School of Business and Nonprofit Management
Course Syllabus

Course: SBNM 5095 – B12 10S1, STRATEGY & METRICS IN HUMAN RESOURCE MGMT
Academic Year: 2013/14   **Semester/Quad: Spring Quad B**
Credit Hours: 2
Prerequisites: SBNM 5010, 5011, 5030, 5035, 5040, 5041, 5060, 5070, 5085, 5090, 5590, and 5990

Instructor: Shannon M. Hensel, Human Resource Business Partner
Email: smhensel@northpark.edu

Availability:

Professor Hensel is easily reached by e-mail. Her second preference is via phone during the hours of 7:30 am through 4:30 pm CST, Monday through Friday.   Professor Hensel will post her phone number in the course room for her students, once class begins.

Course Description:

This is the capstone course for the study of Human Resource Management. Strategic Human Resource quantitative as well as qualitative concepts, approaches, and techniques will be emphasized. Discussion board assignments will facilitate individual and group learning. A final integrative project/paper that integrates a human resource strategy for a student-selected organization will be required.

Introductory Comments:

Professionals in Human Resources are increasingly challenged to take a more strategic perspective regarding their role in the organization.   Research has validated that as Human Resource professionals respond to this challenge, measuring HR's performance and its contribution to the firm's performance consistently emerges as a key theme. This should come as no surprise. The last decade has been highlighted by an ever-increasing appreciation for the value of intangible assets and the associated trend toward incorporated strategic performance measurement systems throughout the organization (such as Kaplan's and Norton's Balanced Scorecard). New opportunities, new roles for Human Resource professionals, new demands for HR's accountability, and new perspectives on measuring organizational performance have all converged.

This course and integrative project is intended to guide HR Managers through the challenges of these converging trends. It is considered a top level approach to managing an organizations broader HR system (and resulting employee behaviors) as strategic assets, as well as measuring the HR contribution to the firm's performance.

Course Materials:

REQUIRED
Baron, Angela & Armstrong, Michael. **Human Capital Management.** Kogan Page Limited, London, UK. (ISBN 978 0 7494 5384 8)
Eigenhauis, Ap & Dijk, van Dijk, Rob. **High Performance Business Strategy.** Kogan Page Limited, London, UK. (ISBN-10 0 7494 5013 4 OR ISBN-13 978 0 7494 5013 7)
Becker, Huselid & Ulrich. **The HR Scorecard**. Harvard Business School Press, Boston, MA (ISBN 1-57851-136-4)

RESOURCES
Short, supplemental readings and materials are provided in each week's assignment button or in the resources tab.

There is no cost for the supplemental readings. The texts books, listed above, are used heavily; **purchasing the textbooks is REQUIRED.**

Essential IDEA Objectives:

North Park University uses the IDEA course rating system to measure student progress towards learning objectives and to measure student satisfaction with their overall learning experience. These course evaluations are administered at the end of the term, and you will be notified by email when they are ready for you to complete. The results of these evaluations are very important to us and we use them for ongoing efforts to improve the quality of our online courses

The IDEA Objectives for this course are:

1. Find and use resources for answering questions or solving problems.
2. Apply course materials to improve thinking, problem solving and decisions.
3. Develop specific skills, competencies and points of view needed by professionals in the field most closely related to this course

In addition to these general IDEA objectives, students who complete this course will be able to achieve the following objectives specific to this course:

* Develop a SWOT strategy map that clearly mirrors and supports the vision, mission, and organizational strategy of a specific organization;
* Identify strategically required organizational outcomes using HRMS data collection and analysis methodology;
* Specify strategy metrics;
* Develop performance management tools that identify, measure and reinforce a HPWS (High Performance Work System);
* Create and map out a HR Scorecard to measure effectiveness of HRMS in developing human capital and overall organizational strategy.

Course Methodology:

This course is taught from a practitioner model and the text books where chosen due to their unique perspective on human resource metrics, assessments, and strategic planning. The Capstone Course is designed to "stretch" the students' academic and real world experience for today and in the future---not replicate past learning.

