

## Course Syllabus

**Course:** 5710, Principles of Nonprofit Management, B12  
**Academic Year:** 2013/14      **Semester/Quad:** Spring B  
**Credit Hours:** 2  
**Prerequisites:** None

**Instructor:** *Meghann Beer, Nonprofit Consultant*

**Phone:** 773-244-6270 (SBNM Office)

**Email:** [mfbeer@northpark.edu](mailto:mfbeer@northpark.edu) (I prefer if you contact me by email.)

### Availability:

You can always contact me by email with questions or concerns. Skype or Facetime available if needed; please email me directly to arrange.

I will use Moodle to post course materials and information. You will need to check and participate on Moodle regularly. I'll be active on the discussion forums at least three times per week and recommend that students are active at least three days per week as well. Many weeks, I'll be on the board more frequently as the flow of the course guides natural discussion. **The course 'week' will begin on Monday and end on Sunday.**

### Course Description:

This is a course about the nonprofit sector, about the unique socio-political philosophy that has led to its development and about its current status and dimensions. This course will provide an introduction to some of the special management and leadership issues facing nonprofit organizations. Because of the unique status of nonprofit organizations, leadership is perhaps the most critical of all the topics; who leads and how leadership, decision-making, and other executive functions are exercised are of paramount importance in the nonprofit sector.

### Introductory Comments:

"Nonprofit organizations are ubiquitous. Many people are born in a nonprofit hospital, attend a nonprofit university, send their children to a nonprofit day-care center, worship at a nonprofit religious institution, watch the performances of nonprofit symphonies and dance companies, visit their parents in a nonprofit nursing home, and face the end of their life in a nonprofit hospice. Some need the services of nonprofit job-training organizations, soup kitchens, family counseling, and housing assistance agencies. People hope that nonprofit health-research associations will find cures and treatments for the ails they study, that nonprofit think tanks and advocacy groups will foster a better society, and that international nongovernmental organizations will promote the spread of human rights and economic development. We fear that some nonprofits will divide us into warring factions, that tax breaks will be wasted on largely unaccountable and antidemocratic organizations, or that the wrong side will win the advocacy wars." - Richard Steinberg & Walter Powell, 2006

"Nonprofit organizations continue to be different, even as they change and evolve due to the changing funding and institutional environments they face. They are unlike both businesses and government in

certain fundamental ways while similar in other ways. Nonprofit organizations, like businesses, rely on voluntary exchanges to obtain revenues and other resources. In business, customers supply the resources for the service they receive. Unlike business, nonprofit organizations ... typically depend, at least to some extent, on one group, donors or government, for the resources necessary to provide a different group, the clients or beneficiaries, with services. Indeed, one reason nonprofit organizations exist is that the services they offer would not be provided otherwise. This is the justification for the tax and other public policy preferences nonprofit organizations receive—they provide public goods that would otherwise not be provided, either by business or by government.” -Robert Herman, 2005

### Course Materials:

#### **REQUIRED**

##### **Textbook(s):**

- 1) D. Renz & Associates (2010). The Jossey-Bass Handbook of Nonprofit Leadership and Management, 3rd ed.; Jossey-Bass. (ISBN 789-0-39250-8)
- 2) Siegel, J. (2006). A Desktop Guide for Nonprofit Directors, Officers and Advisors; Wiley & Sons.

**Articles:** Available on-line on Moodle for each week

#### **RESOURCES**

##### **Websites that are helpful for this course:**

Independent Sector - <http://www.independentsector.org/>  
Chronicle of Philanthropy - <http://philanthropy.com>  
GuideStar - <https://www.guidestar.org/>  
Philanthropy News Digest - <http://foundationcenter.org/pnd/>  
The Nonprofit Quarterly - <http://www.nonprofitquarterly.org>  
The NonProfit Times - <http://www.nptimes.com>  
Board Source - <https://www.boardsource.org/eweb/>

### Essential IDEA Objectives:

1. Gaining factual knowledge (terminology, classifications, methods, trends).
2. Learning fundamental principles, generalizations, or theories.
3. Learning to apply course material (to improve thinking, problem solving, and decisions).

