

## North Park University

### **SBNM 5530 Entrepreneurship Spring 2013 Quad B, Online 2 credit hours**

Prerequisites: SBNM 5110 or 5150, 5610 or 5680

Course Facilitator: Crendalyn Fitzgerald, MBA  
Associate Professor  
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Office hours: Mondays, and Wednesdays

Discussion board postings/participation: Mondays, Wednesdays, and Fridays

Discussion board reviewed and graded: Midnight Monday

Assignments returned: Sunday, by midnight

#### **Course Description:**

This course explores issues relating to starting and managing a business (for profit or nonprofit). This is a great course for students who:

- Want to start or manage a business or non profit organization
- Work for a small business or entrepreneurial firm
- Manage a small business unit of a larger firm
- Are interested in entrepreneurship
- Want a holistic perspective on business management

At completion students should acquire the skills necessary to analyze and solve small business problems, and develop a comprehensive business plan or outline suitable for funding. The course utilizes discussions, team case analysis, and written plan. Students are expected to be prepared and to participate.

## **Learning Objectives:**

The major learning objectives of the course are:

- Comprehend the fundamental principles of entrepreneurship
- Apply course material to improve thinking, problem solving and decision making as it applies to small businesses
- Develop specific skills, competencies, and points of view needed by entrepreneurs

Specific objectives include:

- Appreciate the qualities of entrepreneurs and their role in the economy
- Recognize the personal and business strategies necessary to start or manage a business
- Reflect on students' ability and desire to start or manage an enterprise
- Recognize the interrelationships between the business functions (e.g. finance, marketing, management, and accounting) as they relate to small business operations.
- Identify sources of debt and equity financing
- Review legal issues facing small businesses and their owners.

## **Required Text, Software Programs, CDs, and DVDs:**

Entrepreneurship: Theory, Process, and Practice, 8th Edition (Only 9<sup>th</sup> edition may be available through NPU bookstore.)

Donald F. Kuratko

ISBN-10: 0324590911 | ISBN-13: 9780324590913

South-Western, Cengage Learning

Texts can be purchased through North Park University's bookstore (online or on campus) and should be obtained by students prior to the first class session. See "Order Your Books" on the Moodle course site for more information about ordering online

Recommended Reading: Business periodicals such as Wall Street Journal, Inc., Entrepreneur, Crain's Chicago Business, Fortune, Time, and Business Week

## **Teaching and Learning Methods**

This course is being taught in an intensive format. Therefore, it is very important for students to keep up with readings, assignments and online discussions. Questions will be posted by the course facilitator on the course site on a weekly basis to stimulate the discussion. Responses need not be directed to the course facilitator but can and should be in response to the thoughts and ideas of other students as well.

Some assignments will be posted online for class member review and comments. The course facilitator expects that each student will provide constructive and timely feedback to other class members on assignments as required. While the course facilitator may also provide online feedback on assignments, grades for each course assignment will be given privately.

## **Course Schedule**

Class “begins” on Monday. Your initial post to the discussion board should be completed by Wednesday at noon. This allows your peers to start responding by Friday. Group cases and business plan modules are due by midnight Sunday. All deadlines assume central standard time.

## **Student Responsibilities**

1. **Students should take the Moodle orientation course, prior to the start of the course. Students should have a strong knowledge of the information covered in the orientation.**
2. Attendance, presence, and full participation are required for this class. You cannot successfully complete this course without completing the weekly readings and assignment. Students are expected to submit assignments (postings, deliverables, etc) on time to Moodle. This allows peers to have adequate time to respond to your postings. Late assignments (non discussion board) will be lowered one letter grade **(or 10%) per day. Assignments more than two days late will not be accepted.**
3. You are expected to post a substantive contribution to the discussion at least 4 times per week which means you will need to log in a minimum of 2 times per week (at any time during the week). Simply saying “hello” or “I agree” is not considered a substantive contribution. You must support your position or begin a new topic or add somehow to the discussion when logging on. In order to receive the maximum points available for each week’s discussion forum, student should make a minimum of one original post and two responses to other students’ posts during a week. **Remember the golden rule for online posting: The quality of**

**comments is more important than the quantity.** Your post should never be longer than 200 words. (See rubric below)

4. All assignments will be posted online. Please include your last name and first name and assignment week on every homework assignment. (This does not include discussion posts.)
5. Some assignments will be posted online for others to see. You will be asked to comment and provide feedback to one another on your work.
6. Although I strongly suggest that all issues, questions and problems be dealt with online, you can feel free to email me anytime, or call me Mondays from 10:00 AM to 2:00 PM
7. I normally advise participants to plan on spending 10-12 hours per week total on course responsibilities (readings, assignments, online discussion)
8. Use good “Netiquette” (*see A Guide to Netiquette in Course Information folder on Blackboard*). Be aware that there is zero tolerance for inappropriate netiquette.

