrated study of equity measurement including the accounting aspects of partnerships, corporations, and

consolidations. Also includes accounting for multinational corporations. **Prerequisite:** BUSA 322. May enroll concurrently. (3)

BUSA 423: Accounting for Non-Profits and Governmental Entities

Study of fund accounting, including its conceptual basis, its institutional standard setting, framework, and current principles and practices. **Prerequisite:** BUSA 322. May enroll concurrently. (3)

BUSA 424: Auditing

Comprehensive study of auditing concepts and procedures. **Recommended:** BUSA 320. (3)

BUSA 427: Tax Accounting

Study of income tax concepts, regulation and tax planning principles. Both individual income taxation and business taxation are discussed. (3)

BUSA 430: Entrepreneurial Finance

Financial strategies unique to the creation and/or expansion of small, closely held businesses. **Prerequisite:** BUSA 302. (3)

BUSA 437: Financial Analysis and Strategy

Intermediate principles of capital budgeting, cash flow forecasting, financial simulation and modeling, analysis of risk and return, risk management, capital structure, and cost of capital. **Prerequisite:** BUSA 302. (3)

BUSA 438: Financial Research and Analysis

Seminar course directed at current issues and developments. **Prerequisites:** BUSA 302 and at least one upper-division finance course: BUSA 335 or 337 or 437. (3)

BUSA 440: Knowledge Management

Examines organizational mechanisms, leadership requirements, and technologies for leveraging knowledge and human performance. Foundations and practices for knowledge creation, transfer and integration, and role of knowledge management in the various management disciplines. **Prerequisites:** BUSA 305, 310. (3)

BUSA 442: Leading Organizational Improvement

Development of leader competencies and practices that promote organizational development, employee involvement and teamwork, improvements in quality, culture change, and continuous organizational learning and problem solving. **Prerequisite:** BUSA 305. (3)

BUSA 449: Strategic Human Resource Management

Seminar course focused on strategic issues in managing human resources. Legal, international, and ethical issues will be integrated throughout the course. Advanced business students, in consultation with the instructor, will select appropriate topics for research and discussion. **Prerequisite:** BUSA 305. (3)

BUSA 460: International Marketing

Introduction to marketing problems and opportunities in an international context. Investigation of economic, cultural, and

business forces that require changes in marketing plans for international companies.

Prerequisites: BUSA 308, junior standing. (3)

BUSA 467: Marketing Research

Investigation of techniques and uses of marketing research in the business decision-making process. Research design, survey methods, sampling plans, data analysis, and field projects. **Prerequisites:** BUSA 308 and BUSA 363. Instructor approval required if BUSA 363 has not been completed prior to enrolling in BUSA 467. (3)

BUSA 468: Marketing Management

Choosing target markets, acquiring and keeping customers by creating, delivering and communicating customer value. The course may include a service-learning project. **Prerequisites:** BUSA 308, 363, 467 and one marketing concentration elective. (3)

BUSA 478: IT Project Management

Advances in information technology and their impact on organizational and business strategies with particular emphasis on the challenges of project design and implementation. **Prerequisites:** BUSA 310, and one of the following: BUSA 375, 377, 378, 440. (3)

BUSA 485: Study Abroad

PLU-sponsored academic or experiential study in other countries. **Prerequisite:** Junior standing. (1-32)

BUSA 486: Study Abroad

PLU-sponsored academic or experiential study in other countries. **Prerequisite:** Junior standing. (1-32)

BUSA 486A: SA: Business Culture in China - C

Study away in China, focusing on the changing business environment and business culture in China's principal urban centers of culture and commerce: Beijing, Shanghai, Gungzhou and Hong Kong. Exploration of how traditional culture, political, economic and legal developments, enterprise reforms, the growth of joint ventures and emergence of a middle class have combined to create new markets, new policies and new practices. Visits to privately-owned and foreign-invested enterprises and to historical and cultural sites. Meetings with enterprise managers and local experts on contemporary Chinese culture and business. (4)

BUSA 495: Internship

Application of business knowledge in field setting. Credit granted determined by hours spent in working environment and depth of project associated with the course of study. Only three credits of internship may be applied to a concentration requirement. Pass/fail. (1-4)

