

DEGREE PROGRAMS FOR GRADUATE STUDENTS

School of Business and Nonprofit Management

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

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

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

Admissions

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

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

Requirements for Admission for Non-degree Seeking Students

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

Requirements for Admission for International Students

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

- A current resume
- Two letters of recommendation are required from individuals who can comment upon academic and/or professional work histories. Recommendations should be returned directly to the admissions office in the return envelopes provided.
- An official evaluation of transcripts performed by World Educational Services or Educational Credential Evaluators
- The Graduate Management Admissions Test (GMAT) or the Graduate Records Examination (GRE) taken within the last five years will be required for those with an undergraduate GPA of less than 3.0 on a 4.0 system. Students with a graduate degree from an accredited institution are exempt from taking an entrance exam.
- A short essay commenting on the student's academic and professional goals and approach to promoting ethics within their organization. This essay is to be written by the applicant unassisted and will be assessed both with respect to content and communication skills. If communication skills are not up to graduate standards, a professional writing course will be required.
- A bank statement or affidavit of support indicating available funds of at least \$35,000 per year

Minimum TOEFL score of 80 (iBT) or IELTS score of 6.0 is required

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

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

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

Admissions Requirements: Graduate Degree Programs

- Completed application
- Official undergraduate or graduate transcripts
- A current resume
- Two letters of recommendation from individuals who can comment upon academic and/or professional work histories.
- Applicants who do not possess a graduate degree and whose undergraduate degree GPA is below a 3.0 (on a 4.0 scale) must submit the following additional document:
- An official Graduate Management Admissions Test (GMAT) or Graduate Record Examination (GRE) score within the last five years. You may be considered for provisional admission without a GMAT or GRE score.

- Completed application
- A baccalaureate degree from an accredited institution

Provisional Admission

Applicants who do not possess a graduate degree and whose cumulative undergraduate degree GPA is below 3.0 (on a 4.0 scale) may be granted provisional acceptance as a degree-seeking student without submitting a GMAT or GRE score. Provisionally accepted students are granted full admission as a degree-seeking student upon completing their first five SBNM graduate courses with a cumulative GPA of 3.0 or above.

Application Process

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

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

Fast Track

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

Five-Year Bachelor/Graduate Studies Program

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

Standardized Test Information

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

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

Transfer Credit

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

Course Waivers and Substitutions

For degree seeking students, up to five courses from any of the core courses among the graduate degree programs may be waived (2 completely waived and 3 substituted for electives), if a student has completed similar undergraduate courses from an accredited institution within a 10 year period and received a grade of B or higher. Once waived, a course may not be taken and used as an elective in the degree program.

Waiver/substitution arrangements are granted at the time of admission. The Admissions Committee will act upon these requests as a part of the admissions process and the student will be advised in writing of the committee's decision. Waivers can only be used by degree seeking students,

not by certificate students. No waivers will be allowed beyond those granted at the time of admission as a degree seeking student.

Financial Aid

Scholarships

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

Presidential Scholarships will be awarded to all entering students with an overall undergraduate GPA of 3.65 or above, or a GMAT score of 660 or above or a GRE score of 316 or above. Each Presidential Scholarship pays 30 percent of all course tuition and is renewable annually with maintenance of a 3.0 GPA.

Provost's Scholarships will be awarded to all entering students with an overall GPA of 3.35 – 3.64 or GMAT score of 620-650, or a GRE score of 310-315. Each scholarship pays 20% of all course tuition and is renewable annually with maintenance of a 3.0 GPA.

Dean's Scholarships will be awarded to all entering students with an overall undergraduate GPA of 3.00 -3.34, or a GMAT score of 590-610, or a GRE score of 305-309. Each Dean's Scholarship pays 10 percent of all tuition costs and is renewable annually with maintenance of a 3.0 GPA.

Armed Forces Scholarship will be awarded to all active duty military members, full-time National Guard, and Reserve personnel (including spouses) from all branches of the armed forces and Coast Guard. Each Armed Forces Scholarship pays 20 percent of all course tuition and is renewable annually with maintenance of a 3.0 GPA.

The Axelson Scholarship

In the spirit of its founder, Nils Axelson, the Axelson Center endeavors to facilitate values-centered education for members of the nonprofit sector who, because of financial constraints, may be unable to pursue further graduate education. The Axelson Scholarship will be granted to full-time employees of 501(c) or governmental organization or individuals who have completed a successful tour of service with the Peace Corps, AmeriCorps, or Teach for America. Employment status must be verified in writing on the organization's letterhead. The Axelson Scholarship covers 35 percent of a student's tuition costs for all courses taken in the SBNM.