#### Facilitator Responsibilities

1. The course facilitator will design the course and learning modules in such a way that students have every opportunity to achieve the learning objectives.
2. The course facilitator will provide reactions to student responses and discussion as appropriate in order to clarify important ideas and concepts.
3. The course facilitator will provide opportunities for group work that will include discussion as well as hands-on exercises.
4. The course facilitator will read and critically assess students’ assignments and provide feedback within 3-5 days of receipt.
5. The course facilitator will respond to all student e-mails within 48 hours of receipt.

#### Computer Requirements

In order to effectively participate in and successfully complete this course, each participant will need to have access to a computer and a high-speed internet connection. Please visit <http://www.northpark.edu/Current-Students/Computer-Services/Network/Minimum-Requirements.aspx> for information on computer requirements.

## **Technical Skills**

All students are required to take the online orientation. Additionally, you need know how to use word, power point and excel.

## **Course Outline Summary**

<b>WEEK/TOPIC</b>	<b>Date</b>	<b>Discussion Forum</b>	<b>Major Concept Assessments</b>	<b>Business Plan</b>
<b>1. The Entrepreneur Entrepreneurship</b>		Do you have what it takes?		
<b>2. The Idea and The Plan</b>		No formal discussion board due to small group case. Optional personal reflections.	1.Small Group Case: The Incomplete Plan 2.Unlocking the Creative Process	
<b>3. Opportunity Analysis</b>		Concept Feedback		
<b>4. Marketing Mastery</b>		Merits of Guerilla Marketing		Part I: <ul style="list-style-type: none"><li>• The Concept</li><li>• Industry and competitor analysis</li><li>• The Customer</li></ul>
<b>5. The Art of the Deal</b>		Financing a Small Business		
<b>6. Operations (Forms of Business Ownership, hr, legal, ethics and location)</b>		Entrepreneurial Leadership Mindset		
<b>7. The Next Level: Globalization, Growth and Intrapreneurship</b>		Personal reflections		Part II: <ul style="list-style-type: none"><li>• Executive Summary</li><li>• Marketing, Advertising and Promotions</li><li>• Financial Plan</li><li>• Operations</li></ul>

## Course Outline Details

### **Week 1      Intro to Entrepreneurs and Entrepreneurship (Oct. 21)**

#### *Student Learning Objectives:*

- Appreciate the qualities of entrepreneurs
- Reflect on student's ability to start or manage an entrepreneurial concern
- Define the types of entrepreneurial ventures
- Acquaint students and instructor with each other
- Introduce students to the course, instructor, and requirements

#### *Required Readings*

*Text: Chapters 1, 2, and 4(social entrepreneurship)*

#### *Articles*

- Visionaries of Social Change
- Become a Consultant.
- Entrepreneurs must be willing to 'roll the dice'
- Evidence on entrepreneurs in the United States: Data from the 1989-2004 Survey of Consumer Finances.
- Finding your Sweet Spot
- Planning a Start-Up? Seize the Day...
- Playing to Win
- Resources, Capabilities and Entrepreneurial Perceptions
- Perceived Institutional Ambiguity and the Choice of Organizational Form in Social Entrepreneurial Ventures.

## Assignments

### **Assignment 1: Course Requirements**

#### *Student Learning Objective:*

- Introduce students to the course, instructor, and requirements

#### *Instructions:*

Click on syllabus, to acquaint yourself with the course. Click on professor to acquaint yourself with me. Then, get started with your first assignment, by clicking on "assignments."

## **Week 1 Discussion Board: Do You Have What It Takes?**

### *Student Learning Objectives:*

- Reflect on student's ability to start or manage an entrepreneurial concern
- Acquaint students with each other

### *Instructions:*

Take online entrepreneurship assessment at <http://www2.gsu.edu/~wwwsbp/entrepre.htm> .

