



Course Catalog & Student Handbook 2016 - 2017



KENNEY

C O L L E G E

Master of Business Administration

1420 Celebration Boulevard, Suite 200
Celebration, FL 34747
Toll Free Phone: 1 (888) 275-2159
Fax: (925) 281-5641
<https://kenneymba.com>

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KENNEY COLLEGE

Thank you for taking the time to learn more about Kenney College. Our graduate school is small by design, so we can deliver a tailored educational experience. From humble beginnings, our school is developing a reputation for both innovation and academic quality. Of course, this reputation is enhanced by our small -- but growing -- group of talented alumni. Our graduates are doing amazing things as entrepreneurs, artists, educators, and corporate managers.

Our team is committed to the principles of social entrepreneurship. Kenney College provided each of our 2016 graduates with a 100% tuition-scholarship. Going forward, we will continue to help our students and alumni avoid the dangers of student debt. We intend to also offer 100% tuition scholarships to students accepted in the 2016 - 2017 academic year.

Our commitment to social entrepreneurship is discussed in detail on Page 26. This commitment includes providing educational resources to socially and/or economically disadvantaged business owners; and working with non-profit organizations to empower entrepreneurs and measure the economic impact of education on communities.

Please join us in building something special. We look forward to meeting you soon.

Dr. Matthew G. Kenney
President & Founder

Degree Awarded

At the completion of the academic program and upon fulfillment of all requirements and financial obligations students will be awarded the degree of Master of Business Administration (MBA). Students must successfully complete the 48 credit MBA program with a GPA of 2.75 or above.

Program Description

Kenney College offers one academic program: A Master of Business Administration with an emphasis on Entrepreneurship. This is a 48 credit program consisting of twelve courses. There are five course categories: Management; Marketing; Quantitative Studies; Business Fundamentals; and Entrepreneurship. The program is licensed for both online and in-site delivery.

Program Objective

Our objective is to offer an internationally respected Master of Business Administration degree with a specialization in Entrepreneurship. We strive to provide students with a high-quality academic program, which will have practical application to their careers.

All stakeholders benefit from an environment that explores business administration and entrepreneurship from scholarly, practitioner, and humanistic perspectives.

Kenney College is also committed to principle of social entrepreneurship. In an effort to assist our alumni, at our Initial Public Offering Kenney College will grant shares of stock to its graduates in an amount equal to each student's paid tuition. This program, which we call Alumni Advantage™, helps our graduates avoid the type of student-loan debt accumulated by MBA graduates of competing programs.



Our Mission

Our mission is enriching entrepreneurial minds by providing a different approach to teaching MBA students, and developing graduates who can effectively compete in the twenty-first century's global marketplace. Our leaders realize that different is not necessarily better, but better is always different.

Students who have entrepreneurial aptitude process information and learn differently than non-entrepreneurial students. This process isn't better or worse...just different. Traits that entrepreneurially inclined students generally possess, such as comfort with ambiguity; kinesthetic learning styles; autonomy; and risk taking are often not encouraged within traditional formats. Thus, we strive to provide an exceptional value proposition by offering a program of study ideally suited for adult learners, especially those with experiential learning styles.

Code of Ethics

Our founder, faculty, staff, and students are committed to fulfilling the historic mission of the academy, which is creating and disseminating knowledge for the benefit of humankind. Kenney College employees and students are dedicated to:

- Having a commitment to diversity and respect for all individuals regardless of race, gender, religion, sexual orientation, or nation of origin.
- Maintaining workplace and classroom environments free of sexual innuendo, conflict of interest, or harassment.
- Promoting personal and professional development via meritocracy. Creating an environment where academic freedom is honored and encouraged.
- Enriching the lives of community members by ethically leveraging our talents and resources.
- Adhering to the highest standards of academic honesty.



A Different Learning Model

Entrepreneurial students tend to be kinesthetic learners, who are motivated by achievement, value autonomy and are more flexible and comfortable with ambiguity. People with entrepreneurial personalities also have a greater drive for control. Thus, the traditional classroom based academic model that stresses lecture and generalized assignments is not congruent with the entrepreneurial learner's cognitive process.

Kenney College was founded and is governed by educators who appreciate how entrepreneurs learn; and know how to instruct kinesthetic learners. The scientific evidence is clear: Entrepreneurs think, act and learn differently than traditional students. Accordingly, we educate a little differently .



Learning Methodology

All synchronous and asynchronous communication between students and faculty is conducted via a virtual campus. Students have 365 day per year access to the following:

A comprehensive digital library of e-books, periodicals and leading journals.

Access to classrooms featuring discussion boards, multimedia presentations, web links and interaction with fellow students.