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

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

Student Rights, Responsibilities and Regulations

Academic Probation

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

Only two grades of C (2.0) are allowed for graduation or to receive a certificate. Courses with grades below C cannot be used to fulfill requirements for degrees or certificates. Courses with grades of C and

below may be made up by re-taking the course, if needed, subject to University policy.

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

Class Attendance Policy

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

Grade Requirements

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

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

If a student receives an I (Incomplete) grade, the work must normally be made up within one semester (two quads). If a student fails to make up an I grade after one semester (two quads), the grade will become an F. Without special permission, a student may carry no more than two Incomplete grades without being considered for dismissal.

Additional Degrees

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

MS Nursing Dual Degree Program

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

Seminary Dual Degree Program

The School of Business and Nonprofit Management offers, in conjunction with North Park Theological Seminary, several dual degree programs for individuals in professional ministry (parish ministers, missionaries, and persons in parachurch organizations) and for lay people in secular employment. The dual degrees are administered through the Seminary and individuals must be formally accepted to the Seminary. Contact Seminary Admissions at (800) 964-0101 or (773) 244-5530 to obtain more information. The Seminary Catalog is available online.

Master of Business Administration (MBA)

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

Program Requirements

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

Core Courses

Students pursuing the MBA must take the following courses:

SBNM 5010	Organizational Behavior and Ethics
SBNM 5011	Ethical Leadership
SBNM 5110	Financial Accounting
SBNM 5111	Managerial Accounting
SBNM 5200	Global Macroeconomics for Managers
SBNM 5212	Microeconomics for Managers
SBNM 5310	Managerial Finance
SBNM 5311	Financial Decision Making
SBNM 5411	Quantitative Decision Analysis
SBNM 5610	Marketing Analysis and Consumer Behavior
SBNM 5705	Multi-Sector Convergence and Social Responsibility
SBNM 5992	Strategy for Competitive Advantage
SBNM 5993	MBA Capstone

Electives

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

Master of Organizational Leadership (MOL)

The Master of Organizational Leadership program is designed for individuals who wish to focus on leadership within a business or nonprofit organization context.

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

Program Requirements

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

Core Courses

Students pursuing the MOL must take the following 13 courses:

- SBNM 5010 Organizational Behavior and Ethics
- SBNM 5011 Ethical Leadership
- SBNM 5030 Human Resource Management
- SBNM 5040 Diversity and Conflict
- SBNM 5041 Negotiation and Influence
- SBNM 5060 Talent Development and Retention
- SBNM 5070 Team Leadership
- SBNM 5200 Global Macroeconomics for Managers
- SBNM 5705 Multi-Sector Convergence and Social Responsibility
- SBNM 5710 Nonprofit Management: Theory and Application
- SBNM 5780 Measuring Outcomes and Assessment
- SBNM 5990 Change Leadership
- SBNM 5995 Strategic Planning and Group Facilitation

Electives

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

Master of Human Resource Management (MHRM)

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

Program Requirements

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

Core Courses

MHRM students must take the following 13 courses:

- SBNM 5010 Organizational Behavior and Ethics
- SBNM 5011 Ethical Leadership
- SBNM 5030 Human Resource Management
- SBNM 5040 Diversity and Conflict
- SBNM 5060 Talent Development and Retention
- SBNM 5070 Team Leadership
- SBNM 5085 Employment Law
- SBNM 5090 Compensation and Benefits Administration
- SBNM 5035 Strategic Human Resources Planning and Staffing
- SBNM 5095 Strategy and Metrics in Human Resource Management
- SBNM 5200 Global Macroeconomics for Managers
- SBNM 5590 Organizational Communication
- SBNM 5705 Multi-Sector Convergence and Social Responsibility

Electives

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

Master of Nonprofit Administration (MNA)

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

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

Program Requirements

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

Core Courses

MNA students must take the following 13 courses:

- SBNM 5010 Organizational Behavior and Ethics
- SBNM 5011 Ethical Leadership
- SBNM 5350 Nonprofit Financial Management
- SBNM 5351 Nonprofit Financial Decision Making
- SBNM 5680 Nonprofit Marketing Analysis and Consumer Behavior
- SBNM 5705 Multi-Sector Convergence and Social Responsibility
- SBNM 5710 Nonprofit Management: Theory and Application
- SBNM 5720 Nonprofit Board Governance and Volunteer Management
- SBNM 5730 Nonprofit Law, Policy, and Government Relations
- SBNM 5770 Fundraising Principles for Nonprofit Organizations
- SBNM 5771 Annual Gift Fundraising for Nonprofit Organizations
- SBNM 5780 Measuring Outcomes and Assessment
- SBNM 5790 Nonprofit Strategic Management Planning and Management Capstone

Electives

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

Master of Higher Education Administration (MHEA)