Based on readings and entrepreneurship assessment, respond to the following:

- What personal or work experiences have potentially prepared you to become an entrepreneur?
- Assess your potential to become an entrepreneur. What skills do you think you need to develop, or what do you want to learn, in order to become an entrepreneur?
- Initially, are you more interested in starting a for profit or nonprofit business?

Total writings should be less than 500 words.

## **Week 2      The Idea and the Plan (Oct. 28)**

### *Student Learning Objectives:*

- Unlock the creative process
- Search for business ideas and concepts
- Comprehend the strategic planning process
- Recognize the parts of the written and oral business plan

### *Required Readings*

*Text: Chapters 5, 6, 12*

### *Articles*

- How can I write a winning business plan with ever-changing financial information?
- Three Steps Methodology to Measure an Individual's Personal Competencies
- For Entrepreneurship Towards a "Particular" Business Idea
- Do Entrepreneurs Use Hard or Soft Data to Develop their Business Strategies: A Research Proposal
- Thinking Inside the box

## Assignments

### Week 2 Discussion Board

As a result of the small group case, there is no formal discussion board this week. However, feel free to post reflections on the readings, assignment or your personal journey thus far in the class.

#### Assignment 1: Creative Assignment (not graded)

*Student Learning Objective:*

- Unlock the creative process

*Instructions:*

Go to the following websites and download the instructions for a creative exercise

<http://www.creativethinkingwith.com/Combine-Ideas.html>

#### Assignment 2 Small Groups: Case 12.2 The Incomplete Plan

*Student Learning Objectives:*

- Appreciate working in teams. Strong entrepreneurs often lead a team
- Recognize and analyze the parts of a business plan
- Assess the strength of viability of a business concept

*Instructions:*

Read Case 12.2, “The Incomplete Plan”, at the end of Chapter 12. As a group, you will answer the questions at the end of the case. I have set up a WIKI for the assigned groups to use to complete this assignment. To access the WIKI. I suggest that individuals begin writing in the WIKI no later than Wednesday, Oct. 23 so that the group may complete the assignment on time. Expected page length is under 8 pages. The group assignment is due **midnight, Sunday Oct. 27**

### Week 3      Opportunity Analysis (Nov. 4)

*Student Learning Objectives:*

- Recognize the viability of a concept according to market opportunity analysis
- Apply strategic analytical tools to determine the viability of an opportunity

*Required Readings*

*Text: Chapter 9*

*Articles:*

- Be Your Own Trend Spotter
- Hits & Misses.
- Improving the business impact of foresight.

## Assignments

### Week 3 Discussion Board: Concepts

#### The Concept

##### *Student Learning Objectives:*

- Create a business concept that will be developed into a business plan
- Assess the viability of a business concept
- Develop critical insight and give constructive feedback

##### *Instructions:*

Your business concept is the foundation of our quad long project, the business plan. Students are to come up with a concept or an idea for a business. The business can be for profit or nonprofit. Address the following questions:

- What does the business sell? or What social need does it address?
- What are the features and benefits of the product or service?
- Who might purchase or use the product or service?
- What solution does the business offer to the marketplace?
- Why would someone buy or utilize what you offer from you versus your competition?
- The Concept should be less than 2 pages

Post your business concepts to discussion board by **Nov 6**. Each student is to begin giving “constructive” feedback to at least 2 other students by **Nov. 8**. This includes comments such as,

- What are your thought on the concept’s market opportunity
- Insight on the concept from your experience with a similar concept, business, or ideas
- Recommendations on how to strengthen the concept.

## **Week 4 Marketing Mastery (Nov 11)**

### *Student Learning Objectives:*

- Apply the Marketing Mix (4 Ps to an entrepreneurial venture)
- Develop insight into target markets
- Explore affordable, guerilla promotional tools including internet use

### *Required Readings*

*Text: Chapter 10*

### *Articles:*

1. No Pain, No Gain.
2. Skills for Sales Superstars
3. Naked Ambition.
4. Beer and Mythology
5. It's in the Bag

## **Assignments**

### **Week 4 Discussion Board**

Read this week's articles. Discuss the merits of three guerilla marketing tactics You can use tactics from the articles, or you may draw from your own research or experience.

Include:

- Description of tactic. How it works.
- When is it most effective
- Your opinion of its value
- How at least one tactic might be applied to your business concept

## **Week 4 Business Plan Part I**

This assignment is due **Midnight, Sunday Nov. 17**. The details are below.