Each student will be asked, on a weekly basis, to actively engage in applying the learning materials to forum discussions and/or real life situations/examples in their integrative project. Students will be exposed to deciphering the difference between organizational efficiency versus implementing a strategic plan – two very different, but often misconstrued concepts. Understanding the working knowledge of how to develop, then implement a strategic HR plan and measure against the effectiveness of it is a key learning component to this course. The final paper can be based on either a current employer or a previous one. The purpose of this project is to allow each student to choose a method of data assessment and strategy development that most closely aligns with their own management style, their professional experience and that which would be most beneficial and strategic to their own organization.

Because this course is being taught in an intensive (7-weeks) and online format, the learning process will be heavily dependent upon the student's willingness to become involved in the process of active learning. It is very important for students to keep up with the reading, written assignments, and online discussion forums. It is not possible to successfully complete this course without a good understanding of the assigned readings and active participation in the discussion board forums, along with timely submissions of the weekly written assignments.

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/Campus-Life-and-Services/Information-Technology/Network/Minimum-Requirements for information on computer requirements.

Schedule of Weekly Assignments:

Week	Begins	Topics	Assignment(s)
1	3/17	*Understand why operational efficiency is not a strategy.* *Define and identify the working elements of "human capital" and "intellectual capital" which create and sustain HR best practices, institutional knowledge and organizational culture.* *Identify the practical implications of HR as the conservator of human, social and organizational capital.*	*Read:* *Michael Porter, <u>What is Strategy?</u> Article (18 pages)* *Baron and Armstrong, Chapters 1, 2 & 3* *Eigenhuis & Diijk, Chapters 1, 2, 3 & 4* *Complete: The New Business HR Agenda Survey (link found in Learning Materials for week 1)* *Forums: 1.1, 1.2, 1.3* *Begin to develop a resource list of possible organizational success strategies to use as your final project.*
2	3/24	*Understanding HR as a strategic business partner* *Clarifying and measuring HR's strategic influence* *Introduction to a seven step process in creating a strategy map* *Creating an HR scorecard* *Understanding human capital data*	*Read:* *Becker, Huselid & Ulrich, Chapters 1, 2 & 3* *Baron and Armstrong, Chapter 4* *Forums: 2.1, 2.2* *Begin researching your organization for industry statistics, competitors, customers, marketing, etc. for your final project.*
3	3/31	*The cost benefit analyses for HR interventions* *The principles of good measurement* *Why we need to measure HR alignment* *Measuring HCM* *Understanding human capital reporting culture*	*Read:* *Becker, Huselid & Ulrich, Chapters 4, 5 & 6* *Baron & Armstrong, Chapters 5 & 6* *Forums: 3.1, 3.2* *Submit Part I – Company Overview Due (Due 4/6, Midnight CST)* *SWOT Analysis due (Due 4/6, Midnight CST)*
4	4/7	*Human capital reporting* *The link between HCM and strategic HRM* *Guidelines for implementing a Scorecard* *General lessons of change* *Setting strategy into action and alignment of business practices* *Aligned and lean organization*	*Read:* Becker, Huselid & Ulrich, Chapters 8 Baron & Armstrong, Chapters 7 and Appendix (pg 171-206) Eignehuis & Diijk, Chapters 9 & 10 *Forums: 4.1, 4.2*
5	4/14	*High performing empowered teams* *Coach yourself and develop others to win* *Creating a winning organizational climate* *Delivering results and aligning reward systems*	*Read:* Eignehuis & Diijk, Chapters 11, 12, 13 & 14 *Forums: 5.1, 5.2*

Week	Begins	Topics	Assignment(s)
			Submit Part II – Your proposal for alignment w/ desired deliverables. (Due 4/20, Midnight CST)
6	*4/21*	*Human Resource's role in using HCM data* *The strategists role and making the business case* *The skills required for HCM* *The future of HCM*	*Read:* Baron & Armstrong, Chapters 8, 9 & 10 *Forums: 6.1, 6.2* *Submit Part III – Your HR Scorecard (Due 4/27, Midnight CST)*
7	*4/28*	*Key future trends for HR* *Differences between private and public companies* *Main drivers of HR outsourcing* *Creation of value in different sectors*	*Read:* Eigenhuis & Dijk, Chapters 15, 16, 17 & 18 *Forums: 7.1, 7.2* *Submission of final integrative project (Due 5/4, Midnight CST)*

