

DEGREE PROGRAMS FOR GRADUATE STUDENTS

School of Business and Nonprofit Management

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The School of Business and Nonprofit Management was formed in 2002 combining undergraduate and graduate business and nonprofit management programs. Graduate programs offered include a Master of Business Administration (MBA), Master of Management (MM), Master of Human Resource Management (MHRM), Master of Nonprofit Administration (MNA), Master of Higher Education Administration (MHEA), and several certificate programs.

Consistent with the University's mission, the SBNM is committed to addressing ethical and moral issues within the business and nonprofit organizational environment. Recognizing the importance of ethics in these issues, the SBNM has developed management education that integrates ethical frameworks for decision-making throughout the curriculum.

The SBNM offers flexible schedules (weekday evenings and Saturdays) on campus, at the University Center of Lake County as well as onsite locations throughout Chicagoland. Much of the program is available online as well.

Admissions

North Park University encourages the application of all qualified persons interested in the study of business and nonprofit management. Prior study in business or economics is not a requirement for admission.

The Admissions Committee places a high value on full-time work experience. Most of the students entering the North Park graduate programs have had professional experience that adds maturity, career awareness, and insight to a student's potential for success. The Committee attempts to evaluate an applicant's potential for graduate study based on careful review of academic background, professional experience, military service, community service, personal achievements, standardized test scores, and personal interests.

Requirements for Admission to Non-degree Seeking Students

Professionals wishing to apply to the SBNM Certificate programs must submit a completed application, essay, current resume, and transcripts from all colleges and universities attended. Non-degree seeking students may complete a maximum of 12 semester hours, at which point they must be accepted into a SBNM graduate degree program to enroll in further courses.

Requirements for Admission for International Students

International students wishing to apply to the SBNM must submit the following documents:

- Completed application
- A baccalaureate degree from an accredited institution
- A current resume

- Two letters of recommendation are required from individuals who can comment upon academic and/or professional work histories. Recommendations should be returned directly to the admissions office in the return envelopes provided.
- An official evaluation of transcripts performed by World Educational Services
- The Graduate Management Admissions Test (GMAT) or the Graduate Records Examination (GRE) taken within the last five years will be required for those with an undergraduate GPA of less than 3.0 on a 4.0 system. Students with a graduate degree from an accredited institution are exempt from taking an entrance exam.
- A short essay commenting on the student's academic and professional goals and approach to promoting ethics within their organization. This essay is to be written by the applicant unassisted and will be assessed both with respect to content and communication skills. If communication skills are not up to graduate standards, a professional writing course will be required.
- A bank statement or affidavit of support indicating available funds of at least \$24,000 per year

Minimum TOEFL scores (i.e., 600 paper based, 250 computer based or 100 internet based) will be required.

All international students are required to take an English proficiency test when they arrive on campus. The results of the test may impact course selection and scheduling.

International students wishing to transfer from another U.S. institution must also submit a foreign students' advisor report form, completed by an advisor at the institution from which the student is transferring.

NOTE: The SBNM does not offer teaching assistantships or research grants. The only form of financial aid for international students is the SBNM scholarship program.

Admissions Requirements: Graduate Degree Programs

- Completed application
- A baccalaureate degree from an accredited institution
- A current resume
- Two letters of recommendation from individuals who can comment upon academic and/or professional work histories. Recommendations should be returned directly to the admissions office in the return envelopes provided.
- Transcripts from all colleges attended
- An official Graduate Management Admissions Test (GMAT) or Graduate Record Examination (GRE) score within the last five years is required for students whose cumulative undergraduate GPA is less than 3.0 on a 4.0 scale. Applicants whose undergraduate cumulative GPA is below 3.0 may waive the testing requirement if one of the following conditions is met:

1. Applicant possesses a graduate degree from an accredited institution
2. As a non-degree seeking student, applicant completed the first five SBNM graduate courses with cumulative GPA no lower than 3.0.

Application Process

Applications to the SBNM are accepted for August, October, January, March, and May entry. Although there are no strict application deadlines, prospective students are encouraged to apply well in advance of the month in which they wish to matriculate.

Within two weeks of receipt of all admissions materials, the Admissions Committee will review the applicant's file and render a decision.

Fast Track

By taking 8 semester hours per quad (4 courses per quad), students can complete the graduate degree programs in a 9-12 month period. Contact the admissions office for further details.

Five-Year Bachelor/Graduate Studies Program

With the availability of graduate courses in both evening and Saturday class formats, North Park University undergraduate students can pursue a course of study that permits them to achieve a bachelor's degree plus an MBA degree within a five-year period. Students are required to maintain a 3.0 GPA to take graduate-level courses during their senior year.

Standardized Test Information

Information regarding the Graduate Management Admissions Test (GMAT) is at (800) GMAT-NOW.

Information regarding the Graduate Records Examination (GRE) is at (800) 473-2255.

Transfer Credit

Students may transfer a maximum of four courses (eight courses, if entering with a graduate management degree) from a regionally accredited master's program to North Park. Courses to be transferred must have a grade of "B" or higher and be taken within a ten year period. Courses taken over ten years ago will be considered on a case-by-case basis by the credentials examiner, in consultation with the faculty, who will consider the candidate's professional experience and number of years since completing the course. Regional accreditation refers to that granted by an organization such as the North Central Association of Universities and Schools. Graduate transfer credits may also be used to obtain certificates. No transfers will be allowed beyond those granted at the time of admission.

Course Waivers and Substitutions

For degree seeking students, up to five courses from any of the core courses among the graduate degree programs may be waived (2 completely waived and 3 substituted for electives), if a student has completed similar undergraduate courses from an accredited institution within a 10 year period and received a grade of B or higher.

Waiver/substitution arrangements are granted at the time of admission. The Admissions Committee will act upon these requests as a part of the admissions process and the student will be advised in writing of the committee's decision. Waivers can only be used by degree seeking students, not by certificate students. No waivers will be allowed beyond those granted at the time of admission as a degree seeking student.

Financial Aid

Scholarships

The School of Business and Nonprofit Management and its Axelson Center make a variety of scholarships available to students who have demonstrated academic excellence. Students may only be awarded one North Park scholarship. For example, a student qualifying for an Axelson Scholarship may not receive a Presidential scholarship in addition. Following are the scholarships that are available:

Presidential scholarships will be awarded to all entering students with an overall undergraduate GPA of 3.65 or above, or a GMAT score of 640 or above or a GRE score of 1350 or above. Each scholarship pays 30 percent of all course tuition and is renewable annually with maintenance of a 3.0 GPA.

Provost's Scholarships will be awarded to all entering students with an overall GPA of 3.35 – 3.64 or GMAT score of 600-630, or a GRE score of 1250-1340. Each scholarship pays 20% of all course tuition and is renewable annually with maintenance of a 3.0 GPA.

Dean's Scholarships will be awarded to all entering students with an overall undergraduate GPA of 3.00 -3.34, or a GMAT score of 570-590, or a GRE score of 1150-1240. Each scholarship pays 10 percent of all tuition costs and is renewable annually with maintenance of a 3.0 GPA. Armed Forces Scholarship will be awarded to all active duty military members, full-time National Guard and Reserve personnel (including spouses) from all branches of the armed forces and Coast Guard. Each scholarship pays 20% of all course tuition and is renewable annually with maintenance of a 3.0 GPA.