**This part should be a maximum of 10 pages.**

### **Cover Page**

### **Table of Contents**

**References** (at end of plan, use APA for citations)

### **Concept**

Students are to come up with a concept or an idea for a business. The business can be for profit or nonprofit. Address the following questions:

- What does the business sell? or What social need does it address?
- What are the features and benefits of the product or service?
- Who might purchase or use the product or service?
- What solution does the business offer to the marketplace?
- Why would someone buy or utilize what you offer from you versus your competition?

### **Industry**

Describe the state-of-affairs within your industry segment.

1. What industry does the business represent?
2. What are the industry conditions (expanding, declining, new, and mature, etc.)?
3. What macro environmental conditions impact the business (social, political, technological, environmental, and economical)?
4. How do businesses enter the industry?

### **Competition**

This section identifies competitors providing the same or similar solution to your target market. For each competitor, you should define strengths and weaknesses and in conclusion define how you will position your business in the market with the **established** firms. Do not assume that you have NO competitors. Somehow, someday your target market is using a product or service that meets the need you aim to satisfy. The conclusion should address why someone will buy from you versus your competitors.

1. Where do potential customers currently buy the product or service you offer?
2. Who else offers the product or service you offer?
3. What are the strengths and weaknesses of your competitors?
4. How will your business be positioned against the competitors?

### **Customers**

In this section write a clear description of your target market and include their needs and wants. Your product or service should offer a solution to the target market or provide a benefit to your customer.

1. Who are the customers? (Individuals - age, gender, socio-economic characteristics, etc.; Corporations - size, industry, etc...)
2. What do the customers need or want?
3. Where are the customers?
4. How does product or service satisfy customer needs?

## **Week 5      The Art of the Deal (Nov. 18)**

### *Student Learning Objectives:*

- Comprehend pricing strategies
- Create financial statements
- Recognize funding sources

### *Required Readings*

*Text: Chapter 8, 11*

### *Articles*

1. Moving On: What It's Worth (cost of living)
2. The impact of entrepreneurs' oral 'pitch' presentation skills on business angels' initial screening investment decisions.
3. Website will link donors with social enterprises
4. Financing Small Enterprises: Recent Trends
5. Include pricing strategy

## **Assignments**

### **Discussion Board Week 5 Financing a Small Business**

Given the current state of the economy, how effective do you think the trends cited in “*Financing Small Enterprises: Recent Trends*” are in today’s environment?

Post your initial assessment to the discussion board by **Nov. 20** and begin responding by **Nov. 22**.

## **Week 6 Operations, How It Functions (Dec 2)**

### *Student Learning Objectives:*

- Analyze appropriateness of location and layout
- Appreciate leadership, management and staffing concerns
- Recognize common forms of business ownership
- Explore common legal issues facing ventures

### *Required Readings*

*Text: Chapter 7*

#### *Articles*

1. A contextual examination of new venture performance: entrepreneur leadership behavior, top management team heterogeneity, and environmental dynamism
2. Final Answer
3. Selecting a Home Based Business
4. Red Flags, Green Flags
5. Holes in the Corporate Veil: Confronting the Myth of Reduced Liability for Small Businesses and Entrepreneurs under Corporate Forms

### **Assignments**

#### **Discussion Board Week 6 Entrepreneurial Leadership**

Assess how entrepreneurial leadership behavior differs from corporate leadership behavior, and how you can develop more of entrepreneurial leadership mindset. Post your initial assessment to the discussion board by **Dec 4**. Read other students postings, and begin responding by **Dec 6**.

### **Week 7 Ethics and the Next Level: Growth and Intrapreneurship (Dec 9)**

#### *Student Learning Objectives:*

- Explore intrapreneurship as an alternative or complement to entrepreneurship
- Recognize growth strategies and roadblocks
- Develop ethical frameworks for operating businesses

### *Required Readings*

*Text: Chapters 3, 4 (ethics) and 13*

#### *Articles:*

1. Managing Organizational Change and Culture in the Age of Globalization
2. Overcome Fear of Change
3. The Rise of Intrapreneurs
4. Intrapreneurship: Leveraging organisational talent.
5. The Global Entrepreneur.

### **Assignments**

#### **Discussion Board Week 7 Personal Reflections**

Provide personal reflections on your entrepreneurial journey. After taking the course, what are your interests in becoming an entrepreneur? What will you do to make entrepreneurship a reality? Your original post is due **Dec 11** and begin responding to others by **Dec 13**.