BUSA 499: Capstone: Strategic Management - SR

Study of managing organizations from the perspective of strategic decision makers. Formulation, implementations, and assessment of strategies and policies aimed at integrating all organizational functions in support of major objectives. **Prerequisites:** BUSA 302, 305, 308, 309, 310; senior standing. Recommended for last semester. (3)

Business (BUSA) - Graduate

BUSA 509: Global Business Perspectives

Cultural and environmental contexts for global business. Developing perspectives, personal competencies, and organizational capabilities for business success across borders and cultures. On-campus course followed by a study away experience prior to graduation. (3)

BUSA 509: Global Business Perspectives: International Experience

Pass/Fail. (0)

BUSA 510: Legal, Ethical and Social Responsibilities of Business

Explores legal, ethical, and social implications of business decision-making. Provides a framework of the legal environment in which business decisions are made. Explores implications of business decisions that incorporate concern for natural and social environments as well as the economic environment. (3)

BUSA 511: Accounting for Decision Making

An examination of financial and managerial accounting topics, including financial reporting, budgeting, and cost behavior. The focus is on using accounting to support business decision-making. (3)

BUSA 513: Marketing Management

A practical approach to understanding and applying customer-directed marketing strategies for achieving organizational goals. Students will examine theoretical concepts and apply contemporary approaches to the marketing of services, products and ideas in business, public, and non-profit organizations. (3)

BUSA 515: Organizations and Leadership

The leader's role in creating organizational designs, processes and cultures that effectively engage rapidly shifting external realities, promote collaboration and problem solving, and enable organizations to continuously experiment, improve, and increase capabilities. Competencies for developing and managing people to meet performance requirements and organization cultural fit. (3)

BUSA 517: Understanding and Managing Financial Resources

Advanced treatment of corporate finance topics including cash flow forecasting, planning, budgeting, valuation models, cost of capital, leverage, and risk and return. Additional topics include ratio analysis, computer simulation, financial feasibility assessment, balance sheet analysis, determinants of interest rates, and the impact of business cycle fluctuations on shareholder value. (3)

BUSA 519: Information Systems and Knowledge Management

Examines the strategic role of information systems in enabling decision-making and organizational effectiveness. Examines the applications of information systems to knowledge

creation, sharing, and integration. Discusses a broad range of technologies including collaboration, content management, database, enterprise, and decision support tools.

Prerequisites: BUSA 509, 511. (3)

BUSA 521: Supply Chain and Operations Management

Manufacturing and service operations, and technologies within the enterprise and across the extended value chains. Topics include operations and quality management, value chain strategy, project management, integrating extended operations, international operations, current issues and the synergistic role of systems. **Prerequisites:** BUSA 509, 511. (3)

BUSA 522: The Global, Social, Political Environment of the Firm

Examination of the context within which individual firm decisions must be made. Topics include globalization, diversity within and among nations, the regulatory environment of the firm, the social, political and economic aspects of trade, the flow of capital, determinants of inflation and interest rates, business cycles, and related issues. Employs statistical and case analysis of how aggregate events have firm specific impacts. (3)

BUSA 523: Managing Innovation

Multidisciplinary approach to theories and practices of managing innovation and change for sustainable competitive advantage. Focus is on the planning and implementation of innovations, technologies, processes, or systems that pose significant uncertainty and the necessity for fundamental change in the organization's design, culture, and industry structure. **Prerequisites:** BUSA 522 or ECON 520, BUSA 509, 510, 513, 515, 517. (3)

BUSA 535: Financial Investments

In depth evaluation of fundamental principles governing the valuation of individual investments and portfolios. Topics include valuation models, business cycles, real estate, commodity prices, determinants of interest rates and earnings, behavioral finance, risk and return, investment strategy, global markets, pension funds, and demographic influences on markets. **Prerequisites:** BUSA 522 or ECON 520, BUSA 517. (3)

BUSA 538: Advanced Managerial Accounting

Focus on the strategic and supporting roles of management accounting for decision-making, managerial planning, and operational control. Familiarity with Microsoft Excel or other spreadsheet software is required.