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

Program Requirements

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

Core Courses

MMHEA students must take the following 13 courses:

SBNM 5010	Organizational Behavior and Ethics
SBNM 5011	Ethical Leadership
SBNM 5350	Nonprofit Financial Management
SBNM 5680	Nonprofit Marketing Analysis and Consumer Behavior
SBNM 5740	Higher Education Administration
SBNM 5741	Higher Education Organization and Governance
SBNM 5742	College Student Development and Administration
SBNM 5745	Curriculum in Higher Education
SBNM 5746	Law of Higher Education
SBNM 5747	Enrollment Management in Higher Education
SBNM 5770	Fundraising for Nonprofit Organizations
SBNM 5780	Measuring Outcomes and Assessment
SBNM 5790	Nonprofit Strategic Planning and Management Capstone

Electives

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

Certificate Programs

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

Certificate in Accounting

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

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

Certificate in Operations Management

The certificate in operations management is designed to help individuals assist organizations to make efficient use of their resources so as to

maximize efficiency and minimize net cost. The certificate program consists of the following three core courses and two elective courses:

SBNM 5212	Microeconomics for Managers
SBNM 5411	Quantitative Decision Analysis
SBNM 5412	Operations and Supply Chain Management
Select two electives	
SBNM 5413	Project Management
SBNM 5420	Quality Management and Productivity
SBNM 5450	Information Systems

Certificate in Nonprofit Governance

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

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

Certificate in Finance

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

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

Certificate in Fundraising Management

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

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

Certificate in Healthcare Management

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

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

Certificate in Church Administration

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

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

Certificate in Human Resource Management

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

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

Certificate in International Business

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

SBNM 5200	Global Macroeconomics for Managers
SBNM 5212	Microeconomics for Managers
SBNM 5560	Managing International Business I
SBNM 5561	Managing International Business II
SBNM 5570	International Business Experience (Or SBNM 5040 Diversity and Conflict)

Certificate in Marketing Management

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

SBNM 5610	Marketing Analysis and Consumer Behavior
SBNM 5611	Advanced Marketing Management
SBNM 5620	Brand Management and Product Innovation
SBNM 5630	Integrated Marketing Communications
SBNM 5650	Digital Marketing

Certificate in Organizational Development

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

SBNM 5010	Organizational Behavior & Ethics
SBNM 5030	Human Resource Management
SBNM 5040	Diversity and Conflict
SBNM 5070	Team Leadership
SBNM 5780	Measuring Outcomes and Assessment

Certificate in Conflict Management

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

SBNM 5040	Diversity and Conflict
SBNM 5041	Negotiation and Influence
SBNM 5070	Team Leadership
SBNM 5085	Employment Law
SBNM 5990	Change Leadership

Certificate in Leadership

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

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

Certificate in Economics

The certificate in Economics is designed for individuals who would like an in-depth understanding of economics from a management perspective.

Businesses, nonprofit organizations, and government all exist within the context of economic forces. The successful management of these organizations demands an understanding of the economic framework. The certificate program consists of the following five courses:

SBNM 5200	Global Macroeconomics for Managers
SBNM 5212	Microeconomics
SBNM 5220	Econometrics
SBNM 5230	Industry and Competitive Analysis
SBNM 5705	Multi-Sector Convergence and Social Responsibility

Certificate in Higher Education Administration

The certificate in higher education administration provides you with a unique and highly practical curriculum that combines coursework in higher education with courses in outcomes and assessment and management. The certificate program consists of the following three core courses plus two selected electives:

SBNM 5740	Higher Education Administration
SBNM 5741	Organization and Governance of Higher Education
SBNM 5780	Measuring Outcomes and Assessment

Select two electives from the following:

SBNM 5350	Nonprofit Financial Management
SBNM 5520	Management and Marketing of Services
SBNM 5680	Nonprofit Marketing Analysis and Consumer Behavior
SBNM 5742	College Student Development and Administration
SBNM 5745	Higher Education Curriculum Development
SBNM 5746	Law of Higher Education
SBNM 5747	Enrollment Management in Higher Education
SBNM 5770	Fundraising Principles for Nonprofit Organizations

Certificate in Nonprofit Finance

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

SBNM 5030	Human Resource Management
SBNM 5320	Investment Management
SBNM 5350	Nonprofit Financial Management
SBNM 5351	Nonprofit Financial Decision Making
SBNM 5770	Fundraising Nonprofit Organizations

Certificate in Nonprofit Management

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

SBNM 5350	Nonprofit Financial Management
SBNM 5680	Nonprofit Marketing Analysis and Consumer Behavior
SBNM 5710	Nonprofit Management: Theory and Application