Asynchronous discuss boards and threads.

Real time participation and virtual interaction with professors.

Archived chat sessions offering the ability to review student/faculty verbal and visual communications.

Technical support.

Online syllabi and grading rubrics.

Measurable course and learner outcomes.

The learning methodology employed by Kenney College is unique within academia. Because we are a boutique graduate school, we can focus on the needs of individual students.

Many of our students are either self-employed or interested in self-employment. Therefore, our professors work with students to show how the concepts discussed in class have practical application to a student's current or future business.

Many MBA programs prepare students for a corporate career path. While this is important work, and companies within Corporate America work with competing schools to equip graduates with skills tailored to corporate careers, our focus is on applying business knowledge to entrepreneurial settings.

Graduate students will be required to satisfactorily complete 48 course credits while maintaining a grade point average of 2.75.

All required course work must be completed before a degree will be awarded. It is expected that full-time students (two courses per term) will complete the program in approximately one-year. Kenney College uses a cohort model. Students normally begin and complete the MBA program as a group.

Accreditation

Kenney College is currently an unaccredited institution of higher education. While accreditation will be sought in the future, as an unaccredited institution Kenney College is unable to facilitate or accept state or federal financial aid.

Admissions Requirements

Applicants seeking entrance into the Master of Business Administration program will need to demonstrate they graduated from a regionally or nationally accredited college or university.

Neither the GMAT nor GRE will be required for admission. We believe standardized tests often are not an accurate reflection of a learner's abilities. TOEFL scores are not required for international students, however, proficiency in written and spoken English is required for admission.

Description of Credit Units

Kenney College utilizes a semester credit system. Each semester is eight weeks in duration. Each course taken during the semester is four (4) credits.

Course participation activities include reading, writing, research, and communication with faculty. Lower level courses need to be completed in lock-step fashion and a student may not progress in the program if he/she earns an F grade in a course. The course must be repeated and completed with a grade of C or higher.

Duration

Semesters are 8 weeks in duration. Full-time students (2 classes per term) will complete the program in approximately one year.

Tuition

Tuition is \$495 per credit hour. Each four (4) credit course is \$1,980. There is no charge for e-books, supplies, tools, equipment or student activities. Additionally, there are no service charges, rental charges, deposit charges or other applicable fees or charges.

Refund Policy

Students are entitled to a 100 percent refund of tuition within three working days of signing the enrollment agreement. Refunds shall be made within 30 days of the date authorized Kenney College representatives determine that the student has withdrawn. Should a student's enrollment be terminated or canceled for any reason, all refunds will be made according to the following refund schedule:

Cancellation can be made in person, by electronic mail, by Certified Mail or by termination.

All monies will be refunded if the school does not accept the applicant or if the student cancels within three (3) business days after signing the enrollment agreement and making initial payment.

Cancellation after the third business day, but before the first class, will result in a refund of all monies paid.

Cancellation after attendance has begun, but prior to 40% completion of the course, will result in a Pro Rata refund computed on the number of hours completed to the total program hours.

Cancellation after completing 40% of the program will result in no refund.

Termination Date: When calculating the refund due to a student, the last date of actual attendance by the student is used in the calculation unless earlier written notice was received.

Refunds will be made within 30 days of termination of the student enrollment or receipt of a cancellation notice from the student.

Academic Standing

Graduate students must maintain a 2.75 on a 4.0 scale to remain enrolled. Once a GPA drops below 2.75 students will be placed in academic opportunity status. Students will have the opportunity to raise their grade by working with faculty in areas where they are having difficulty. If a student maintains a GPA below 2.75 for three consecutive terms he/she may be withdrawn from the program at the discretion of the Academic Dean.

Library Resources

Students have access to comprehensive reference materials within the virtual campus library, including:

High Beam Research (formerly E-Library) - As part of their tuition students can access sources from over 3,500 academic journals, newspapers, trade journals, book reviews, and business periodicals. In total, over 60 million articles are available.

World Public Library – Students have access to one of the world’s largest collection of e-books and manuals. Over 500,000 volumes across 100 academic disciplines are available for immediate download.

The following research databases are also integrated into our virtual campus:

Social Science Research Network - An abstract database containing over 184,600 scholarly working papers. Additionally, students have access to over 148,000 forthcoming articles in SSRN’s electronic paper collection.

Entrepreneurship Research & Policy Network (ERPN) – Administered by the Kauffman Foundation, this portal is dedicated to entrepreneurship education and features thousands of entrepreneurship related journals, conference proceedings, job announcements, calls for papers, and professional meetings.