Prerequisite: BUSA 511. (3)

BUSA 540: Effective Business Negotiations

Approaches negotiating complex business transactions from an organizational viewpoint in a global context rather than solely a buy-sell approach. The focus is to demonstrate the strategic nature of thinking like a negotiator.

Prerequisite: BUSA 515. (3)

BUSA 542: Leading Organization Change

Leader competencies and practices for analyzing needs for organizational change, creating a shared vision, crafting implementation plans for multiple interventions, developing enabling structures and processes, enlisting political support

and involving people, and for evaluating and institutionalizing changes. **Prerequisite:** BUSA 515. (3)

BUSA 549: Strategic Management of Human Capital

Issues and practices in the strategic management of human capital. Human resource strategy formulation, implementation, and evaluation in terms of return on investments and other impacts on firm performance. Human resource best practices for developing and sustaining a high-involvement workforce to achieve competitive advantage. **Prerequisite:** BUSA 513. (3)

BUSA 550: Leading Family and Closely-Held Enterprises

Explores issues unique to managing, working within, or advising closely held businesses. Role of closely held firms in global economy; control, fairness, and equity issues; succession; unique aspects of family firms including family dynamics inside and outside of the business.

Prerequisites: BUSA 509, 510. (3)

BUSA 553: Transnational Management

Examination of ways in which traditional approaches to globalization – multinational adaptation, worldwide technology transfer, and global standardization – may be synthesized into transnational strategy. Changes required in organizational configurations, capabilities and practices for successful operation of the transnational firm.

Prerequisite: BUSA 515. (3)

BUSA 555: Knowledge Management

Provides a global and holistic perspective for leveraging knowledge through the integration of organizational theory, people, business processes and technology. Provides an integrated approach in managing an enterprise’s intellectual capital. Examines the implementation of knowledge management in business and non-profit organizations.

Prerequisite: BUSA 519. (3)

BUSA 558: New Venture Management

Examines the entrepreneurial skills and conditions needed for effective business start-ups whether independent or within larger organizations. **Prerequisites:** BUSA 509, 511. (3)

BUSA 560: Managing Health Care Enterprises

Surveys policy and operational issues facing managers in the rapidly changing health care environment. Explores challenges of managing in health care settings, including hospitals, medical practice organizations, long-term care facilities and clinics. Discusses health care related organizations such as health insurance companies, consulting firms, managed care organizations, pharmaceutical companies, and other organizations that support the health care industry.

Prerequisite: BUSA 515. (3)

BUSA 562: Health Care Regulation, Law and Ethics

Survey of the legal, regulatory and ethical dilemmas confronting health care managers and the implications of these issues from the perspectives of administration and governance, external stakeholders, and patients. Topics include labor relations and the impact of state and federal employment laws; the public health regulatory environment and the organizations and systems that impact business decisions; and strategies for managing third party payments. (3)

BUSA 563: Health Care Marketing

Marketing principles applied in for-profit businesses are also essential to the success of public and non-profit organizations. This course is designed to provide knowledge and skills for effective marketing of public and non-profit health services organizations, including hospitals, medical clinics, and professional services. (3)

BUSA 564: Managing Services Marketing

Services now constitute more than 75 percent of domestic U.S. GDP and employment, and comparably in other developed economies globally. Developing economies, such as India, are moving in the same direction. Services include marketing, operations and human resources contexts. This course addresses service characteristics and qualities, the demand for services and service excellence, listening and responding to the service customer, attention to the service deliverer, providing services by telecommunications and the Internet, and challenges and strategies to improve service quality.

Prerequisite: BUSA 513. (3)

BUSA 570: Technology Management

Examines the critical role that technology plays in achieving organizational effectiveness and competitive advantages. Topics include planning, developing, sourcing, and controls of technology and systems, technology transfer and commercialization, technology road mapping, technology integration, marketing of technology, science and technology policy, and global issues in technology management.