### Specific Course Objectives:

Through course participation students will increase their specific knowledge in: nonprofit management literature; history and philosophy of the sector; international, national and local scopes and size of the sector; applicable nonprofit laws and standards; standards of ethical behavior and public expectations of accountability; nonprofit management methods and practices; effective board and staff relations; basic strategic planning tools and practices; advocacy and media management principles; and resources for further investigation of nonprofit management. Students will analyze various forms of information and synthesize selected data sets to gain a broad understanding of various components and uniqueness of the sector.

### Course Methodology:

Because this course is being taught in an intensive format, it is very important for students to keep up with readings, assignments and online discussions. Each week you will also need to review the online power point slides and materials posted on Moodle.

Questions will be posted by the instructor on the course site on a weekly basis to stimulate the discussion. You will need to post at least three times to the forum each week. Your original post needs

to be posted by Thursday at 11:59 pm CST. You will also need to respond to other student's posts before Sunday at 11:59 pm CST. Responses need not only be directed to the instructor but should be in response to the thoughts and ideas of other students as well.

There will be assignments that you need to complete and submit on Moodle each week. Some of the assignments are individual papers and some are group assignments. Some assignments will be posted online for class member review and comments. The course instructor expects that each student will provide constructive and timely feedback to other class members on assignments as required. While the course instructor may also provide online feedback on assignments, grades for each course assignment will be given privately.

Finally, students will complete a final paper to demonstrate concepts learned in class.

### 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	Dates	Topics	Assignment(s)
1	<b>March 17 - 23</b>	<b>Introductions &amp; Overview of the Nonprofit Sector</b> <ul style="list-style-type: none"> <li>☐ Roles and functions of nonprofit organizations</li> <li>☐ Size, impact, and trends in the nonprofit sector</li> <li>☐ Types, forms, and language used to describe voluntary action</li> <li>☐ Relationships and dynamics among and between sectors</li> </ul>	Jossey-Bass Chapters 3 & 4 Articles on Moodle for week 1  <b>Assignment:</b> Introductions Forum (see Moodle for instructions)
2	<b>March 24 - 30</b>	<b>Historical Context &amp; Legal Framework of Nonprofits</b> <ul style="list-style-type: none"> <li>☐ History and development of the US nonprofit sector and organizations</li> <li>☐ Theoretical explanations of the emergence of the sector</li> <li>☐ Evolution of the tax treatment of nonprofit organizations</li> <li>☐ Incorporation and filing processes</li> <li>☐ Legal rights, obligations and regulatory bodies and oversight</li> <li>☐ Form 990 (Informational tax return) and tax implications</li> </ul>	Jossey-Bass Chapters 1 & 2 Desktop Guide Chapters 3 & 6 Articles on Moodle for week 2  <b>990 Assignment (Paper):</b> DUE by 11:59pm CST March 30.
3	<b>March 31 – April 6</b>	<b>Board Governance &amp; Volunteerism</b> <ul style="list-style-type: none"> <li>☐ Board governance</li> <li>☐ By-laws, conflicts of interest, and fiduciary responsibilities</li> <li>☐ Volunteerism</li> </ul>	Jossey-Bass Chapters 5 & 26 Desktop Guide Chapters 2 & 4 Articles on Moodle for week 3