The Axelson Scholarship

In the spirit of its founder, Nils Axelson, the Axelson Center endeavors to facilitate values-centered education for members of the nonprofit sector who, because of financial constraints, may be unable to pursue further graduate education. The Axelson Scholarship will be granted to individuals employed in certain nonprofit organizations that do not offer tuition reimbursement programs and which are generally unable to offer salaries sufficiently large to enable students to fund their own education. The Scholarship covers 35 percent of a student's tuition costs for all courses taken in the SBNM.

Requirements: Admitted applicant to a graduate certificate program or degree program who is a full-time employee of a 501(c) or government organization.

Application: No scholarship application is required, but applicant must submit proof of organization's nonprofit status (copy of tax return, official letter from the Executive Director, etc.).

Student Rights, Responsibilities and Regulations

Academic Probation

A student shall be placed on academic probation when his or her cumulative grade point average falls below 3.0 ("B"). If a student is on academic probation for two quad terms, that student will be subject to dismissal from the program.

Only two grades of "C" (2.0) are allowed for graduation or to receive a certificate. Courses with grades below "C" cannot be used to fulfill requirements for degrees or certificates. Courses with grades of "C" and below may be made up by re-taking the course, if needed, subject to University policy.

Any student whose academic standing has been subject to action may appear before an SBNM faculty committee to discuss his or her status. Decisions by the committee may be appealed to the Dean of the SBNM.

Class Attendance Policy

The graduate courses in the SBNM are all 7 weeks in length. Missing one class session is allowed without penalty as long as all readings and assignments are made up by the student within a reasonable time period (the following week). Failing to log into an online course site for an entire week is allowed, but a penalty may be applied at the instructor's discretion. Missing a second class session is allowed only in unusual circumstances by prior arrangement with the instructor. Since this represents almost 30% of the engagement time for the course, the student runs the risk of receiving a lower overall grade for the class. Faculty are encouraged to drop the course grade by a full letter grade in this situation. A student who misses three classes (or the equivalent two weeks for an online class) will automatically fail the course, unless the student drops the course before the seventh week of class. Students who drop a course will be held responsible for tuition, based upon the current North Park University refund policy outlined in the University Catalog.

Grade Requirements

A cumulative grade point average of 3.0 (B) in all SBNM courses attempted is required for degree completion. Only 2 grades of "C" are allowed for graduation or for a certificate. Courses with grades of "C" and below may be made up by re-taking the course, if needed.

A failure in a required course must be made up by repeating the course or a substitute course as specified by the SBNM Faculty Committee. The faculty committee will decide whether the student may enroll in the next course in a sequence before the failed course is made up.

If a student receives an I (Incomplete) grade, the work must normally be made up within one quad. If a student fails to make up an I grade after one quad, the grade will become an F unless the student receives a written extension with a specific date of completion from the instructor. Without special permission, a student may carry no more than two incomplete grades without being considered for dismissal.

Additional Degrees

Students may complete an additional degree in the SBNM by completing a minimum of eight additional courses, or sixteen semester hours, beyond the requirements of the first degree. Students must complete all core course requirements for the additional degree. Students entering an SBNM degree program with a graduate management degree from an accredited university may complete an SBNM graduate degree by completing a minimum of ten additional courses, or twenty semester hours. Courses transferred either from other universities or from the first SBNM degree program are accepted following the SBNM's standard transfer policy. No transfers or waivers will be allowed beyond those granted at the time of admission to the additional degree program.

MS Nursing Dual Degree Program

MS Nursing dual degree sequence is described under the School of Nursing section of the University Catalog. The dual degrees are administered through the School of Nursing and students must be formally accepted to the School of Nursing.

Seminary Dual Degree Program

The School of Business and Nonprofit Management offers, in conjunction with North Park Theological Seminary, several dual degree programs for individuals in professional ministry (parish ministers, missionaries,

and persons in para-church organizations) and for lay people in secular employment. The dual degrees are administered through the Seminary and individuals must be formally accepted to the Seminary. Contact Seminary Admissions at (800) 964-0101 or (773) 244-5530 to obtain the Seminary Catalog.

Nonprofit Management Substitutions

Students pursuing the MBA, MM, and MHRM may take select courses in nonprofit management and substitute them for similar courses in their program. Possible substitutions include:

SBNM 5680 for SBNM 5610

SBNM 5681 for SBNM 5611

SBNM 5790 for SBNM 5991

Master of Business Administration (MBA)

Students in the MBA program take 18 courses or 36 Semester Hours (SH). Students may take a certificate or multiple certificates in particular areas in order to concentrate their studies as a part of the MBA degree.

Program Requirements

The 18 MBA courses required for graduation consist of 13 core courses and 5 electives. All courses are two semester hours and most meet once a week for seven weeks. A minimum of 12 of the 18 courses required for graduation must be taken at North Park University.

Core Courses

Students pursuing the MBA must take the following courses:

SBNM 5010	Organizational Behavior and Ethics
SBNM 5011	Ethical Leadership
SBNM 5110	Financial Accounting
SBNM 5111	Managerial Accounting
SBNM 5210	Macroeconomics
SBNM 5211	Global Economics
SBNM 5212	Microeconomics
SBNM 5310	Managerial Finance
SBNM 5311	Financial Decision Making
SBNM 5411	Quantitative Decision Analysis
SBNM 5610	Marketing Analysis and Consumer Behavior
SBNM 5611	Advanced Marketing Management
SBNM 5991	Ethical Strategic Management

Electives

MBA students may choose any five elective courses from among the courses offered through the SBNM or approved courses from other graduate partner programs at North Park University.

Master of Management (MM)

The Master of Management program is designed for individuals who wish to focus on management and leadership within a business context. Students may take a certificate or multiple certificates in particular areas in order to concentrate their studies as a part of the MM degree.

Program Requirements

Students in the Master of Management program take 18 courses, consisting of the 13 core courses and 5 electives. A minimum of 12 of the 18 courses required for graduation must be taken at North Park University.

Core Courses

Students pursuing the MM must take the following 13 courses:

SBNM 5010	Organizational Behavior and Ethics
SBNM 5011	Ethical Leadership
SBNM 5030	Principles of Human Resources
SBNM 5040	Managing Diversity and Conflict
SBNM 5041	Negotiation and Influence
SBNM 5110	Financial Accounting
SBNM 5210	Macroeconomics
SBNM 5310	Managerial Finance
SBNM 5311	Financial Decision Making
SBNM 5610	Marketing Analysis and Consumer Behavior
SBNM 5611	Advanced Marketing Management
SBNM 5990	Change Management
SBNM 5991	Ethical Strategic Management

Electives

MM students may choose any five elective courses from among the courses offered through the SBNM or approved courses from other graduate partner programs at North Park University.

Master of Human Resource Management (MHRM)

The Master of Human Resource Management is a degree that focuses on preparation for a career specific to the field of Human Resources. Alternatively, if students wish to gain broader knowledge in business or management, and want to gain basic human resource knowledge, they would complete the MBA or MM plus the HR certificate, rather than the MHRM degree.

Program Requirements

Students in the MHRM program take 18 courses, consisting of the 13 core courses and 5 electives. A minimum of 12 of the 18 courses required for graduation must be taken at North Park University.

Core Courses

MHRM students must take the following 13 courses:

SBNM 5010	Organizational Behavior and Ethics
SBNM 5011	Ethical Leadership
SBNM 5030	Principles of Human Resources
SBNM 5040	Managing Diversity and Conflict
SBNM 5041	Negotiation and Influence
SBNM 5060	Talent Development and Retention
SBNM 5070	Building High Performance Teams
SBNM 5085	Employment Law
SBNM 5090	Compensation and Benefits Administration

SBNM 5035	Strategic Human Resources Planning and Staffing
SBNM 5095	Strategy and Metrics in Human Resource Management
SBNM 5590	Organizational Communication
SBNM 5990	Change Management

Electives

MHRM students may choose any five elective courses from among the courses offered through the SBNM or approved courses from other graduate partner programs at North Park University.