SBNM 5770 Fundraising for Nonprofit Organizations

SBNM 5780 Measuring Outcomes and Assessment

Certificate in Nonprofit Marketing Management

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

SBNM 5620	Brand Management and Product Innovation
SBNM 5630	Integrated Marketing Communications
SBNM 5650	Digital Marketing
SBNM 5680	Nonprofit Marketing Analysis and Consumer Behavior
SBNM 5681	Advanced Nonprofit Marketing Management

Customized Certificate

The Customized Certificate is intended to provide a way for students to sharpen their management skills and build knowledge in a specific topic area in a timely, cost-effective way. Working with an outside agency, SBNM can determine the particular courses and title for the certificate specifically tailored to meet the needs of the agency's constituencies. The Customized Certificate remains consistent with the other SBNM certificates and consists of five 2 sh classes (SBNM 5XXX). As the needs vary with outside agencies, the five classes will vary. Credit will be granted and the certificate will be recognized on the official North Park transcript with the completion of the five classes designated for each custom certificate.

Course Descriptions

5010 Organizational Behavior and Ethics (2 sh)

This course develops an understanding of human behavior in changing organizations and the managerial awareness, tools and methods that increase effectiveness. The course explores principles and theories about individuals and groups at work, motivation and interactive drives and processes for satisfying needs, organization strategies for effectively utilizing people and creating the environment to achieve goals of people and companies. The course also examines ethical issues and the rational integration of ethical thinking and decision-making in competitive organizations. New models of teams, organization structure and organizational development practices are studied as the product of today's transforming organizations.

5011 Ethical Leadership (2 sh)

This course examines the importance of ethical leadership to the success of high performance organizations and develops an understanding of the characteristics and requirements of those who chose to lead from an ethical perspective. The course utilizes typologies to analyze organizational ethical issues followed by an exploration of frameworks for developing morally grounded responses. Styles and methods used by successful leaders to lead organizations are explored.

5030 Human Resource Management (2 sh)

This course examines current theory and practice as it applies to the management of human resources within organizations. Specific focus is given on the effects of organizational mission and culture on human resource management. The processes of recruitment

and selection, training and development, performance evaluation, compensation and motivation, and legal influences are examined. The course takes the viewpoint of human resource management as a key responsibility of every manager within the organization.

5035 Strategic Human Resources Staffing and Planning (2 sh)

This course provides an understanding of the essential elements of human resource planning processes in organizations and the implementation of those processes within the organization's overall staffing function. Prerequisite: SBNM 5030.

5040 Diversity and Conflict (2 sh)

The modern organization is diverse visibly with respect to diversity gender, race, age, and cultural background and invisibly with respect to multiple aspects of diversity including personality, values, communication styles and management styles. This course addresses the significance of both visible and invisible diversity and the need to understand and manage it. This course also provides a broad survey of approaches to analyzing and managing conflict. A variety of topics will be covered, including identifying the origins of organizational conflict, how to diagnose and positively utilize conflict, understanding the dynamics of conflict, and the appropriate role of effective leadership styles in resolving conflict.

5041 Negotiation and Influence (2 sh)

This course provides a conceptual framework in which to explore competitive and cooperative aspects of business situations and emphasizes the crucial role played by negotiations in accomplishing organizational objectives while enhancing relationships with key stakeholders. The development and use of power to influence others is covered as well as specific negotiating tactics. Students are afforded opportunities for actual negotiating experiences that will help them become better negotiators, attain improved resolutions for disputes, and reach more mutually beneficial agreements.

5060 Talent Development and Retention (2 sh)

This course presents valuable tools and methods that assist with recruitment and retention of the most qualified people that are also a good fit with the organization. Exercises provide experience in selecting the right employees and in coaching and counseling for current and future performance improvement that emphasizes the capacity to provide feedback in a way that it will actually be heard. Finally the ethics of termination will be discussed together with looking when and under what circumstances termination should occur. Additionally, this course will assist with the construction of individualized career plans for each student.

5070 Team Leadership (2 sh)

This course is based on the premise that today's world increasingly depends upon collaboration for success. Teams are currently touted as the primary organizational unit in which the collaborative effort takes place. Students will investigate the arguments for and against teams and teamwork. Through exposure to theoretical knowledge and experiential learning technologies, the students will identify when teams are, and are not appropriate, as well as examine what is required to create a truly effective, high performing team.

5085 Employment Law (2 sh)

This course assists students in becoming knowledgeable about the legal principles that affect employment law in the United States. The course examines various employment laws with which organizations must comply and the legal rights and responsibilities of employees and employers. Prerequisite: SBNM-5030.

5090 Compensation and Benefits Administration (2 sh)

This course involves students in the application of compensation principles to organizational objectives. It includes the strategic use of compensation systems for attracting, motivating and retaining highly qualified employees. Both direct and indirect compensation are discussed in the context of organizations. The course offers an opportunity to develop competence in making informed and strategic compensation decisions. Prerequisite: SBNM 5030.