Grading:

Assignment	Points	Grade %
Weekly Discussion Forums	84	40%
Part I – Company Overview & SWOT Analysis	10	5%
Part II – Proposal for HR Alignment w/ Deliverables	10	5%
Part III – HR Scorecard	10	5%
Final Integrative Project Paper	100	45%
Total	*Enter total number of points possible*	244

Grade Mapping:

Numeric Grade	Letter Grade	Numeric Grade	Letter Grade	Numeric Grade	Letter Grade
	A (100-95%)		B- (82-80%)		D+ (70-67%)
	A- (95-90%)		C+ (79-77%)		D (66-63%)
	B+ (89-87%)		C (76-73%)		D- (60-63%)
	B (86-83%)		C- (72-70%)		F (<60%)

Assignment Grading Policies:

I will only accept late work for the discussion forums, but know that your grade will be reduced per the posted grading rubric. Additionally, the draft due dates are designed specifically to help provide individual feedback, suggestions or clarification on specific and intricate sections of your final paper. Late submissions of these sections will only hinder yourself from receiving this valuable feedback on your final integrative project.

As a matter of professional integrity, **I do not accept late submissions of any other assignments.** Assignments will be considered late if they are submitted past the date and time noted (all due dates/times are based on Central Time (CST)). This policy will be strictly enforced.

I encourage you to complete assignments ahead of the due date so that sudden and/or unforeseen circumstances do not preclude you from completing and/or submitting assignments on time. If a personal situation arises that prevents you from completing work on time, please contact me via email or phone prior to your assignment due date, especially if you know in advance. I will consider such personal situations on a case-by-case basis.

Student Responsibilities:

1. Students are expected to log in a minimum of 3-4 times per week (at any time during the week) and are expected to fully engage in the discussion board forums and related activities. Students cannot successfully complete this course without completing the weekly readings, discussion board forums, and assignments by their designated due dates.
2. Students are expected to use good "netiquette" (see *A Guide to Netiquette* in the Course Information folder on Moodle). While I am available for a telephone appointment, I strongly recommend that all issues, questions, and problems be dealt with online (unless they are of a personal matter) as a matter of good netiquette.
3. Students are expected to spend approximately 10-12 hours per week on course responsibilities (e.g. reading, assignment completion, discussion board forums). Students are expected to read all peer and instructor posts in a timely fashion (e.g. during the assigned week).
4. Students are expected to adhere to the course schedule and to post to the discussion board forums accordingly. The most predictable problem in an online course occurs when students are late in posting their initial and secondary forum responses and/or when submitting assignments. This is often the result of illness, business trips, overload, and/or computer glitches. ***Be aware that the learning of your peers will be disrupted by your lateness!***
5. Students are expected to read the syllabus in its entirety and are responsible for its content.

Instructor 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. While the course facilitator will not lead the online discussion, they will provide reactions to student responses and discussions as appropriate in order to clarify important ideas and concepts and/or to re-direct the dialogue.
3. The course instructor will provide updated information on relevant resources for the various topics of interest.
4. The course facilitator will read and critically assess students' written assignments and provide feedback within an appropriate timeframe (approximately one week).
5. The course facilitator will respond to all student e-mails within 24-48 hours of receipt.
6. The course facilitator will respond to all student phone calls within 24-48 hours.
7. The course facilitator will evaluate student progress in the class and provide a final evaluation for each student.

ASSIGNMENT SPECIFICATIONS

Overview:

The weekly discussion board forums are a vital component of an online course. Discussion board forums have been created to stimulate discussion on the assigned reading and to provide a forum for interacting with your peers and the course instructor. Your posts should demonstrate a complex understanding of the course concepts by integrating perspectives gained from the assigned reading and by making appropriate connections, synthesizing material, and analyzing varying perspectives.

Additionally, please ensure to check the Announcements section of the course room on a weekly basis. I am known to occasionally upload additional articles or recent legislative changes and/or other informative HR documents during the course. This area will also provide any announcements for upcoming holidays or school closings too.