Master of Nonprofit Administration (MNA)

The Master of Nonprofit Administration is designed for those students pursuing a career in the nonprofit sector (i.e., human services, health services, hospitals, education, religious, arts, museums, associations, foundations, and camping).

Students may take a certificate or multiple certificates in particular areas in order to concentrate their studies as a part of the MMNA degree.

Program Requirements

Students in the MNA program will take 18 courses consisting of 13 core courses and 5 electives. A minimum of 12 of the 18 courses required for graduation must be taken at North Park University.

Core Courses

MNA students must take the following 13 courses:

SBNM 5010	Organizational Behavior and Ethics
SBNM 5011	Ethical Leadership
SBNM 5030	Human Resources Management
SBNM 5350	Nonprofit Financial Management
SBNM 5351	Nonprofit Financial Decision Making
SBNM 5680	Nonprofit Marketing Analysis and Consumer Behavior
SBNM 5710	Principles of Nonprofit Management
SBNM 5720	Nonprofit Board Governance and Volunteer Management
SBNM 5730	Nonprofit Law, Policy, and Government Relations
SBNM 5770	Fundraising Principles for Nonprofit Organizations
SBNM 5771	Annual and Major Gift Fundraising
SBNM 5780	Measuring Outcomes and Assessment
SBNM 5790	Nonprofit Strategic Management

Electives

MNA students may choose any five elective courses from among the courses offered through the SBNM or approved courses from other graduate partner programs at North Park University.

Master of Higher Education Administration (MHEA)

The Master of Higher Education Administration is designed for administrators, faculty, policy makers, and leaders in higher education who are interested in enhancing their leadership and management capabilities. The degree combines course specific to higher education with management coursework in leadership, finance, marketing, fundraising, and strategy. Students may take a certificate or multiple certificates in particular areas in order to concentrate their studies as a part of the MHEA degree.

Program Requirements

Students in the MHEA program will take 18 courses consisting of 13 core courses and 5 electives. A minimum of 12 of the 18 courses required for graduation must be taken at North Park University.

Core Courses

MMHEA students must take the following 13 courses:

SBNM 5010	Organizational Behavior and Ethics
SBNM 5011	Ethical Leadership
SBNM 5350	Nonprofit Financial Management
SBNM 5351	Nonprofit Financial Decision Making
SBNM 5680	Nonprofit Marketing Analysis and Consumer Behavior
SBNM 5740	Principles of Higher Education Administration
SBNM 5741	Higher Education Organization and Governance
SBNM 5742	The Contemporary College Student
SBNM 5745	Higher Education Curriculum Development
SBNM 5746	The Law of Higher Education
SBNM 5770	Fundraising Principles for Nonprofit Organizations
SBNM 5780	Measuring Outcomes and Assessment
SBNM 5790	Nonprofit Strategic Management

Electives

MHEA students may choose any five elective courses from among the courses offered through the SBNM or approved courses from other graduate partner programs at North Park University.

Certificate Programs

All of the following certificate programs may be completed by any graduate student at the SBNM. They are not associated with a particular degree and all prerequisite classes are included in the sequence. The certificates also provide a way for students to concentrate in a particular area of interest as they complete a degree program. Students may waive courses in a certificate through approved undergraduate or graduate credit only if they are degree seeking. If waivers or transfers are used when completing a certificate, at least 3/5 of the certificate program (e.g., three of five courses) must be taken at North Park University. Non-degree seeking certificate students must take all courses for a certificate at North Park University.

Certificate in Accounting

The certificate in accounting is designed for individuals with an interest in accounting topics from a managerial perspective. The certificate program consists of the following five courses:

SBNM 5110	Financial Accounting
SBNM 5111	Managerial Accounting
SBNM 5120	Cost Accounting I
SBNM 5121	Cost Accounting II
SBNM 5130	Corporate Tax Accounting

Certificate in Operations Management

The certificate in operations management is designed to help individuals assist organizations to make efficient use of their resources so as to maximize efficiency and minimize net cost. The certificate program consists of the following five courses:

SBNM 5212	Microeconomics
SBNM 5411	Quantitative Decision Analysis
SBNM 5412	Technology and Production
SBNM 5413	Project Management
SBNM 5420	Quality Management and Productivity

Certificate in Nonprofit Governance

The certificate in nonprofit governance is designed for individuals who desire a comprehensive overview of a broad range of nonprofit governance issues, including ethics, individuals interested in starting their own nonprofit organization, or nonprofit volunteers and/or board members who wish to expand their skills and knowledge related to governance issues. The certificate program consists of the following five courses:

SBNM 5350	Nonprofit Financial Management
SBNM 5710	Principles of Nonprofit Management
SBNM 5720	Nonprofit Board Governance and Volunteer Management
SBNM 5730	Nonprofit Law, Policy, and Government Relations
SBNM 5770	Fundraising Principles for Nonprofit Organizations

Certificate in Finance

The certificate in finance is designed for individuals with an interest in commodities and financial instruments. The certificate program consists of the following five courses:

SBNM 5110	Financial Accounting
SBNM 5310	Managerial Finance
SBNM 5311	Financial Decision Making
SBNM 5320	Investment Management
SBNM 5321	Financial Modeling

Certificate in Fundraising Management

The certificate in Fundraising Management is designed for professionals seeking in-depth instruction in nonprofit fundraising strategy and implementation. The certificate program consists of the following five courses:

SBNM 5770	Fundraising Principles for Nonprofit Organizations
SBNM 5771	Annual Fund and Major Gift Fundraising for Nonprofit Organizations
SBNM 5772	Capital Campaigns for Nonprofit Organizations
SBNM 5773	Grant Writing for Foundations and Corporations
SBNM 5774	Planned Giving for Nonprofit Organizations

Certificate in Healthcare Management

The certificate in healthcare management is designed to offer students a framework for effective management within the turbulent healthcare environment. Topics such as the economic, social, political, and ethical issues affecting healthcare, financial concepts and strategies unique to healthcare and strategic management of change in the industry are all addressed. The certificate in healthcare management consists of the following five courses:

SBNM 5250	Healthcare Economics/Finance
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SBNM 5510	Principles of Healthcare Management
SBNM 5520	Management and Marketing of Services
SBNM 5680	Nonprofit Marketing Analysis and Consumer Behavior
SBNM 5780	Measuring Outcomes and Assessment

Certificate in Church Administration

The certificate in Church Administration offers students a framework for effective management within the church environment. Topics such as board governance, volunteer management, finance, marketing, and ethical issues affecting Church administration are all addressed. The certificate in Church administration consists of the following five courses:

SBNM 5030	Principles of Human Resources
SBNM 5350	Nonprofit Financial Management
SBNM 5700	Principles of Church Administration
SBNM 5680	Nonprofit Marketing Analysis and Consumer Behavior
SBNM 5720	Nonprofit Board Governance and Volunteer Management

Certificate in Human Resource Management

The certificate in human resource management is designed for professionals either working within or closely with the Human Resource Department. An underlying premise of the program is that people are an organization's most important and valuable asset. The certificate program consists of the following five courses:

SBNM 5030	Principles of Human Resources
SBNM 5035	Strategic Human Resources Planning and Staffing
SBNM 5060	Talent Development and Retention
SBNM 5085	Employment Law
SBNM 5090	Compensation and Benefits Administration