Week	Dates	Topics	Assignment(s)
4	<b>April 7 - 13</b>	<b>Executive Leadership &amp; Ethics</b> <ul style="list-style-type: none"> <li>☐ Role of executives in building effective and sustainable organizations</li> <li>☐ Ethical issues, organizational development and behaviors and application to NPOs</li> <li>☐ Standards and code of conduct appropriate to professionals in the sector</li> <li>☐ Accountability and “managing the mission”</li> <li>☐ Overview of 4 Frame model (Bolman &amp; Deal)</li> </ul>	Jossey-Bass Chapters 6 & 7 Articles on Moodle for week 4  <b>On line team discussions of leadership challenges</b> by each team and submitted a team constructed paper.  <b>GROUP Case Study Assignment (Paper):</b> DUE by 11:59 pm CST April 13.
5	<b>April 14 - 20</b>	<b>Advocacy &amp; Marketing Communications &amp; Media Relations</b> <ul style="list-style-type: none"> <li>☐ Roles of nonprofit organizations in the public policy process</li> <li>☐ Key public policies</li> <li>☐ Marketing “mission” in a nonprofit context</li> <li>☐ How communication and marketing intersect within a nonprofit context</li> </ul>	Jossey-Bass Chapters 11, 12 & 13 Articles on Moodle for week 5  <b>Website Critique Assignment (Paper):</b> DUE NO LATER THAN 11:59pm CST April 20.
6	<b>April 21 - 27</b>	<b>Financial Management</b> <ul style="list-style-type: none"> <li>☐ Philanthropic gifts</li> <li>☐ Writing grant proposals</li> <li>☐ Issues associated with various types of revenues</li> <li>☐ Relationship between revenue and mission</li> <li>☐ Basic accounting principles and concepts for nonprofit organizations</li> <li>☐ Use of accounting information and analysis</li> <li>☐ Planning, budgeting and financial management</li> <li>☐ SWOT(C) analysis</li> </ul>	Jossey-Bass Chapters 17, 18, 19 & 22 Desktop Guide Chapter 5 Articles on Moodle for week 6  <b>Financial SWOT Assignment (Paper):</b> DUE NO LATER THAN 11:59pm CST April 27.
7	<b>April 28 – May 4</b>	<b>Strategic Planning &amp; Management</b> <ul style="list-style-type: none"> <li>☐ Mission development</li> <li>☐ STEP analysis</li> <li>☐ Competitive advantage</li> <li>☐ Mission accomplishment</li> </ul>	Jossey-Bass Chapter 8, 9 & 14 Articles on Moodle for week 7  <b>Team discussions and presentations of STEP analysis</b> issues for nonprofit organization used during week 6. DUE NO LATER THAN 11:59pm CST May 2.  <b>Final Paper – Consultant Paper:</b> DUE NO LATER THAN 11:59pm CST May 4.

**Grading:**

Assignment	Points	Grade %
Week 1 Introduction Profile	10	2%
Weekly Forum Participation	70	14%
Individual 990 Assessment (paper)	50	10%
Group Case Study (paper)	40	8%
Individual Website Critique (paper)	50	10%

Assignment	Points	Grade %
Individual Financial SWOT (paper)	50	10%
Group STEP On-line Presentation	30	6%
Individual Final Consultation (paper)	200	40%
<b>Total</b>	<b>500</b>	<b>100%</b>

### Grade Mapping:

Numeric Grade	Letter Grade	Numeric Grade	Letter Grade	Numeric Grade	Letter Grade
475 - 500	A (95-100%)	400 - 414	B- (80-82%)	335 - 349	D+ (67-70%)
450 - 474	A- (90-94%)	385 - 399	C+ (77-79%)	315 - 334	D (63-66%)
435 - 449	B+ (87-89%)	365 - 384	C (73-76%)	300 - 314	D- (60-63%)
415 - 434	B (83-86%)	350 - 364	C- (70-72%)	299 - 0	F (<60%)

### Assignment Grading Policies:

All assignments are due on the dates indicated and should be **submitted on Moodle**.

**Late assignments** will drop by 5 points each day, unless special arrangements are made in advance. Assignments will not receive any points if turned in after the final class, unless approved in advance.