Prerequisite: BUSA 519. (3)

BUSA 575: Electronic Business and Commerce

The course discusses the managerial, technical, and organizational challenges of designing and implementing electronic business and commerce as a critical transaction and delivery systems for products and services throughout the entire value creation network. **Prerequisite:** BUSA 519. (3)

BUSA 577: Project Management

Study of project management principles and techniques including planning, network building, project control, reporting and closing to address the unique conditions and challenges associated with designing and managing major non-repetitive undertakings. **Prerequisite:** BUSA 515. (3)

BUSA 590: Strategic Management in a Global Context

An integrated study of business strategy formulation and implementation under conditions of continuing economic, technological, and competitive change in the global marketplace. Explores industry, competitive, and company analysis. Emphasis on path-finding to identify strategic choices that create sustainable advantage. **Prerequisites:** BUSA 522 or ECON 520, 509, 510, 511, 513, 515, 517, 519, 521. (3)

BUSA 591: Independent Study

Individualized reading and studies. Minimum supervision after initial planning of student’s work. Rarely granted and requires prior approval of MBA director and consent of instructor. (1-4)

BUSA 595: Internship

Application of business knowledge in field setting. Credit granted determined by hours spent in working environment and depth of project associated with course of study. Pass/fail. (1-4)

Chemistry (CHEM)

Term	Courses
Fall	CHEM 104, 115, 331, 333, 341 343, 403, 499
Spring	CHEM 105, 116, 320, 332, 334 (or 336), 343, 344, 405, 410, 420, 499
Alternate Years	CHEM 440 (J Term), 450 (Spring Term), 456 (J Term)

CHEM 104: Environmental Chemistry – NS, SM

Basic principles of chemistry and reactions, with applications to human activities and the natural environment. No prerequisite; students without high school chemistry are encouraged to take CHEM 104 before taking CHEM 105 or CHEM 115. Also suitable for environmental studies, general science teachers, B.A. in geosciences, and general university core requirements. (4)

CHEM 105: Chemistry of Life – NS, SM

Basic organic and biochemistry applied to chemical processes in human systems; suitable for liberal arts students, nursing students, physical education majors, and prospective teachers. Students who have not completed high school chemistry recently should take CHEM 104 before taking CHEM 105. (4)

CHEM 115: General Chemistry I – NS, SM

Topics explored include the structure of matter, nomenclature, atomic and molecular theory, periodic relationships, states of matter, quantitative relationships, and thermochemistry. The course includes laboratory experiences that take place in the Open laboratory and a weekly discussion section. **Prerequisite:** One year of high school chemistry. **Co-requisite:** MATH 140 or Math Placement in MATH 151 or higher. (4)

CHEM 116: General Chemistry II – NS, SM

Introduces students to chemical kinetics, chemical equilibrium, acid-base chemistry thermodynamics, electrochemistry, chemistry of the elements, and coordination compounds. The course includes laboratory experiences that take place in the Open laboratory and a weekly discussion section.

Prerequisites: MATH 140 or higher and CHEM 115. (4)

CHEM 320: Analytical Chemistry

Chemical methods of quantitative analysis, including volumetric, gravimetric, and selected instrumental methods. Includes laboratory. **Prerequisites:** CHEM 116; MATH 140. (4)

CHEM 331: Organic Chemistry I

An introduction to structure, reactivity, and general properties of organic molecules. **Prerequisite:** CHEM 116.

Co-requisite: CHEM 333. (4)

CHEM 332: Organic Chemistry II

Chemistry of aromatic compounds, carbonyl-containing functional groups, amines, phenols, and an introduction to biologically important molecules. **Prerequisites:** CHEM 331, 333. **Co-requisite:** CHEM 334 or 336. (4)

CHEM 333: Organic Chemistry I Laboratory

Reactions and methods of synthesis, separation, and analysis of organic compounds. Microscale techniques. Practical investigation of reactions and classes of compounds discussed in CHEM 331. **Co-requisite:** CHEM 331. (1)

CHEM 334: Organic Chemistry II Laboratory

Synthesis of organic compounds, including instrumental and spectroscopic analysis. Practical investigation of reactions and classes of compounds discussed in CHEM 332. **Prerequisite:** CHEM 333. **Co-requisite:** CHEM 332. (1)

CHEM 336: Organic Special Projects Laboratory

Individual projects emphasizing current professional-level methods of synthesis and property determination of organic compounds. This course is an alternative to CHEM 334 and typically requires somewhat more time commitment. Students who wish to prepare for careers in chemistry or related areas should apply for departmental approval of their admission to this course. **Co-requisite:** CHEM 332. (1)