Certificate in International Business

The certificate in international business provides a structure for understanding the firm's motivation for global expansion and its choices for entering foreign markets. The certificate in international business consists of the following five courses:

SBNM 5210	Macroeconomics
SBNM 5211	Global Economics
SBNM 5560	Managing International Business I
SBNM 5561	Managing International Business II
SBNM 5570	International Business Experience (Or SBNM 5040 Managing Diversity and Conflict)

Certificate in Marketing Management

The certificate in Marketing addresses both marketing strategy and tactics and prepares the student for positions in corporate marketing. The certificate in Marketing Management consists of the following five courses:

SBNM 5520	Management and Marketing of Services
SBNM 5610	Marketing Analysis and Consumer Behavior
SBNM 5611	Advanced Marketing Management
SBNM 5630	Integrated Marketing Communications
SBNM 5650	Internet and Electronic Marketing

Certificate in Organizational Development

The certificate in organizational development is designed for individuals who are leaders within an organization or department. The certificate program consists of the following five courses:

SBNM 5010	Organizational Behavior & Ethics
SBNM 5030	Principles of Human Resources
SBNM 5040	Managing Diversity and Conflict
SBNM 5070	Building High Performance Teams
SBNM 5780	Measuring Outcomes and Assessment

Certificate in Conflict Management

The certificate in conflict management provides you with exposure to the causes of conflict, conflict theory, and how to manage conflict as part of team building and negotiation. The certificate program consists of the following five courses:

SBNM 5040	Managing Diversity and Conflict
SBNM 5041	Negotiation and Influence
SBNM 5070	Building High Performance Teams
SBNM 5085	Employment Law
SBNM 5990	Change Management

Certificate in Leadership

The certificate in leadership is designed for individuals who are searching for ways to navigate their way through ambiguous and uncertain waters of the workplace, and in so doing chart the course for others to follow. Leadership is not a person or a position. Rather it is a complex moral relationship between people based on trust, obligation, collaboration, commitment, emotions and a shared vision. The certificate program consists of the following five courses:

SBNM 5011	Ethical Leadership
SBNM 5040	Managing Diversity and Conflict
SBNM 5041	Negotiation and Influence
SBNM 5060	Talent Development and Retention
SBNM 5990	Change Management

Certificate in Economics

The certificate in Economics is designed for individuals who would like an in-depth understanding of economics from a management perspective. Businesses, nonprofit organizations, and government all exist within the context of economic forces. The successful management of these organizations demands an understanding of the economic framework. The certificate program consists of the following five courses:

SBNM 5210	Macroeconomics
SBNM 5211	Global Economics
SBNM 5212	Microeconomics
SBNM 5220	Econometrics
SBNM 5230	Industry and Competitive Analysis

Certificate in Higher Education Administration

The certificate in higher education administration provides you with a unique and highly practical curriculum that combines coursework in higher education with courses in outcomes and assessment and

management. The certificate program consists of the following three core courses plus two selected electives:

SBNM 5740	Principles of Higher Education Administration
SBNM 5741	Organization and Governance of Higher Education
SBNM 5780	Measuring Outcomes and Assessment
Select two electives from the following:	
SBNM 5350	Nonprofit Financial Management
SBNM 5520	Management and Marketing of Services
SBNM 5680	Nonprofit Marketing Analysis and Consumer Behavior
SBNM 5742	The Contemporary College Student
SBNM 5745	Higher Education Curriculum Development
SBNM 5746	Law of Higher Education
SBNM 5770	Fundraising Principles for Nonprofit Organizations

Certificate in Nonprofit Finance

The certificate in nonprofit finance is designed to give individuals a comprehensive introduction to issues related to the accounting and finance functions of nonprofit organizations. The certificate program consists of the following five courses:

SBNM 5030	Principles of Human Resources
SBNM 5320	Investment Management
SBNM 5350	Financial Management for Nonprofit Organizations
SBNM 5351	Financial Decision Making for Nonprofit Organizations
SBNM 5770	Fundraising Principles for Nonprofit Organizations

Certificate in Nonprofit Management

The certificate in Nonprofit Management is designed to provide managers and leaders of nonprofit organizations with a pragmatic approach to nonprofit management. It consists of a five-course sequence as follows:

SBNM 5350	Financial Management of Nonprofit Organizations
SBNM 5680	Nonprofit Marketing Analysis and Consumer Behavior
SBNM 5710	Principles of Nonprofit Management
SBNM 5770	Fundraising Principles for Nonprofit Organizations
SBNM 5780	Measuring Outcomes and Assessment

Certificate in Nonprofit Marketing Management

The certificate in nonprofit marketing is designed for professionals who wish a greater understanding of the marketing process and strategies, including marketing research, segmentation and targeting, positioning, product/service issues, and integrated marketing communications. The certificate consists of the following five courses:

SBNM 5520	Management and Marketing of Services
SBNM 5630	Integrated Marketing Communications
SBNM 5650	Internet and Electronic Marketing
SBNM 5680	Nonprofit Marketing Analysis and Consumer Behavior
SBNM 5681	Advanced Nonprofit Marketing Management

Course Descriptions

0500 eLearning-Prepare for Success (0 sh)

This required course must be completed prior to beginning any on-line course or any intensive course that requires online participation before and/or after the face to face intensive sessions. It introduces students to various university support resources as well as helps them to build technical skills for negotiating the course management system that will provide password protected websites for each course they are taking.

5010 Organizational Behavior and Ethics (2 sh)

This course examines the importance of ethical decision making and relates existing theory and research to an understanding and explanation of human behavior within organizations. The course covers basic concepts: foundations of individual behavior; perception and individual decision-making; values, attitudes, and job satisfaction; basic motivation concepts and application. Also studied are foundations of group behavior, understanding work teams, communication, leadership, power, and politics. Ethical dilemmas are studied within the context of the behavior of individuals and groups.

5011 Ethical Leadership (2 sh)

This course will explore modern business leadership. The leader, followers, and the situation will be studied individually, as well as techniques of achieving congruence between these potentially diverse components. Opportunities will be provided for students to assess their individual leadership styles and the appropriateness of those styles given the other components of leadership in their situation. This course expands on basic concepts: foundations of organization structure; technology, work design, and stress; human resource policies and practices; organizational culture; and organizational change and development. Ethical and social responsibility issues are studied from the viewpoint of the organization as a whole.

5030 Principles of Human Resources (2 sh)

This course examines current theory and practice as it applies to the management of human resources within organizations. Contemporary human resource management issues pertaining to cultural diversity will be stressed throughout the course. Specific focus is given on the effects of organizational mission and culture on human resource management. The processes of recruitment and selection, training and development, performance evaluation, compensation and motivation, and legal influences are examined. The course takes the viewpoint of human resource management as a key responsibility of every manager within the organization.

5035 Strategic Human Resources Staffing and Planning (2 sh)

Increasingly today, the success of an institution is directly dependent upon the caliber of human resources that are provided through the staffing process. Without qualified people available in the right place, at the right time and in the right number, organizational goals will not be met. This course provides an understanding of the essential elements of human resource planning processes in organizations and the implementation of those processes within the organization's overall staffing function. Prerequisite: SBNM 5030.