### Student Responsibilities:

1. Full participation is required for this class. You cannot successfully complete this course without completing the weekly readings and assignments. This is a graduate-level course and all students are fully expected to actively participate on a weekly basis while this course is underway.
2. Some assignments will be posted on-line for others to see. You will be asked to comment and provide feedback to one another on your work.
3. Although I strongly suggest that all issues, questions, and problems be dealt with online, you can feel free to call or e-mail me regarding these issues at any time, noting the office hours I am available.
4. Use proper "netiquette" (see *A Guide to Netiquette in Course Information folder on-line*).
5. I normally advise participants to plan on spending 10-12 hours a week on course responsibilities (i.e. readings, assignments, online discussions).

### Instructor Responsibilities:

- 1) Design the course and learning modules in such a way that students have every opportunity to achieve the learning objectives.
- 2) Provide reactions to student responses and discussion as appropriate in order to clarify important ideas and concepts.
- 3) Provide opportunities for group work that will include discussion as well as hands-on exercises.
- 4) Provide updated information on relevant resources for the various topics of interest.
- 5) Read and critically assess students' assignments and provide feedback.
- 6) Respond to all student e-mails and phone calls in a timely fashion.

# ASSIGNMENT SPECIFICATIONS

## WEEKLY ONLINE DISCUSSION FORUM

### Assignment Specifications:

The course experience is enhanced when class participants share comments, ask questions and offer real-world examples of situations where concepts and principles have been applied or can be applied. You are required to post on the forum at least three times each week (1 initial post and 2 responses to other student's posts).

Generally, student postings will be graded on a weekly basis according to the following criteria (any point differences will be displayed on the Discussion Forum).

**(10 points per week = 70 points)**

### Initial Posting Rubric

5 Points	3-4 Points	1-2 Points	0 Points
Discussion is substantive and relates to key principle(s), point(s) or issue(s) of the assignment.	Reference made to key issue(s) but point(s) is(are) not sufficiently integrated.	Inadequate or no reference to key principle(s); no evidence that student understood the principle(s).	No participation during the scheduled week
Uses relevant example(s).	Example(s) is(are) not integrated effectively into response.	No example(s) provided.	
Posted on time.	Posted on time, but during the last 2 days of discussion.	Not posted by deadline.	
Syntax is appropriate,	Terms used inaccurately; organization present but	Writing is poor, terminology inaccurately	

### Response Postings Rubric

5 Points	3-4 Points	1-2 Points	0 Points
Relates to the original posting; reinforces course material or challenges interpretation of material.	Refers to lesson content but not integrated effectively.	Does not refer to key points with no evidence student understands the key points.	No responses during the scheduled week
Responds to the ideas presented in the original post.	Response is loosely related to the ideas of the original post.	Response does not relate to the original post.	
Response is characterized by the following: a. supportive b. thought-provoking c. challenging d. reflective e. ties to another course concept	Response is characterized by 1 or 2 of the following: a. supportive b. thought-provoking c. challenging d. reflective e. ties to	Response is not: a. supportive b. thought-provoking c. challenging d. reflective e. ties to another course concept	

	another course concept		
Posted on time.	Posted on time, but during the last 2 days of discussion.	Not posted by deadline.	
Organized, concise, clearly written in understandable language.	Writing is adequate but may include inconsistencies or inaccuracies.	Writing is poor, unclear and disorganized.	

## WRITTEN ASSIGNMENTS

### Specifications:

Written/paper submissions should present a critical analysis of readings, supplemental materials, as well as reflections of professional experiences. Use of outside sources is encouraged when presenting new, thoughtful arguments.