WEEKLY ONLINE DISCUSSION FORUM

Discussion Forum Expectations:

Initial Substantive Posts are due weekly by midnight CST on Wednesday evening. For each of the discussion forums, you are expected to post one meaningful and substantive initial post of approximately 250-300 words in response to the forum prompt. Please keep this word range in mind; be succinct yet thorough!

Your timely initial substantive posts should: be responsive to the question(s) posed; incorporate ideas from the reading and/or other applicable sources; demonstrate a complex and comprehensive understanding of the week's

topic(s). The initial substantive posts should be crafted carefully to succinctly express your thoughts. Please do not cite long passages from the reading and/or other sources. If you want to interact with a specific section of the reading, direct our attention to the passage by an author and page number reference (e.g. Berger, 55). Please write and submit your initial substantive posts before reading other peer posts to help ensure originality of thought.

Secondary Posts are due weekly by midnight CST on Saturday evening. After Wednesday evening of each week, you are expected to read all initial substantive posts of your peers. You are then expected to interact with at least two peer posts by posting a thoughtful response, comment, and/or question _in response to the initial post made by another student_. Simply stating "I agree/disagree" or "good perspectives" is not considered a thoughtful response. Your responses to peer posts must further the conversation, challenge peer assumptions, and/or in some manner contribute to the discussion by adding new or related information in a meaningful fashion. You are welcome to respond to more than two peer posts if you choose, but please ensure that all secondary responses are thoughtful and of high quality as described above.

In addition, it is expected that you will respond to all peer questions about your initial and/or secondary posts in a timely fashion so as to maintain a robust and meaningful dialogue. Responses to peer questions about your posts are not counted as secondary posts. Secondary posts are those that you initiate in response to the initial post made by other students.

Discussion Board Grading Ruberic

Criteria	9 points EXCELLENT	7 points GOOD	4 points BASIC	0 points BELOW EXPECTATIONS
Initial Substantive Post (3 possible pts)	Post is responsive to the question(s) posed; incorporates ideas from the reading, and/or other sources; demonstrates a complex and comprehensive understanding of the week's topic. Originality of thought is evident. Post is within the specified word range (approx. 250-300 words)	Post is responsive to the question(s) posed, but one of the following is problematic: • Ideas from the reading and/or other sources are not present or minimally inform post. • Post does not demonstrate a complex and comprehensive understanding of the week's topic. • Thought lacks clarity and/or concepts are inaccurate and/or minimally supported. • Originality of thought is lacking; post repeats perspectives' of author or peers. • Post is not within the specified word range (approx. 250-300 words)	Post is responsive to the question(s) posed, but two or more of the following are problematic: • Ideas from the reading and/or other sources are not present or minimally inform post. • Post does not demonstrate a complex and comprehensive understanding of the week's topic, • Thought lacks clarity and/or concepts are inaccurate and/or minimally supported. • Originality of thought is lacking; post repeats perspectives' of author or peers. • Post is not within the specified word range (approx. 250-300 words)	Post is either not made or is rudimentary and/or superficial. Little to no analysis, insight, and/or synthesis is present.
Secondary Posts (3 possible pts)	Posts are thoughtful and further the conversation by challenging peer assumptions and/or in some manner contribute to the discussion by adding new or related	Posts elaborate on the topic(s) presented by the peer, but do not challenge peer assumptions and/or further the discussion by adding new or related	Posts are made in response to the peer, but contribution is minimal and does little to advance the discussion (e.g. agrees or disagrees) or simply	Posts are either not made or are rudimentary and/or superficial. Little to no analysis, insight, and/or synthesis is present. Posts do not further the discussion.

	information in a meaningful fashion.	information in a meaningful fashion.	repeats the peer's perspective.	
Timeliness (3 possible pts)	Initial post is submitted by midnight Wednesday and secondary posts (minimum of two peer responses) by midnight Saturday. Student responds to all peer questions concerning his/her initial substantive post and/or secondary posts by midnight Saturday.	Initial and secondary posts are posted, but not on time. Posts were made in time for others to read and respond (e.g. missed deadline by a few hours).	Initial and secondary posts are posted, but not on time. Posts were not made in time for others to read and respond (e.g. missed deadline by more than a few hours).	Posts are not made.

PART I – COMPANY OVERVIEW AND SWOT ANALYSIS

Assignment Specifications:

For your SWOT analysis, you will be required to complete an updated SWOT template found under the resources tab in the course room. It should be finished in accordance with the company you are using for your final project paper.