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

This is the capstone course for the study of human resources. A final paper that integrates all human resource areas for a particular organization will be required. Quantitative as well as qualitative concepts, approaches, and techniques will be emphasized. Will include metrics for measuring outcomes and assessments as well as strategy. Prerequisite: SBNM 5010, 5011, 5030, 5035, 5040, 5060,

5110 Financial Accounting (2 sh)

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

5111 Managerial Accounting (2 sh)

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

5120 Cost Accounting (2 sh)

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

5121 Advanced Cost Accounting (2 sh)

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

5130 Corporate Tax Accounting (2 sh)

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

5200 Global Macroeconomics for Managers (2 sh)

Given the ever-increasing, complex interdependency between international economies, this course is intended to give business and nonprofit organizational leaders an understanding of how to better

manage operations in the context of supply, demand, competition, economic and trade policies in a global marketplace. The course will focus on macroeconomic topics such as gross domestic product, income and employment and combine them with absolute and comparative advantage theories that drive the continuous need for international trade. Global economic topics, such as the IS-LM model, cultural comparisons and foreign trade policy will help form the fluidity of both domestic and international business interactions from both diverse and Christian ethical perspectives.

5210 Macroeconomics (2 sh)

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

5211 Global Economics (2 sh)

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

5212 Microeconomics for Managers (2 sh)

In this course, students explore how the economic fundamentals, such as scarcity, supply and demand, business cycles, elasticity and productivity, influence the planning and behaviors of both businesses and nonprofit organizations. Real world examples are used to apply content in professional context. Additionally, attention is paid to the ethical dilemmas and moral responsibilities that accompany managing a firm.

5220 Econometrics (2 sh)

This course combines mathematical methods with economic and business models in order to develop and provide empirical content for these models. This approach is appropriately applied in the solution of practical problems. In addition, these methods allow for a more precise analysis of relevant economic and business issues. Accurate and measurable analysis is the basis of the formulation of appropriate policy. Such policy may take the form of setting macroeconomic or microeconomic goals, or in the development and application of strategic objectives of business firms. Econometric methods and applications provide a significant basis for making more reliable economic and business decisions. Prerequisite: SBNM 5200, 5212.

5230 Industry and Competitive Analysis (2 sh)

This course develops methods for the analysis of the organizational, technological, industrial, and informational structure of the business firm's competitive environment. In the process of introducing and developing applied business research methods and case studies, the competitive and strategic decisions made by firms will be assessed and evaluated. Managers must have a relevant and

reliable understanding of competitive and industrial conditions, and the ability to analyze information and manage in a variety of new and changing situations. Ethical considerations and social responsibility are consistently included and explored in the process of discussing business decision making.

5250 Healthcare Economics and Finance (2 sh)

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

5310 Managerial Finance (2 sh)

This course challenges students to prioritize and execute on their fiduciary responsibilities to first and foremost provide sufficient returns to investors. Course content includes projecting financial statements, creation of net present valuation models, determination of a firm's optimal capital structure, and ascertaining firm value through valuations. Particular attention is paid to the tension between the fiduciary responsibility and the ethical ramifications of focusing on shareholder returns. Case studies are used to apply content to professional context. An online test of competency in using Excel will be required as a part of the course. Prerequisite: SBNM 5110.

5311 Financial Decision Making (2 sh)

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

5320 Investment Management (2 sh)

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

5321 Financial Modeling (2 sh)

This course studies the planning, design, development and applications of a financial model. The focus of the course is a comprehensive, applied, project deliverable executing many financial concepts acquired earlier in the program. The skills applied include: construction of a pro forma balance sheet, income statement and cash flow statement; defining business drivers and assumptions; estimating the cost of debt; establishing an equity structure; calculating the weighted average cost of capital; assessing tax, depreciation and amortization effects; and performing enterprise valuations using the discounted cash flow and multiples techniques. The model will be used to estimate scenarios, including the capstone which involves a simulated negotiation of an acquisition opportunity. Prerequisite: SBNM 5310.

5350 Nonprofit Financial Management (2 sh)

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

5351 Nonprofit Financial Decision Making (2 sh)

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

5411 Quantitative Decision Analysis (2 sh)

The objective of this course is to develop quantitative and statistical thinking and problem solving skills. The topics include General Problem Solving, Elementary Probability Models, Linear Regression, Forecasting, Linear Programming, and Inventory Management Models. For each topic, there are analytical and managerial components of the weekly course activities. On the analytic side, quantitative problems must be solved using Excel. From the managerial perspective, online discussions and papers are assigned with the intent to explore and consider how these quantitative tools are used in business as well as understanding both their benefits and limitations. An online test of competency in statistics and quantitative foundations will be required as a part of the course.