Papers will be no longer than 4 pages (not including the title page or abstract), with exception of Final Paper (10 Pages). Papers should be submitted in Calibri font, size 11, and double-spaced with 1-inch margins. Citations and references should be presented in APA style (SBNM adopted format). **All written assignments need to be submitted on Moodle.**

### 990 Paper

#### 50 points

**DUE: NO LATER THAN 11:59pm CST March 30**

#### Assignment Specifications:

*Introduction: Information on the 990 Informational Tax Return is the basis for IRS scrutiny in meeting its responsibility to allow exemption from income tax. Therefore, careful preparation of the form is very important. Review the 990s on Moodle and answer the following questions.*

*Page 1: How does the revised Form 990 reflect the IRS's intention to enhance the transparency of tax-exempt organizations' financial affairs and governance practices and procedures? (15 POINTS)*

*Page 2: Are there any "troubling" aspects on the revised Form 990 for organizations? (10 POINTS)*

*Pages 3-4: What is(are) the biggest impact(s) of the new Form 990 [personal, organizational, community-wide, sector-wide, industry-specific]? (25 POINTS)*

<i>A/A- 50-45pts (100% - 90%)</i>	<i>B+/B- 44-40pts (88% - 80%)</i>	<i>C+/C- 39-35pts (78% - 70%)</i>	<i>D+/D- 34- 30pts (68% or less )</i>	<i>F 29- 0pts</i>
Excellent analysis and well-supported conclusions. Demonstrates complex understanding of the topic and familiarity with supporting sources (readings, class presentations).	Good analysis and well-supported conclusions. Demonstrates correct understanding of topic and familiarity with most supporting sources (readings,	Content may show either less than thorough familiarity with the topic or bulk of supporting sources, is not fully responsive to the question(s) asked, or is poorly written.	Demonstrates lack of understanding of the concepts, little connection to the supporting sources, or does not address the questions asked. Extremely poorly written (major	Assignment not completed before the end of the course.

A/A- 50-45pts (100% - 90%)	B+/B- 44-40pts (88% - 80%)	C+/C- 39-35pts (78% - 70%)	D+/D- 34- 30pts (68% or less )	F 29- 0pts
Fully and clearly responded to question(s) asked. Well written with no errors (spelling, sentence fragments, unclear sentences etc.).	class presentations). Moderately well-written with few errors.		mistakes made), without complete thoughts, proper punctuation or sentence structure.	

**GROUP - "Conflicting Agendas" Case Study Paper**

**40 points**

**DUE: NO LATER THAN 11:59 pm CST April 13. You will submit one paper per group.**

**Assignment Specifications:** Read the "Conflicting Agendas for the Future of a Youth Agency" case study by Martha Golensky (on Moodle). *On line team discussions of leadership challenges* by each team and submit a team constructed paper.

This is a group assignment so you will want to connect with your group members early to create a plan for completing this assignment. With your assigned group review the case study on Moodle and answer the following questions. You will turn in one paper as a group and receive a group grade. Be sure that all members of your group actively participate and let me know about any challenges as soon as possible.

*Pages 1-2: Is there a good mix of leadership qualities, knowledge and skills? 5 POINTS*

*What additional membership characteristics are needed? 5 POINTS*

*Pages 2-3: Evaluate the appropriateness of how this board and management function. Are there any ethical issues that came to light? If so, highlight and explain. 10 POINTS*

*Do the board and management have a good decision-making process? Why or why not? 10 POINTS*

*Pages 3-4: Provide at least one recommendation (from the perspective of your assigned Frame structural, human resources, political, symbolic) for this organization regarding leadership and governance and justify your recommendation. 20 POINTS*

*Use proper references from your reading when supporting your recommendations.*

A/A- 40-36pts (100% - 90%)	B+/B- 35-32pts (88% - 80%)	C+/C- 31-28pts (78% - 70%)	D+/D- 27- 20pts (68% or less )	F 19- 0pts
Excellent analysis and well-supported conclusions. Demonstrates complex understanding of the topic and familiarity with supporting sources (readings,	Good analysis and well-supported conclusions. Demonstrates correct understanding of topic and familiarity with most supporting	Content may show either less than thorough familiarity with the topic or bulk of supporting sources, is not fully responsive to the question(s) asked, or is poorly written.	Demonstrates lack of understanding of the concepts, little connection to the supporting sources, or does not address the questions asked. Extremely poorly	Assignment not completed before the end of the course.