5040 Managing Diversity and Conflict (2 sh)

The modern organization is diverse with respect to gender, race, age, and cultural background. This course addresses the significance of this diversity and the need to understand and manage it. This course also provides a broad survey of approaches to analyzing and managing conflict. A variety of topics will be covered, including

identifying the origins of organizational conflict, how to diagnose and prevent conflict, understanding the dynamics of conflict, and the appropriate role of effective leadership styles in resolving conflict. The relationship between organizational structure and conflict, resistance to change in organizations, factors leading to the escalation of conflict, and conflict resolution techniques will be examined.

5041 Negotiation and Influence (2 sh)

Managers need a conceptual framework in which to explore competitive and cooperative aspects of business situations and the crucial role played by negotiations in alleviating conflict. Negotiation is a fact of daily life and skilled managers must develop the power to ethically persuade others of the right course of action. The development and use of power to influence others will be covered as well as specific negotiating tactics. Students will be afforded opportunities for actual negotiating experiences that will help them become better negotiators, attain improved resolutions for disputes, and reach more mutually beneficial agreements.

5060 Talent Development and Retention (2 sh)

The single most important driver of organizational performance and individual managerial success is talent. This course presents valuable tools and methods that will assist with recruitment and selection of the most qualified people that are also a good fit with the organization. Exercises in coaching and counseling for current and future performance improvement will emphasize the capacity to provide feedback in a way that it will actually be heard, and finally the ethics of termination will be discussed together with looking when and under what circumstances termination should occur. Additionally, this course will assist with the construction of individualized career plans for each student.

5070 Building High Performance Teams (2 sh)

In modern organizations, productivity is dependent upon the ability of employees to interact effectively. While traditional management styles focused on individual motivation, this course explores the advantages of self-directed work teams. Contemporary issues in managing teams will also be examined. Beginning with group dynamics, the course will explore the necessity of teams, how they should be structured for optimal effectiveness, and how a coaching style of management may be used to facilitate team success and efficiency. Students will have the opportunity to evaluate the team-building process as it proceeds through the four stages of forming, storming, norming, and producing.

5085 Employment Law (2 sh)

This course is designed to assist students in becoming knowledgeable about the legal principles that affect employment law in the United States. The course examines various employment laws with which businesses and nonprofit organizations must comply and the legal rights and responsibilities of employees and employers. The emphasis is on the laws concerning equal employment opportunity with respect to discrimination and harassment because of sex, race, national origin, age, disability, religion, sexual orientation, and other characteristics protected by workplace laws; workplace security and privacy; the regulatory environment including workers compensation, unemployment compensation, occupational health and safety, and minimum wage laws; employment and severance agreements, including non-competition and confidentiality agreements; and the use of mediation and arbitration as means of alternative dispute resolution.

5090 Compensation and Benefits Administration (2 sh)

This course involves students in the application of compensation principles to organizational objectives. It includes the strategic use of compensation systems for attracting, motivating and retaining highly qualified employees. Both direct (wages and salary) and indirect (benefits) compensation are discussed in the context of the contemporary organization. The major objectives are: to examine the current state of compensation decision making; to examine how recent developments inform compensation decisions; and to offer an opportunity to develop competence in making compensation decisions. Prerequisite: SBNM 5030.

5095 Strategy and Metrics in Human Resource Management (2 sh)

This is the capstone course for the study of human resources. A final paper that integrates all human resource areas for a particular organization will be required. Quantitative as well as qualitative concepts, approaches, and techniques will be emphasized. Prerequisite: SBNM 5010, 5011, 5030, 5035, 5040, 5041, 5060, 5070, 5085, 5090, 5590 and 5990.

5110 Financial Accounting (2 sh)

Financial accounting develops the ability to read and analyze a corporate financial statement. The course is oriented toward the user of financial accounting data and emphasizes the reconstruction of economic events from published accounting reports. It presents the accounting model, reviews accounting standards used for financial reporting, and considers their impact on managerial decisions. The role of accounting in planning, decision making, control, and performance evaluation is the managerial focus of this course. An examination of the ethical issues encountered when making accounting decisions is undertaken throughout the course.

5111 Managerial Accounting (2 sh)

Managerial accounting takes an internal decision-oriented approach and examines the information requirements of various techniques and planning models. The course emphasizes the solution of particular types of problems and the structural evolution of costing systems for management planning and control. It covers accounting data used by managers for several purposes: product cost and income determination, routine short-run decision making, fundamental policy formation, and control of various activities of the organization. Stress is placed on the design of accounting systems aimed at encouraging ethical behavior consistent with top-management goals. Prerequisite: SBNM 5110.

5120 Cost Accounting (2 sh)

A study of the theory and practice of cost accounting. The course will focus on job cost and unit cost accounting; job order and standard costing systems; variance analysis; direct and indirect costs; and budgeting. Pre-requisite: BSE 2120 or SBNM 5111.

5121 Advanced Cost Accounting (2 sh)

Continuation of a study of the theory and practice of cost accounting. The course will focus on process costing systems; problems with cost accumulation and cost allocation; capital budgeting and cost analysis. Pre-requisite: SBNM 5120.

5130 Corporate Tax Accounting (2 sh)

A study of tax decisions related to various business organizations, specifically Sub Chapter C and Sub Chapter S corporations. Additionally, the course addresses tax issues for partnerships, estates, and trusts. Prerequisite: BSE 2110 or SBNM 5110.

5210 Macroeconomics (2 sh)

This course studies the determinants of aggregate demand and aggregate supply, causes of economic recessions and recoveries,

government policies that foster stability and growth, processes leading to inflation, the effect of inflationary expectations on interest rates and labor markets, and the effect of central bank policies on the value of the dollar. The course deals with the equilibrium level of employment and output, the differential impact of temporary and permanent changes in policy on the equilibrium values of macro variables, the distinction between policy actions and rules, and the connection between fiscal and monetary policy.

5211 Global Economics (2 sh)

This course studies the basis for international trade, and how global exchanges of resources take place. The course studies the changing patterns of trade between nations in various regions of the world. The competition of nations in global markets and the strategic positions of business firms within international markets are analyzed. The course studies both developed nations as well as the newly industrializing countries representing emerging markets. The nature and goals of regional economic alliances are presented, and the role played by national governments in shaping global trade is discussed. The course explains differences in technology exchanges between nations. Prerequisite: SBNM 5210.

5212 Microeconomics (2 sh)

The focus of microeconomic analysis is on business decision making within the firm, on the behavior of individual markets reacting to supply and demand forces, on the consequences of alternative market structures and business policies, and on the interactions between the public and private sectors. Specific topics for this course include supply and demand analysis, consumer behavior, theory of cost and production, pricing and non-price modes of competition, market structure, economic deficiency, and policy response to market failure. Ethical considerations with respect to pricing and competition are incorporated throughout the course. The legal framework and laws covering anti-trust are examined.

5220 Econometrics (2 sh)

This course combines mathematical methods with economic and business models in order to develop and provide empirical content for these models. This approach is appropriately applied in the solution of practical problems. In addition, these methods allow for a more precise analysis of relevant economic and business issues. Accurate and measurable analysis is the basis of the formulation of appropriate policy. Such policy may take the form of setting macroeconomic or microeconomic goals, or in the development and application of strategic objectives of business firms. Econometric methods and applications provide a significant basis for making more reliable economic and business decisions. Prerequisite: SBNM 5210, 5211, 5212.

5230 Industry and Competitive Analysis (2 sh)

This course develops methods for the analysis of the organizational, technological, industrial, and informational structure of the business firm's competitive environment. In the process of introducing and developing applied business research methods and case studies, the competitive and strategic decisions made by firms will be assessed and evaluated. Managers must have a relevant and reliable understanding of competitive and industrial conditions, and the ability to analyze information and manage in a variety of new and changing situations. Ethical considerations and social responsibility are consistently included and explored in the process of discussing business decision making.