5412 Operations and Supply Chain Management (2 sh)

This course introduces the principles of Operations and Supply Chain Management from a global perspective. The course follows the Supply Chain Operations Reference (SCOR) model that is built on six distinct business processes: Plan, Source, Make, Deliver, Return, and Enable. The focus is both managerial and analytical from a strategic perspective. There will be weekly discussions and problems to be done in Excel. Papers and case studies will also be used to support learning. The context will be as "real world" as possible with participants sharing and challenging their experiences. Each week one of these business processes is covered. The course finishes with managing the overall process. Prerequisite: SBNM 5411.

5413 Project Management (2 sh)

This course introduces the systematic process, management, and analysis of program and project management. Project Management is the key method for organizing, planning, and controlling complex projects such as new product development, implementing

a new company wide computer (ERP) system, to building a state of the art plant or warehouse. Topics include: project selection and definition, work breakdown structures, risk management and statistics, project life cycle, resource planning, charts and diagrams, scheduling, critical path determination, project monitoring, and management reporting. Project management software is used as a tool in developing real life mini-cases. Discussions and papers will be used to develop the managerial and organizational perspectives of Project Management.

5420 Quality Management and Productivity (2 sh)

Quality and productivity management and improvement is a critical part of long term business performance. This course addresses the history of quality, explores the differences between quality and productivity from both managerial and ethical perspectives. Total Quality Management, Six Sigma, and Business Process Reengineering used in conjunction with Enterprise Resource Planning (ERP) implementation are the best practices introduced, reviewed, and discussed. Particular attention is paid to the role of these and other quality and productivity methods in today's business environment. Prerequisite: SBNM 5411, 5412.

5440 Electronic Commerce (2 sh)

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

5450 Information Technology (2 sh)

This course is designed to introduce graduate students to the science of information technology. Managers use information technology not only to present and deliver information but also to solve their organizational problems. There have been many changes in this field in the past and more changes will occur in the future. Trends like increased competition, performance improvements, expanded capacity, increased capabilities of software, and the expansion of the internet, all affect managers. Modern managers need to apply their knowledge of information technology tools to solve problems and find new opportunities to improve their organization. The students will be exposed to how information technology affects the strategy, e-business, organizational structure, business processes, and resource allocation of the organization as a whole. The course will address these topics in the context of Enterprise Resource Planning systems, data management and integrity, cyber security, big data, and the people/IT interface.

5510 Principles of Healthcare Management (2 sh)

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

5530 Entrepreneurship (2 sh)

This course focuses on the initiation of new business ventures as contrasted with the management of ongoing enterprises. The course

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

5560 Managing International Business I (2 sh)

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

5561 Managing International Business II (2 sh)

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

5570 International Business Experience (2 sh)

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

5580 Business Law for Managers (2 sh)

Businesspersons have a duty to act ethically in the conduct of their business affairs, and businesses have a responsibility not to harm society. It is incumbent upon all who pursue careers in business and nonprofit management to be familiar with fundamental legal concepts, how the law operates, and why. This course is an introduction to the foundational concepts in business law. It examines the fundamental legal principles under our federal and state legal system, including constitutional rights, the different sources of laws and regulations, the litigation process, and the legal principles relating to the formation of contracts. Emphasis is placed on contract concepts, since they are fundamental to the way business is transacted. By the completion of this course, students will have a grasp of the legal framework within which they will live and work. Prerequisite: SBNM 5010.

5590 Organizational Communication (2 sh)

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

5610 Marketing Analysis and Consumer Behavior (2 sh)

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

5611 Advanced Marketing Management (2 sh)

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

5620 Branding and New Product Innovation (2 sh)

Branding and product innovation dynamically interact and play a strategic role in marketing. Brands grow out of innovation, and innovation is the lifeblood of a brand. The challenges and opportunities of branding and the tactics and tools to create and build brand equity are addressed. Also examined are the techniques used to successfully manage the new product development (NPD) process from opportunity identification, concept generation and evaluation, product design, market testing, sales forecasting to launch. Branding and NPD principles are applied in case studies and projects. Prerequisite: SBNM 5610.

5630 Integrated Marketing Communications (2 sh)

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

5650 Digital Marketing (2 sh)

This course examines how interactive technologies impact industries, redefine organizational structure and culture, and influence supply and demand. The course addresses popular e-business models and their impact on consumer behavior. The majority of the

course explores how organizations can leverage e-enabled strategies across the marketing mix to achieve competitive advantage. Also addressed will be the impact of these new business models on organizational culture, emerging opportunities that may shape the future of business and marketing, and ethical issues in e-marketing.