## **Business Plan Part II**

**This assignment is due by midnight, Dec 15. This part should be a maximum of 15 pages.**

### **Cover Page**

### **Table of Contents**

**References** (at end of plan, use APA for citations)

### **Advertising and Promotion**

In this section, you should define how you will get your product or services to your target market. This includes marketing avenues - advertising, promotions, sales force, public relations – and distribution channels.

1. How will you reach customers?
2. How do your target customers make buying decisions?
3. Where do target customers shop for products or services?
4. How will you incorporate a variety of marketing efforts? (Trade shows, advertisements, direct mail, directories, phone books, internet, periodicals, coop advertising, marketing/sales representatives, etc...)
5. How will you measure the success of advertising and promotion efforts?

### **The Financial Plan**

This section should include past financials and future projections based on sound and reasonable assumptions. If the business plan is being presented for financing, the source and use of funds should be defined here. If you are requesting funding, state how much.

1. How much capital is needed to start or expand the business?
2. How much capital can be raised by owners?
3. How much additional capital is needed?
4. What is the capital needed for?
5. Historical financial statements (if applicable)
6. What are your prices per unit? What pricing strategies are you using (penetration, skimming, etc.) why?
7. Financial projections (explain rationale behind the projection/numbers)
  - Cash flow (monthly or quarterly for the first year, and annually yrs 2-3)
  - Balance Sheet (annually years 1-3) (MIGHT EXCLUDE)
  - Income Statement (monthly or quarterly for the first year, and annually yrs 2-3)
8. What is your break even point?
9. Key financial ratios

I expect 2-4 pages of narrative explanations. Each financial statement or ratio may require further explanation. Remember that unless the reviewer understands your underlying assumptions, they can't adequately assess the strength of your financial statement. I recommend using Excel to generate the financial statement.

## **Operations**

### **Form of Business Ownership**

How is the business organized (sole proprietorship, partnership, corporation, etc.)? Why did you choose this form of business ownership?

### **Location and Layout**

1. Where is your business located? (home-based; retail; commercial, etc)
2. Is the location of your business important?
3. Does your business require special zoning, land or building improvements to accommodate your operation?
4. If location is important, what are the features of your location?
5. What's the potential location layout or floor plan?

### **Channels, suppliers, source of materials, subcontractors**

If you are producing a product or if you depend on subcontractors to deliver a service, you should know how to contact these sources. In this section you will list your critical suppliers and subcontractors.

1. What materials or services are required to complete production?
2. Where do you get your raw materials?
3. Will you rely on subcontractors to complete a project? If so, who and in what function?
4. How do you find potential suppliers or subcontractors?

## **Management**

It is important to know what resources you have in-house to support business development and growth and what resources you will need to find. In this section you should demonstrate that your management team has technical abilities, marketing abilities and business acumen to succeed. In addition, identify directors and advisors who you will consult with.

1. What background does the management team have? (Industry and management experience)
2. What is the make-up of the board of directors or advisors?
3. What key staff/management positions need to be filled?
4. How many employees to start?
5. Accountant
6. Attorney
7. Banker
8. Insurance agent
9. Consultants

## Executive Summary

This is a *one to two page* highlight of key ideas/plans in the business plan. The summary should interest a reader in the business concept and entice him/her to read the full plan. If you are seeking funding, it should include how much money is required. Although the Executive Summary **appears first in the final document**, it will be written last. This assignment is due by midnight **Sunday, Dec 15**

The summary includes:

- business description and mission
- why an opportunity exists/market needs
- summary of products and services
- competitive advantage
- target market description
- summary of team
- amount of money needed to launch venture and payback strategies
- revenue potential.

### *Grading Policy:*

A variety of assignments (as outlined below) will be used to determine a student's final grade.

<b>Assignments</b>	<b>Due Dates</b>	<b>Points</b>
<b><i>Blackboard Discussions</i></b>		
Week 1	Do you have what it takes? 10/23-10/25	10
Week 2	Personal reflections (optional) 10/30-11/1	0
Week 3	Concept Feedback 11/6-11/8	10
Week 4	Merits of Guerilla marketing 11/13-11/15	10
Week 5	Financing a Small business 11/20-11/22	10
Week 6	Entrepreneurial Leadership Mindset 12/4-12/6	10
Week 7	Personal Reflections 12/11	10
Total Forums		60
<b>Small Group Cases</b>		
The Incomplete Plan	3/31	40
<b><i>Business Plan</i></b>		
Part I	4/7	100
Part II	5/5	100
Total Plans		200
<b>Total Points for Course</b>		<b>300</b>

### Criteria for Grading Moodle Discussion Forum Participation

Students receive a maximum of 4 points for an initial or original post, and a maximum of 2 points for a responsive post. Students can receive a maximum of 10 points for each weekly forum.