5250 Healthcare Economics and Finance (2 sh)

This course addresses the economics and finance of modern healthcare organizations. It surveys the economic, social, political

and ethical forces affecting the American healthcare industry and addresses the financial management required in this environment. It begins by reviewing public and private healthcare delivery and reimbursement systems, resource allocation issues, and the impact of current payer arrangements on the financial management of healthcare. Finally, financial strategies and operations will be covered and a sample financial plan for a hypothetical healthcare organization will be developed. Ethical considerations will be interwoven throughout the course.

5310 Managerial Finance (2 sh)

This course covers the foundations of finance with applications in investments and business financial management. Topics include the valuation of financial assets and liabilities, determination of present value of cash flows, relationship between risk and return, and characteristics of equilibrium in efficient capital markets. This course describes the financial environment in which business operates, the sources and forms of external financing, and changes in financial market conditions. It includes the study of investment decisions, the estimation of financing needs, and the choice among financing alternatives, so that skills can be developed in bringing analysis, information, and judgment to bear on such decisions. This course also provides a survey of various types of financial assets such as stocks, bonds, and options. The role of ethical behavior is incorporated into the study of financial markets, as well as in financial management. Financial models will be solved using microcomputers throughout the course. Prerequisite: SBNM 5110.

5311 Financial Decision Making (2 sh)

This course covers the theory and practice of corporate finance, especially the application of financial theory to solve practical problems. Topics include the investment, or capital budgeting, decision and the financing decision. This course also assists the financial manager in deciding how much to invest, what assets to invest in, and how to raise the necessary cash. It includes the study of dividend policy, debt policy, risk management, and alternative forms of debt. This course covers financial planning, channels for short-term borrowing, the management of liquid assets, and the management of accounts receivable. The role of ethical behavior is incorporated into the study of financial markets, as well as in financial management. Financial models will be solved using personal computers throughout the course. Prerequisite: SBNM 5310.

5320 Investment Management (2 sh)

This course studies financial markets, principally equity markets, from an investment decision-making perspective. The course develops a set of conceptual frameworks and analytical tools and applies them to particular investments and investment strategies selected from a wide array of companies, securities, and institutional contexts. The focus is on adding value across the spectrum of decisions ranging from position-taking in particular securities to portfolio risk management to the oversight of professional investment managers. The course explores the competitive dynamics among investment organizations, products, and markets. The role of ethical behavior is incorporated into the study of financial markets, as well as portfolio management. Moral reasoning will be factored into portfolio management as environmental, multinational, and global issues affect it. Prerequisite: SBNM 5310.

5321 Financial Modeling (2 sh)

This course studies the planning, design, development and applications of a financial model. The focus of the course is a comprehensive, applied, project deliverable executing many financial concepts acquired earlier in the program. The skills applied include: construction of a pro forma balance sheet, income

statement and cash flow statement; defining business drivers and assumptions; estimating the cost of debt; establishing an equity structure; calculating the weighted average cost of capital; assessing tax, depreciation and amortization effects; performing enterprise valuations using the discounted cash flow and multiples techniques. The model will be used to estimate scenarios, including the capstone which involves a simulated negotiation of an acquisition opportunity. Prerequisite: SBNM 5310.

5350 Nonprofit Financial Management (2 sh)

This course provides both basic and advanced financial planning and management skills necessary in today's nonprofit organization. Successful financial planning and business development strategies will be combined to create a financial plan which achieves the goals of the organization. Included are basic principles of managerial accounting. Fund accounting, budgeting, cash flow analysis, expenditure control, long-range financial planning, audits, and grants and contracts are studied, as applied to nonprofit organizations.

5351 Nonprofit Financial Decision Making (2 sh)

Basic principles of managerial accounting, fund accounting, budgeting, cash flow analysis, expenditure control, long-range financial planning, audits, and grants and contracts are studied, as applied to nonprofit institutions. Prerequisite: SBNM 5350.

5411 Quantitative Decision Analysis (2 sh)

This course is primarily concerned with time series analysis and forecasting. The future of any organization depends on the ability of management to spot trends and develop appropriate strategies. The leaders of these organizations must know when to change direction and stay a step ahead of the competition. The ability to accurately forecast may be the difference between success and failure. Some of the critical areas include sales, production, staffing, the economy, finance, and many others. Knowledge of statistics is critical in the area of forecasting and in most other fields in business and economics. Part of this course is devoted to the study of statistics required by organizations to optimize output and help to compare data.

5412 Technology and Production (2 sh)

This course uses the scientific approach in conducting its study. This means that the course will emphasize conducting a systematic investigation that includes careful data gathering, developing and testing hypothesis about the problem (typically in the form of a mathematical model), and then applying sound logic in the subsequent analysis. We will be concerned with optimizing output in operations with the use of linear programming, transportation models, and assignment models. This involves the need to import files and data to achieve high volume production using minimal inventories of parts that arrive at the work station just in time to eliminate defects and mistakes. Performance will be measured in terms of cost, quality, speed, and flexibility. Examples will come from both product and service organizations. This course deals with technological issues as well as human and ethical factors. The rapid development of the information technology field is leading to a dramatic improvement in the quantity and quality of data that will be available to the management science team. Thus the management science team often works closely with the corporate information technology department. Prerequisite: SBNM 5411.

5413 Project Management (2 sh)

This course is concerned with a systematic analysis of the organization, planning, and controlling used in project management. Topics include: project selection, work breakdown structures, risk management, project life cycle, resource planning, charts and diagrams,

scheduling and project monitoring. Project management software is used as a tool in developing real life projects in class.

5420 Quality Management and Productivity (2 sh)

This course addresses total quality management throughout a service or manufacturing enterprise, with an emphasis on customer satisfaction. It takes a comprehensive approach to quality, from product and process development through continuous improvement of ongoing processes. The course presents methods for improving the quality of a firm's goods and services that lead to a better competitive position, higher productivity, and lower operating costs. Topics include product and process design for reliability, vendor and material selection, control of process capability, work force management for defect prevention (rather than detection), and sales and service feedback. The incorporation of ethical considerations with respect to product and service is made throughout the course. Microcomputers will be employed to solve problems throughout this course. Prerequisite: SBNM 5411.

5440 Electronic Commerce (2 sh)

This course is designed to provide an overview and introduction to the field of electronic commerce. It will cover the electronic marketing value chain including finding and attracting customers, interacting with them and responding to customer needs and demands. Topics will include internet and web technologies, system design, cryptography and security, payment systems and transaction processing. It will focus on business requirements for electronic commerce and raise fundamental design issues in the context of the new economy for both business to business and retail applications as well as for the information industry. The importance of ethical behavior is incorporated throughout. The course will be a hands on learning experience using microcomputers throughout.

5450 Information Technology (2 sh)

This course is designed to introduce graduate students to the science of information technology. Managers use information technology not only to present and deliver information but also to solve their organizational problems. There have been many changes in this field in the past and more changes will occur in the future. Trends like increased competition, performance improvements, expanded capacity, increased capabilities of software, and the expansion of the internet, all affect managers. Modern managers need to apply their knowledge of information technology tools to solve problems and find new opportunities to improve their organization. The students will be exposed to how information technology affects the strategy, e-business, organizational structure, business process, and resource allocation of the organization as a whole. The architecture of the computer system will also be addressed as it relates to the applications networks and security of the entity.