5680 Nonprofit Marketing Analysis and Consumer Behavior (2 sh)

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

5681 Advanced Nonprofit Marketing Management (2 sh)

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

5700 Principles of Church Administration (2 sh)

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

5705 Multi-Sector Convergence and Social Responsibility (2 sh)

Focusing on the interplay among the corporate, government, and nonprofit sectors, this course will address the issues and current trends in corporate social responsibility and sustainability. The triple bottom line of social, environmental, and economic results will be explored. Topics covered include: sustainability, public private partnerships, corporations' role in climate change, supply chain responsibility, stakeholder engagement, cause and social marketing, environmental responsibility, socially responsible investing, sustainability reporting, transparency, and human rights.

5710 Nonprofit Management: Theory and Application (2 sh)

A foundation course examining the origins and societal role of private nonprofit organizations including their social, political, economic, cultural, and ideological importance in American society and compared against the global non-governmental sector and organizations. Major types of nonprofit organizations are studied, as well as distinguishing organizational characteristics of third-sector institutions as contrasted with business and government organizations. Current trends in the nonprofit sector and projections for the future are analyzed.

5720 Nonprofit Board Governance and Volunteer Management (2 sh)

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

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

This course analyzes major aspects of federal, state and local laws affecting nonprofit organizations and explores the dynamics of

interdependence between nonprofit organizations, government, and the public policy process. Prerequisite: SBNM 5710.

5740 Higher Education Administration (2 sh)

This course explores the historical and contemporary forces that have shaped and impact higher education administration practice, including the roles and relationships among primary actors within the organization (faculty, staff, students, board members), government policy, legal decisions, economic issues, and trends within culture and society.

5741 Higher Education Organization and Governance (2 sh)

Provides an overview of the organizational characteristics and processes of colleges and universities with an emphasis upon the governance structure, i.e., the process for making major policy decisions. Additionally, students will be introduced to the sources of power and influence typically found in academic organizations, along with the primary issues related to organization and governance of higher education.

5742 College Student Development and Administration (2 sh)

The course explores characteristics of contemporary college students, the major theories of college student cognitive development and behavior, and their implications on campus environments, student retention, services, and professional practice. The course also examines the role of student affairs functions and leadership within the larger university. Prerequisite: SBNM 5740.

5745 Curriculum in Higher Education (2 sh)

Provides a comprehensive understanding of curricula found in higher education. The course will briefly examine the historical and philosophical foundations from which current curricular models developed. Also included will be coverage of current practices in curriculum development in colleges and universities. Specific attention will be given to the role and impact of assessment and accreditation as related to curriculum development. Prerequisite: SBNM 5740.

5746 Law of Higher Education (2 sh)

This course is designed to assist students in becoming knowledgeable about the fundamentals of American law that directly and indirectly impinge on the teaching, learning, and administrative environments of higher education institutions in the both the public as well as the private sectors. There are diverse sources of law that impact American higher education in numerous ways and this course is designed to enhance student understanding and appreciation for this complexity as well as for the ethical issues which surround the application of law in the university or college setting. This course will consider legal issues within the historical context of higher education and the forces which shaped it. Specific attention will be given to the broader political, social, cultural, and economic context within which higher education was established and continues to develop today. Prerequisite: SBNM 5740.

5747 Enrollment Management in Higher Education (2 sh)

This course examines the role of enrollment management from multiple perspectives in an institutional context, taking a holistic approach from student inquiry through engaged alum. Using a strategic enrollment planning approach as a model, the course explores admissions policies and practice, including issues of access, diversity, and legal considerations, pricing and financial aid models and trends, data management for informed decision making, and application of best practices for student retention. The course also explores how enrollment leaders can establish a culture of student enrollment on campuses. Prerequisite: SBNM 5740.

5770 Fundraising for Nonprofit Organizations (2 sh)

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

5771 Annual Gift Fundraising for Nonprofit Organizations (2 sh)

This course takes an in-depth look at the annual give techniques and processes by which financial resources are secured by nonprofit managers and fundraisers. Attention is given to direct mail, phonathon, email, event, and social media fundraising programs for individuals along with advances in technology and research for fundraising. Prerequisite: SBNM-5770.

5772 Capital Campaigns and Major Gift Fundraising (2 sh)

Capital campaign and major gift fundraising will be explored within the context of a broad fundraising program for nonprofit organizations. The course includes preparing, planning, managing, and implementing a capital campaign with major gift donors. Special topics will include financing the campaign, major gift solicitation, board involvement in fundraising, campaign structure, and volunteer networks. Prerequisite: SBNM-5770.