#### **Discussion Board Rubric**

<b>4 points</b>	<b>3-2 points</b>	<b>1 point</b>
<p>Discussion is substantive and relates to key principles of the assignment, incorporating responses to all posed questions.</p> <p>Uses relevant examples</p> <p>All of the following are present (Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical)</p>	<p>Reference made to key principles but is not sufficiently integrated</p> <p>Examples are used but not integrated effectively into response</p> <p>Only 3 or fewer are present: (Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical )</p>	<p>Inadequate or no reference to key principles; no evidence that student understood the principles</p> <p>No examples provided</p> <p>Only 2 or fewer are present: (Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical)</p>

#### **Response Posting Rubric**

<b>2 pts - Meets Standards</b>	<b>1 pt - Approaches Standards</b>
<p>Two responses with:</p> <p>With statements that further or clarify the discussion such as</p> <ul style="list-style-type: none"> <li>- relating a personal experience</li> <li>- summarizing the peer's post</li> <li>- offering further resources</li> <li>- making additional tie-ins to course material</li> </ul> <p>Etc.</p>	<p>One response:</p> <p>Statement that furthers or clarifies the discussion such as</p> <ul style="list-style-type: none"> <li>- relating a personal experience</li> <li>- summarizing the peer's post</li> <li>- offering further resources</li> <li>- making additional tie-ins to course material</li> </ul> <p>Etc.</p>

#### ***The Water Cooler***

Entrepreneurs often long for an opportunity to share information with other entrepreneurs. The water cooler is essentially a community site for the class. Participation is optional. The Water color can be found under discussion boards.

## **Academic Honesty:**

In keeping with our Christian heritage and commitment, North Park University and the School of Business and Nonprofit Management are committed to the highest possible ethical and moral standards. Just as we will constantly strive to live up to these high standards, we expect our students to do the same. To that end, cheating of any sort will not be tolerated. Students who are discovered cheating are subject to discipline up to and including failure of a course and expulsion.

Our definition of cheating includes but is not limited to:

1. Plagiarism – the use of another’s work as one’s own without giving credit to the individual. This includes using materials from the Internet.
2. Copying another’s answers on an examination.
3. Deliberately allowing another to copy one’s answers or work.
4. Signing an attendance roster for another who is not present.

In the special instance of group work, the instructor will make clear his/her expectations with respect to individual vs. collaborative work. A violation of these expectations may be considered cheating as well.

For further information on this subject you may refer to the Academic Dishonesty section of the University’s online catalog.

In conclusion, it is our mission to prepare each student for a life of significance and service. Honesty and ethical behavior are the foundation upon which such lives are built. We therefore expect the highest standards of each student in this regard.

## **Support Services:**

Please see Moodle for the Student Support document if you need assistance during your course.

## **Disabilities Accommodations:**

Students with disabilities who believe that they may need accommodations in this class are encouraged to contact the program's office. Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner. For further information please review the following website: <http://www.northpark.edu/current-students/student-development/disability-resources.aspx>. Log in and click the "Resources for Students" navigation link for additional information such as documentation requirements, accommodations and services, etc.

## **Use of APA Publication Manual**

The School of Business and Nonprofit Management (SBNM) has adopted the *Publication Manual of the American Psychological Association* (APA) as the standard and required format for all written assignments in SBNM courses.

Our goal in adopting the *APA Manual* is to enhance student learning by:

- 1) Improving student's writing skills.
- 2) Standardizing the required format of all written assignments in all SBNM courses.
- 3) Emphasizing the importance of paper mechanics, grammatical constructs, and the necessity of proper citations.
- 4) Holding students accountable for high quality written work.

If you are unfamiliar with the requirements of the *APA Publication Manual*, we recommend that you purchase the reference manual and/or that you consult one or more of the suggested resources as listed on the Student Resources section of the SBNM website. ***It is your responsibility to learn and ensure that all written work is formatted according to the standards of the APA Manual.***

### **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 25% of the engagement time for the course, the student runs the risk of receiving a significantly lower 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 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 policy outlined in the University Catalog ([www.northpark.edu](http://www.northpark.edu)).