5510 Principles of Healthcare Management (2 sh)

This course explores critical trends and crises in the current and emerging American healthcare industry. The formation of healthcare policy in view of current trends and social concerns is explored from the perspective of the consumer, the provider and society at large. Extensive consideration is given to ethical concerns arising out of these issues.

5520 Management and Marketing of Services (2 sh)

This course focuses on increasing the service organization's competitive differentiation, service quality, and productivity. A service is intangible and cannot be stored. Service industries include the government sector (post office, regulatory agencies, military services), the private nonprofit sector (hospitals, churches, universities, museums), and part of the business sector (airlines,

banks, insurance companies, real estate firms, motion picture companies, hotels). The role of presale service and post-sale service is emphasized during the study of product support services. Heavy emphasis is placed on the human element necessitated in service organizations.

5530 Entrepreneurship (2 sh)

This course focuses on the initiation of new business ventures as contrasted with the management of ongoing enterprises. The course applies concepts and techniques covered in various functional areas to the new venture development environment. Issues that are addressed include how to identify and define the fundamental issues relevant to new ventures; how to prepare a cohesive, concise, and effective business development plan for a new venture; how to identify the venture's market niche and define its business strategy; how to determine the best time to launch a venture; how much and what type of financing should be raised; and how to evaluate the viability of the venture. Entrepreneurial operations within the legal and social environment are described. Discussion of the value choices faced by the entrepreneur is included. Prerequisite: SBNM 5110 or 5350; SBNM 5610 or 5680.

5560 Managing International Business I (2 sh)

This course is concerned with the international business environment, the strategy of international diversification, and the management of multinational enterprises. It examines the firm's motivation for international expansion, and the choices for entering foreign markets. It deals with exporting, licensing, acquisitions, and joint ventures. The course covers special functional, cultural, political, legal, and organizational issues raised by the operation of an international business. The codes of conduct for multinational corporations and international managers are stressed. Prerequisite: SBNM 5211.

5561 Managing International Business II (2 sh)

Students will have the opportunity to more closely analyze the activities of multinational companies on an individual level. The issues encountered will not only be of a business nature per se, but will also have a multicultural focus and relate to economics, culture, and politics. The case study method will be implemented, and students will be expected to explore key issues through a team-based approach. Team analysis and reports will be open to the review and critique in order to refine analysis and to promote decision making. Prerequisite: SBNM 5560.

5570 International Business Experience (2 sh)

This is a study/travel course designed to expose the student to an in-depth study of foreign culture, economy and specific businesses within that economy. Students are presented with comparative analyses of the economy and culture to be visited, and international business relationships pertaining to that economy. Students attend class sessions preparing them for the travel experience; maintain a journal during the approximately one week of travel and visits to various institutions. The experience culminates in an analytical paper about some aspect of the experience.

5580 Business Law for Managers (2 sh)

Businesspersons have a duty to act ethically in the conduct of their business affairs, and businesses have a responsibility not to harm society. It is incumbent upon all who pursue careers in business and nonprofit management to be familiar with fundamental legal concepts, how the law operates, and why. This course is an introduction to the foundational concepts in business law. It examines the fundamental legal principles under our federal and state legal system, including constitutional rights, the different

sources of laws and regulations, the litigation process, and the legal principles relating to the formation of contracts. Emphasis is placed on contract concepts, since they are fundamental to the way business is transacted. By the completion of this course, students will have a grasp of the legal framework within which they will live and work. Prerequisite: SBNM 5010.

5590 Organizational Communication (2 sh)

This course emphasizes the importance of communication for all management functions. Based on a foundation of the traditional model of communications, a variety of modes will be explored: written, oral, non-verbal, as well as other visual modes. The process of organizing, imparting, and receiving information will be explored. Students will apply the concepts studied by preparing a variety of written and spoken communications during the course of the class and having each critiqued by colleagues and the instructor.

5610 Marketing Analysis and Consumer Behavior (2 sh)

This course introduces the substantive and procedural aspects of marketing, sharpens skills for critical analytical thinking, and promotes effective communication. Basic concepts examined include marketing in a changing world; creating customer value and satisfaction; strategic planning and the marketing process; the marketing environment; marketing research and information systems; consumer markets and consumer buyer behavior; business markets and business buyer behavior; measuring and forecasting demand; market segmentation, targeting, and positioning for competitive advantage. Ethical concerns for the use and potential abuse of market research data are woven into the course.

5611 Advanced Marketing Management (2 sh)

This course builds upon the foundations established in the introductory course. The course introduces a rigorous analytical process for marketing decision making including designing products, brands, packaging, and services; designing new products and product life-cycle strategies; pricing considerations, approaches, and strategies; distribution channels and logistics management; retailing and wholesaling; marketing communication strategy; advertising, sales promotion, and public relations; creating competitive advantage through competitor analysis and competitive marketing strategies; the global marketplace; social responsibility and marketing ethics. Throughout, there is an emphasis on the formulation and implementation of effective, efficient, and ethical marketing programs for businesses and the nonprofit sector. Prerequisite: SBNM 5610.

5630 Integrated Marketing Communications (2 sh)

Marketing Communications will focus upon the ever-expanding communications function within the traditional packaged goods arena, the business-to-business sector, and the nonprofit organization. Advertising, sales promotions, direct marketing, and electronic commerce will be assessed. The backdrop of these communication functions, namely the notion of the consumer culture, will be integrated into the course. Social, ethical, and economic perspectives will be incorporated as well.

5650 Internet and Electronic Marketing (2 sh)

This course examines how interactive technologies impact industries, redefine organizational structure and culture, and influence supply and demand. The course addresses popular e-business models and their impact on consumer behavior. The majority of the course explores how organizations can leverage e-enabled strategies across the marketing mix to achieve competitive advantage. Also addressed will be the impact of these new business models on

organizational culture, emerging opportunities that may shape the future of business and marketing, and ethical issues in e-marketing.

5680 Nonprofit Marketing Analysis and Consumer Behavior (2 sh)

This course focuses on developing a working knowledge of marketing as it applies to nonprofit organizations. Emphasis will be placed on developing a customer orientation, marketing planning and organization, and developing and organizing resources.

5681 Advanced Nonprofit Marketing Management (2 sh)

This course emphasizes the implementation of the strategic marketing mix in nonprofit organizations. Subjects stressed include: developing products and services; pricing and perceived costs; placing and locating services; and communicating and promoting activities. Other topics examined are planning, budgeting, evaluating, and controlling various marketing elements. Prerequisite: SBNM 5680.

5700 Principles of Church Administration (2 sh)

This course provides an overview of the fundamentals of church administration including aspects of church management such as: servant leadership, volunteer management, finances, fundraising, strategic planning, risk management, government regulations, legal issues, and pastoral/staff compensation and benefits.

5710 Principles of Nonprofit Management (2 sh)

A foundation course examining the origins and societal role of private nonprofit organizations including their social, political, economic, cultural, and ideological importance in American society. Major types of nonprofit organizations are studied, as well as distinguishing organizational characteristics of third-sector institutions as contrasted with business and government organizations. The course will also provide an introduction to some of the special management issues of nonprofit organizations. Current trends in the independent sector and projections for the future are analyzed.

5720 Nonprofit Board Governance and Volunteer Management (2 sh)

This course is designed to improve understanding of the elements, processes, and dynamics of board governance and volunteer management in nonprofit organizations. Course includes analysis of the respective roles of the board, executive director, staff and volunteers in nonprofit organizations. Focus on means and methods to enable boards and volunteers to maximize organizational effectiveness. Students will learn how to assess and improve the effectiveness of a board, the senior leadership, volunteers, and the overall governance of the organization. Prerequisite: SBNM 5700 or SBNM 5710.