In the organizational overview I will be looking for a concise picture of the state of your business. What stage of growth is your organization in? What do current industry statistics predict or show? Who are your typical customers served and/or business partners? Who are you're your competitors and what might happen to your organization if its weaknesses are not addressed? What kind of management style is prevalent throughout your organization and the overall culture? What is the current strategy and/or mission of the business? Do you think they need to alter or focus their strategy on another area and why (utilize facts from the SWOT)?The SWOT analysis will be very helpful in defining a clear framework from which to build your company overview and final project. The first draft is not required in APA format and should be a minimum of 5 pages, double line spaced. However, the overall completed final project will be required in APA format.

RUBRIC FOR PART I –COMPANY OVERVIEW & SWOT

10 points	5 points	0 points
Meets all standards articulated in course assignment.	Meets most of the standards articulated in the course assignment.	Paper does not meet required 5 pages typed or inadequate.
Paper clearly and concisely summarizes the key points of the company overview.	Paper describes in general terms the key points.	Paper has inadequate key points to summarize the company overview.
Paper clearly identifies and addresses organizational needs based on SWOT research.	Paper identifies minimal organizational needs based on SWOT research.	Paper has inadequate research or is misaligned from the SWOT.
Paper contains substantial data analysis, observations, conclusions & recommendations based upon course learning materials and texts.	Paper contains data analysis observations, conclusions and recommendations that illustrate some knowledge of the learning materials.	Overview contains extraneous information that does not support data analysis observations, conclusions or recommendations.

PART II - PROPOSAL FOR ALIGNMENT AND DESIRED DELIVERABLES

Assignment Specifications:

In the Proposal for Alignment and Desired Deliverables you will begin to identify and explain your internal and/or external misalignment for your organization. Your proposal should entail key human resource deliverables that will leverage HR's role in your organizations strategy (a HPWS).How is this system aligned with the business strategy and the efficiency with which those deliverables are generated? Additionally, you will need to identify HR efficiency measures and balance cost control with your value creation. Your proposal should entail a minimum of two (2) deliverables mapped out from the shape of the vision (what it should look like) and how you would build the enabling systems (how will it be institutionalized). Lastly, how will you include measuring, monitoring and making it last? The first draft is not required in APA format and should be a minimum of 8 pages. However, the overall completed final project will be required in APA format.

RUBRIC FOR PART II - PROPOSAL FOR ALIGNMENT AND DESIRED DELIVERABLES

10 points	5 points	0 points
Meets all standards articulated in course assignment.	Meets most of the standards articulated in the course assignment.	Paper does not meet required 8 pages typed or inadequate material.
Paper clearly and concisely summarizes key processes for making change happen as identified in course materials.	Paper describes minimal key processes for driving change.	Paper has inadequate key points to drive change management.
Paper clearly maps out and aligns organizational strategy to HR recommendations.	Paper provides some mapping and alignment of the organizational strategy.	Paper has inadequate mapping and/or alignment of the organizational strategy or is nonexistent.
Paper contains substantial data analysis, appropriate HR metrics, conclusions & recommendations based upon course learning materials and texts.	Paper contains data analysis observations, some HR metrics and recommendations that illustrate some knowledge of the learning materials.	Paper contains extraneous information that does not support data analysis, HR metrics observations, conclusions or recommendations.

PART III – HR SCORECARD

Assignment Specifications:

The true drivers for organizational performance should be identified by category (Financial, Customer, Operations, Strategic). See the sample HR Scorecard in your text book by Becker, Huselid & Ulrich on page 74. Please ensure to expose all key performance drivers based on your SWOT Analysis & Company Overview research (include any additional deliverables you were not able to map out within Part II due to the size and scope of project). This scorecard should be a top level overview of the organizations short and long term goals. Please ensure that all key drivers are identified, along with the cause and effect relationships pinpointed. The HR Scorecard will be turned in as a separate assignment for Part III. Please provide as a table and in the final submission of your paper, also include the SWOT, along with your HR Scorecard as additional appendices at the end of your project per APA guidelines.