5773 Grant Writing for Foundations and Corporations (2 sh)

Grant writing will be explored within the context of philanthropic and marketing programs at charitable foundations and corporations. The course will build skills in written communication with multiple opportunities to write case statements, grant proposals, cover letters, and stewardship pieces. Topics will include theory and practical application. Prerequisite: SBNM 5770.

5774 Planned Giving for Nonprofit Organizations (2 sh)

Planned giving will be explored within the context of the estate planning and philanthropic giving options for individuals. This course will include not only the more technical description of giving vehicles (e.g., charitable gift annuities, charitable remainder unitrusts, and charitable lead trusts) but will concentrate on the marketing and management aspects of a planned giving program. Prerequisite: SBNM-5770.

5780 Measuring Outcomes and Assessment (2 sh)

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

5790 Nonprofit Strategic Planning and Management Capstone (2 sh)

This course is the capstone for the MNPA and MHEA degrees. The primary objective of the course is the development of a perspective of the executive leader's job and responsibilities from a conceptual as well as operating standpoint. Within this context, elements to be studied include: governance structure and issues, establishing and reinforcing the nonprofit organization's mission and values, delineating an effective strategy, developing and using information flows to provide management control and performance and effectiveness evaluation, structuring the organization, and allocating human and financial resources. Ethical issues will be discussed throughout the course as pertaining to the nonprofit environment. MNPA Prerequisite: SBNM 5010, 5011, 5350, 5351, 5680, 5705, 5710, 5720, 5730, 5770, 5771, 5780. MHEA Prerequisite: SBNM

5010, 5011, 5350, 5680, 5740, 5741, 5742, 5745, 5746, 5747, 5770, 5780.

5910 Topics in Management (2 sh)

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

5970 Internship (1-4 sh)

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

5990 Change Leadership (2 sh)

This course addresses the application of leadership skills to transform organizations. The external and internal drivers of organizational change are explored and systems archetypes are utilized to analyze the root causes of organizational issues that must be dealt with in order for change initiatives to be successful.

5992 Strategy for Competitive Advantage (2 sh)

This course covers the core foundations of both business-level and corporate-level strategy. The course is designed to introduce a wide variety of modern strategy frameworks and methodologies, including, mission, goal, strategy formulation, strategy implementation and strategy evaluation. Strategic techniques include Industry Analysis, Analysis of the Competitive Environment, and SWOT Analysis. Additional topics covered include strategic thinking, competitive advantage, vertical and horizontal integration, global/international strategy, and strategy implementation topics including organization, operations, leadership, and culture. The outcome of this class is a foundation for understanding the strategies and analytics tools needed to develop and improve a firm's competitive advantage, formulate a firm's strategy, and make quality, reasoned business decisions. Case studies are used as the primary teaching method in this course to understand the frameworks/methodologies and gain a perspective on their application. Prerequisite: SBNM 5200, 5212, 5310, 5610.

5993 MBA Capstone (2 sh)

This course brings together disciplines students have encountered during the North Park SBNM MBA program. Students develop an integrated understanding of business planning and strategy, using a computer-based management simulation (Capstone® Business Simulation) to plan and test strategies in a competitive environment. Capstone is built around a complex, multi-round simulation game that requires students to integrate concepts and tools from much of the MBA curriculum. Student teams will compete in a market environment in which they will need to make financing, investment, pricing, production, product choice, channel, and marketing decisions. Supply chain relationships will require negotiations with other teams. Task allocations within teams will require effective teamwork and management. Historical data will

provide a basis for modeling and statistical analysis. Additionally, attention is paid to the ethical dilemmas and moral responsibilities that accompany managing a firm. The class will culminate in presentations to a panel of judges who will evaluate each company for potential acquisition based on accumulated cash flow, future profit potential, sustainable competitive advantage, and management's leadership. Prerequisite: SBNM 51010, 5011, 5110, 5111, 5200, 5212, 5310, 5311, 5411, 5610, 5705, 5992.

5995 Strategic Planning and Group Facilitation (2 sh)

This course serves as the capstone course for the Master of Organizational Leadership and will emphasize the application of leadership knowledge, gained throughout the degree coursework, to the strategic planning process. Additionally, the course is designed to introduce a wide variety of modern strategy frameworks and methodologies, including, mission formulation, values articulation, vision building, stakeholder mapping, competitive environment scanning, SWOT analysis, strategy formulation, strategy implementation and strategy evaluation. Finally, the students will practice the use of group facilitation skills in the application of course concepts. The outcome of this class is a foundation for the application of consensus driven strategies and analytics tools needed to develop and improve a firm's competitive advantage while enhancing organizational communication and building a collaborative culture. Prerequisite: SBNM 5010, 5011, 5030, 5040, 5041, 5060, 5070, 5200, 5705, 5710, 5780, 5990