A/A- 40-36pts (100% - 90%)	B+/B- 35-32pts (88% - 80%)	C+/C- 31-28pts (78% - 70%)	D+/D- 27- 20pts (68% or less )	F 19- Opts
class presentations). Fully and clearly responded to question(s) asked. Well written with no errors (spelling, sentence fragments, unclear sentences etc.).	sources (readings, class presentations). Moderately well-written with few errors.		written (major mistakes made), without complete thoughts, proper punctuation or sentence structure.	

### Website Critique Paper

**50 points**

**DUE: NO LATER THAN 11:59pm CST April 20.**

**Assignment Specifications:** Choose a nonprofit organization and evaluate their website.

*Page 1: How does the organization communicate its mission, purpose and vision? 10 POINTS*

*Page 2: Evaluate the appropriateness of the organization's communication style. Are you satisfied with what is being communicated and how it's being communicated? Why or why not? 10 POINTS*

*Page 3: Compare and contrast the organization's overall communication format with the article reading. 15 POINTS*

*Page 4: Provide at least one recommendation for this organization regarding overall communication and justify your recommendation. 15 POINTS*

A/A- 50-45pts (100% - 90%)	B+/B- 44-40pts (88% - 80%)	C+/C- 39-35pts (78% - 70%)	D+/D- 34- 30pts (68% or less )	F 29- Opts
Excellent analysis and well-supported conclusions. Demonstrates complex understanding of the topic and familiarity with supporting sources (readings, class presentations). Fully and clearly responded to question(s) asked. Well written with no errors (spelling, sentence fragments, unclear sentences etc.).	Good analysis and well-supported conclusions. Demonstrates correct understanding of topic and familiarity with most supporting sources (readings, class presentations). Moderately well-written with few errors.	Content may show either less than thorough familiarity with the topic or bulk of supporting sources, is not fully responsive to the question(s) asked, or is poorly written.	Demonstrates lack of understanding of the concepts, little connection to the supporting sources, or does not address the questions asked. Extremely poorly written (major mistakes made), without complete thoughts, proper punctuation or sentence structure.	Assignment not completed before the end of the course.

**Financial SWOT of APCC Paper**

**40 points**

**DUE: NO LATER THAN 11:59pm CST April 27.**

**Assignment Specifications:** Read and fully review the financial statements of the sample nonprofit organization on Moodle and conduct a financial critique of your findings regarding the inflow and outflow of financial resources (income & expenses) and your findings regarding the organization's overall budget. Prepare an analysis and evaluation of the information by using a traditional SWOT technique.

*Page 1: What is/are the organization's financial Strengths? 10 POINTS*

*Page 2: What is/are the organization's financial Weaknesses? 10 POINTS*

*Page 3: What is/are the organization's financial Opportunities? 10 POINTS*

*Page 4: What is/are the organization's financial Threats? 10 POINTS*

*Page 5: Provide at least one recommendation for this organization regarding financial issues and presentation of such and justify your recommendation. 10 POINTS*

<i>A/A- 40-36pts (100% - 90%)</i>	<i>B+/B- 35-32pts (88% - 80%)</i>	<i>C+/C- 31-28pts (78% - 70%)</i>	<i>D+/D- 27- 20pts (68% or less )</i>	<i>F 19- 0pts</i>
Excellent analysis and well-supported conclusions. Demonstrates complex understanding of the topic and familiarity with supporting sources (readings, class presentations). Fully and clearly responded to question(s) asked. Well written with no errors (spelling, sentence fragments, unclear sentences etc.).	Good analysis and well-supported conclusions. Demonstrates correct understanding of topic and familiarity with most supporting sources (readings, class presentations). Moderately well-written with few errors.	Content may show either less than thorough familiarity with the topic or bulk of supporting sources, is not fully responsive to the question(s) asked, or is poorly written.	Demonstrates lack of understanding of the concepts, little connection to the supporting sources, or does not address the questions asked. Extremely poorly written (major mistakes made), without complete thoughts, proper punctuation or sentence structure.	Assignment not completed before the end of the course.