RUBERIC FOR PART III – HR SCORECARD

10 points	5 points	0 points
Meets all standards articulated in the course information button.	Meets most of the standards articulated in the course information button.	Format completed incorrectly or inadequate research was provided .
Contains identification of HR drivers and cause and effect relationships (designed as referenced in the HR Scorecard book).	Contains only a few identified drivers of cause and effect relationships.	Inadequate drivers identified or no cause and effect relationships mentioned.
Analysis clearly and concisely identifies and aligns with researched	Identified research and analysis includes recommendations that	Inadequate research or data analysis that would provide any

information pertaining to the overall business strategy.	illustrate some knowledge of the learning material.	solutions to the organizations strategy.

FINAL INTEGRATIVE PROJECT PAPER

Assignment Specifications:

The final integrative project paper is a consolidation of the previous Parts (I, II and III), a completed SWOT Analysis and the HR Scorecard. Keep in mind, successful implementation of the Scorecard process requires strong leadership and organizational acceptance to change, communication and innovation. Scorecard goals must be customized to your drivers, along with the links between cause and effect relationships must be carefully examined on a regular basis. Flexibility must be exercised to establish proper measures to drive the appropriate behavior. All of this should align with your Scorecard, which originated from your SWOT Analysis and will be explained, along with properly supported within your paper. Your paper should total approximately 20 pages when completed with your appendices and references in APA formatting.

Furthermore, organizational culture and top management commitment and incorporated accountability will determine the success an organization will achieve in implementing and attaining results from the Scorecard process. Please ensure to include in the summary your thoughts on how well your organization will succeed at achieving these goals if your recommendations were presented to senior management. Additionally, include any short term and long term suggestions/recommendations the company might need to do in order to execute this strategy effectively (this might include organizational changes of leaders, creating new positions, redirecting responsibility, etc.). The conclusion should be a minimum of 2-3 double lined spaced pages and will be included in your final submission in APA format.

Due to the amount of environmental scanning required in various parts of the paper, there is no limit on the number of references or sources. The overall final integrative project will also include a cover page, abstract, appendices and reference pages all according to APA guidelines. The final paper submission is worth 45% of your overall grade, however, you will have an opportunity to redo and resubmit any earlier sections within your final submission.

RUBERIC FOR FINAL INTEGRATIVE PROJECT PAPER

100 -90 points	89 – 80 points	0 points
Meets all standards articulated in each required Part for course assignment.	Meets most of the standards articulated in the course assignment.	Paper does not meet required 8 pages typed or inadequate material.
Paper clearly and concisely includes abstract, title page, appendices, conclusion and references, etc. according to APA required formatting.	Paper meets and includes most of the required abstract, conclusion and references according to APA formatting.	Paper is missing required sections and or did not correctly follow APA formatting.
Paper clearly and concisely summarizes key processes for making change happen as identified in course materials.	Paper describes minimal key processes for driving change.	Paper has inadequate key points to drive change management.
Paper clearly maps out and aligns organizational strategy to HR recommendations.	Paper provides some mapping and alignment of the organizational strategy.	Paper has inadequate mapping and/or alignment of the organizational strategy or is nonexistent.
Summary contains substantial data analysis, appropriate HR metrics, conclusions & recommendations based upon course learning materials and texts.	Summary contains data analysis observations, some HR metrics and recommendations that illustrate some knowledge of the learning materials.	Summary contains extraneous information that does not support data analysis, HR metrics observations, conclusions or recommendations.

POLICY STATEMENTS

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.

Attendance Policy for Graduate Courses

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 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 (found on the NPU website).

Attendance Policy for Undergraduate Courses

Attendance and participation are vital. Thus, students are expected to attend every class session, and to arrive on time – tardiness is undesirable and disruptive to your fellow classmates. This course has a strict requirement of documented, advance notification. If you are unable to attend any class session, you are to inform me (preferably by email) *prior to* that session. You need to provide a reason for your absence.

Failure to provide advance notification will result in an unexcused absence. Be advised that poor attendance can affect your grade adversely

APA Requirement

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 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.***

Students with Disabilities
Students with disabilities who believe that they may need accommodations in this class are encouraged to contact your program's office (Business: 773-244-6270). 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/campus-Life-and-Services/disability-resources