5730 Nonprofit Law, Policy, and Government Relations (2 sh)

This course analyzes major aspects of federal and state law affecting nonprofit organizations and explores the dynamics of interdependence between nonprofit organizations, government, and the public policy process. Prerequisite: SBNM 5710.

5740 Principles of Higher Education Administration (2 sh)

Provides a basic introduction to the administration of colleges and universities in modern-day America, including the role and purpose of various functions and departments and major organizational participants (e.g. faculty, students, administration/staff, board). Current topics affecting college and university operation are reviewed and the impact of state and federal policy on institutions is explored.

5741 Higher Education Organization and Governance (2 sh)

Provides an overview of the organizational characteristics and processes of colleges and universities with an emphasis upon the governance structure, i.e., the process for making major policy

decisions. Additionally, students will be introduced to the sources of power and influence typically found in academic organizations, along with the primary issues related to organization and governance of higher education.

5742 The Contemporary College Student (2 sh)

Provides an overview of the diverse groups (traditional and otherwise) who currently comprise the student population of colleges and universities, campus environments and their varied impact on student learning and identity formation, and the various cultural contexts which shape and influence student life and identity. Specific attention will be given to the implications for various areas of administrative practice within colleges and universities, e.g. student affairs, development and alumni relations, enrollment management, academic affairs, and marketing.

5745 Higher Education Curriculum Development (2 sh)

Provides a comprehensive understanding of curricula found in higher education. The course will briefly examine the historical and philosophical foundations from which current curricular models developed. Also included will be coverage of current practices in curriculum development in colleges and universities. Specific attention will be given to the role and impact of assessment and accreditation as related to curriculum development.

5746 Law of Higher Education (2 sh)

This course is designed to assist students in becoming knowledgeable about the fundamentals of American law that directly and indirectly impinge on the teaching, learning, and administrative environments of higher education institutions in the both the public as well as the private sectors. There are diverse sources of law that impact American higher education in numerous ways and this course is designed to enhance student understanding and appreciation for this complexity as well as for the ethical issues which surround the application of law in the university or college setting. This course will consider legal issues within the historical context of higher education and the forces which shaped it. Specific attention will be given to the broader political, social, cultural, and economic context within which higher education was established and continues to develop today.

5770 Fundraising Principles for Nonprofit Organizations (2 sh)

This course will cover the fundamentals of effective resource development as they pertain to nonprofit organizations generally and to nonprofit management positions specifically. Principles and best practices of fundraising are studied, including the fundraising process (i.e., organizational readiness, strategic planning and research). The principles that undergird effective fundraising practices will also be reviewed, including the historical, organizational, legal, ethical, and theoretical contexts of fundraising.

5771 Annual and Major Gift Fundraising for Nonprofit Organizations (2 sh)

This course takes an in-depth look at the techniques and processes by which financial resources are secured by nonprofit managers and fundraisers. Specific attention is given to fundraising programs (i.e., annual giving, planned giving, capital campaigns) and donor publics (individuals, corporations, and foundations).

5772 Capital Campaigns for Nonprofit Organizations (2 sh)

Capital campaign fundraising will be explored within the context of a broad fundraising program for nonprofit organizations. Generally, the course will include preparing, planning, managing, and implementing a capital campaign. Special topics will include financing the campaign, case statement, campaign structure, and volunteer networks.

5773 Grant Writing for Foundations and Corporations (2 sh)

Grant writing will be explored within the context of philanthropic and marketing programs at charitable foundations and corporations. The course will build skills in written communication with multiple opportunities to write case statements, grant proposals, cover letters, and stewardship pieces. Topics will include theory and practical application.

5774 Planned Giving for Nonprofit Organizations (2 sh)

Planned and major gifts fundraising will be explored within the context of the estate planning and philanthropic major giving options for individuals. The course will include not only the more technical description of giving vehicles (e.g., charitable gift annuities, charitable remainder unitrusts, and charitable lead trusts) but will concentrate on the marketing aspects of a planned and major gift program (e.g., donor motivation, targeting prospects, volunteer roles, and program planning).

5780 Measuring Outcomes and Assessment (2 sh)

This course examines the assessment of effectiveness against service delivery objectives. The course uses the logic model and other theoretical models to better understand the outcomes and assessment process. Case studies will highlight evaluation issues for improved organizational performance. Prerequisite: Any SBNM course. This may not be the first course in the SBNM academic program.

5790 Nonprofit Strategic Management (2 sh)

This course deals with the overall general management of nonprofit organizations. The primary objective of the course is the development of a perspective of the executive leader's job and responsibilities from a conceptual as well as operating standpoint. Within this context, elements to be studied include: governance structure and issues, establishing and reinforcing the nonprofit organization's mission and values, delineating an effective strategy, developing and using information flows to provide management control and performance and effectiveness evaluation, structuring the organization, and allocating human and financial resources. Ethical issues will be discussed throughout the course as pertaining to the nonprofit environment. Prerequisite: SBNM 5010, 5011, 5350, 5351, 5680, 5770, 5780. MNPA Prerequisite: SBNM 5030, 5710, 5720, 5730, 5771. MHEA Prerequisite: SBNM 5740, 5741, 5742, 5745, 5746.

5910 Topics in Management (2 sh)

An intensive investigation of a selected topic in business, economics or nonprofit management. Extensive reading and research expected. Seminar format.

5970 Internship (1 sh)

This course grants credit for practical training. Employment positions are directly related to the coursework. The internship work experience is instrumental to achieving the academic objectives of the graduate business programs and is designed to augment the classroom experience with hands-on experiences. The course may be repeated. Students will submit a term paper at the close of the course that will satisfy the academic component of the course. In the term paper, students are required to link their internship experience to their current coursework. Regular consultation with the faculty internship advisor is required during the internship period. The course is an augmentation to the graduate business programs and may not be substituted for other courses in the programs. These credits may not be used to satisfy graduation requirements.

5980 Management Application Project (2 sh)

This elective course is designed to provide graduate students with the opportunity to apply and demonstrate their mastery of new

leadership and management skills and knowledge. Students will work either individually or in project teams. Projects will be done in cooperation with an external organization or business. Students should complete at least half of the core courses in their degree program before taking this elective.

5990 Change Management (2 sh)

The single constant in today's world is change. This course addresses the application of leadership and management skills to handle change. The nature of change affecting the modern organization will be explored, as well as individual and social responses to change. The course will explore forces that act as stimulants to change and identify sources of individual and organizational resistance to change. Techniques for overcoming the resistance to change and the characteristics of learning organizations will be examined, as will organizational development techniques for bringing about change.

5991 Ethical Strategic Management (2 sh)

This course will emphasize application of leadership skills to strategic management. Emphasis will be placed on providing leadership to develop strategies that will maintain the organization's congruence with its environment; economic, socio/cultural, political/legal, and technological. The course systematically focuses on the general manager's task in the context of an overall set of elements that include establishing the mission and strategy; delineating targets, rewards, and reviews; fostering the working environment's culture, values, and norms; developing people and skills; structuring the organization; allocating human and financial resources; and negotiating with important stakeholders. Prerequisite: SBNM 5010, 5011, 5110, 5210, 5310, 5311, 5610 or 5680, 5611 or 5681. Additional MBA Prerequisite: SBNM 5111, 5211, 5212, 5411. Additional MM Prerequisite: SBNM 5030, 5040, 5041, 5990.