***GROUP Discussion and Presentation of STEP Analysis***

**30 points**

**DUE: NO LATER THAN 11:59pm CST May 2.**

**Assignment Specifications:** Each Group create and post your Group's assigned STEP presentation (PP slides)

**Part 1.** What are some Socio-Cultural issues that affect the organization? **5 POINTS** (no more than 1 slide)

**Part 2.** What re some Technological issues that affect the organization? **5 POINTS** (no more than 1 slide)

**Part 3.** What are some Economic issues that affect the organization? **5 POINTS** (no more than 1 slide)

**Part 4.** What are some Legal/Political issues that affect the organization? **5 POINTS** (no more than 1 slide)

**Part 5.** Present your findings on the impact of your assigned factor and your group’s view as to which issue(s) within your factor deserves the greatest attention. **10 POINTS** (no more than 3 slides)

Make sure that your PP Slides are clear and well formatted.

**Final Paper – Consultant Paper**

**200 Points**

**DUE: NO LATER THAN 11:59pm CST May 4.**

**Assignment Specifications:**

*You’ve been hired as a consultant for your chosen NPO (place of employment, volunteer location, place of worship, future employer, or other appropriate entity) and you’ve been asked to write up an evaluation of the organization that reviews and assesses the following enumerated topics and issues:*

*Page 1: What is the current governance and volunteer management structure? 20 POINTS*

*Page 2: What is the current executive, managerial and program composition? 20 POINTS*

*Page 3: What is the current system regarding organizational ethics and appropriate organizational behavior? 20 POINTS*

*Page 4: What is the current level of public involvement and marketing of the organization’s mission, purpose and services? 20 POINTS*

*Page 5: What is the current organizational financial system (budget, fundraising, revenue generation, and other financial aspects)? 20 POINTS*

*Page 6: What are the current and future strategies (mission analysis, environmental scans, etc.) to contend with management and leadership issues? 20 POINTS*

*Pages 7-10: Write up your findings on the impact of the above topics and your view as to which issue(s) deserves the greatest attention. 80 POINTS*

**Other Information:**

*Use proper references from your readings when supporting your findings and recommendations. See McKinsey report on Moodle for write-ups on well-functioning, well-supported, and exemplary organizations.*

*PAPER SHOULD BE NO LONGER THAN 10 PAGES [does not include title page, abstract, or reference page]. USE APA FORMAT.*

<i>A/A- 200-180pts (100% - 90%)</i>	<i>B+/B- 179-160pts (88% - 80%)</i>	<i>C+/C- 159-140pts (78% - 70%)</i>	<i>D+/D- 139- 120pts (68% or less )</i>	<i>F 119- 0pts</i>
<i>Excellent analysis and well-supported conclusions. Demonstrates complex understanding of the topic and familiarity with supporting sources (readings,</i>	<i>Good analysis and well-supported conclusions. Demonstrates correct understanding of topic and familiarity with</i>	<i>Content may show either less than thorough familiarity with the topic or bulk of supporting sources, is not fully responsive to</i>	<i>Demonstrates lack of understanding of the concepts, little connection to the supporting sources, or does not address the questions asked.</i>	<i>Assignment not completed before the end of the course.</i>

<i>A/A- 200-180pts (100% - 90%)</i>	<i>B+/B- 179-160pts (88% - 80%)</i>	<i>C+/C- 159-140pts (78% - 70%)</i>	<i>D+/D- 139- 120pts (68% or less )</i>	<i>F 119- 0pts</i>
class presentations). Fully and clearly responded to question(s) asked. Well written with no errors (spelling, sentence fragments, unclear sentences etc.).	most supporting sources (readings, class presentations). Moderately well-written with few errors.	the question(s) asked, or is poorly written.	Extremely poorly written (major mistakes made), without complete thoughts, proper punctuation or sentence structure.	

## 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 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.

### **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>