Text Books and Course Materials

Students may elect to purchase a hard-copy of the text(s). Additionally, students will be required to have access to Microsoft Office.

Level of Instruction

MBA candidates will develop research skills and apply academic theory to practical workplace situations. Graduate students receive a level of instruction commensurate with respected regionally accredited colleges.

Students and faculty will interact to discuss course concepts. Additionally, faculty are actively engaged in discussion board assignments.

Transfer Credits

Due to our highly customized delivery and instructional model, and detailed course outcomes, Kenney College does not accept transfer credits from other graduate schools of business. Transfer of credit from this institution is at the discretion of the receiving institution. Credit is not provided for life experience or prior learning at other graduate institutions and no proficiency tests are accepted in lieu of required courses.

Technology & Security

Students have the ability to access courses 24 hours a day, 365 days per year. Features of our virtual campus include:

<ul style="list-style-type: none">• Self-Paced Study• Downloadable Materials• Centralized Database for Record Keeping• Course Assignment Engine• Technical Support• Video conference capability• Secure and confidential grade book	<ul style="list-style-type: none">• Whiteboards• Streamed Video• Discussion Boards• Chat and Message Forums• Desktop and Application Sharing• Online Tests and Transcripts• Live Events and Lectures
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Students will have a dedicated student advisor to provide a tutorial and answer any questions. Questions received after hours and receive an answer the next business day.

To access course materials students must have 56K dialup, Cable or DSL Internet Access. Firefox 1.5 and above, IE 5.5 sp2 and above or Netscape 7.2 and above; Adobe Flash Player and Acrobat (4.0 and above). Cookies must be enabled in your Internet Browser.

Students will be required to use MS Office applications, such as MS Word, Excel and PowerPoint. This software can be purchased directly from Microsoft and various retailers.

Graded assignments are maintained digitally on the virtual campus and remain confidential, accessible only to the student; faculty member; and authorized Kenney College administrators responsible for outcomes assessment.

Description of the Course Numbering System

Courses fall within one of five instructional categories: Management, Marketing, Quantitative Studies, Business Fundamentals, and Entrepreneurship.

Each course is designated a three (3) letter / three (3) digit course number. This course numbering system is utilized throughout the virtual campus and course syllabi. The abbreviations are as follows:

- Management courses (MGT)
- Marketing courses (MRK)
- Quantitative studies (QNT)
- Business fundamentals (BUS)
- Entrepreneurship (ENT)

The number following the three letter abbreviation indicates the progression of courses. Lower number courses must be satisfied before higher-level courses can be completed within an instructional category. The numbering system is as follows:

500 Level Courses: The first required course within an instructional category.

550 Level Courses: The second course taken within an instructional category.

570 Level Courses: The third course taken within an instructional category.

Course Structure

Management	Marketing	Quantitative Studies	Business Fundamentals	Entrepreneurship
Organizational Behavior	Marketing Theory and Practice	Financial Management	Business Communications	Intrapreneurship
Leadership in Practice	Branding & Positioning	Creative Financing Methods	History of Commerce and Entrepreneurship	Feasibility Analysis and Business Planning
Innovation and Change Management	Internet Strategies			

Master of Business Administration with a Specialization in Entrepreneurship required courses. All courses are 4-Credits

MGT500 Organizational Behavior (4 Credit Hours)

Students will review scholarly sources to provide insight into various organizational behavioral phenomena, including company culture, team building, job satisfaction, reward systems, diversity and conflict management. Effective team building and diversity strategies will be explored in detail.

Course Outcomes:

At the conclusion of this course students will be able to:

- Define organizational behavior and its core dimensions.
- Define and understand corporate culture.
- Identify antecedents and determinants of job satisfaction.
- Determine the most effective scales available to measure organizational variables, including the MLQ and Job Descriptive Index.
- Elaborate on the roles of OB strategy within organizations.
- Identify effective and ineffective organizational strategies.
- Create a diversity strategy for an organization.
- Articulate the differences between management and leadership.
- Understand the role managers play in shaping organizations.
- Understand the role pay and reward systems play in employee satisfaction.
- Utilize internet resources to assemble secondary OB research.
- Present research findings to peers.
- Define and discuss the types of organizational commitment.
- Demonstrate an ability to work effectively in teams.
- Present papers that adhere to APA format guidelines.

MRK 500 Marketing Theory and Practice (4 Credit Hours)

This course reviews the primary elements of the Marketing Mix and advanced marketing concepts such as customer service, brand loyalty, consumer re-purchase intention and market segmentation. Influential scholarly works are reviewed and critiqued. Upon completion of the course students will have an understanding of foundational marketing concepts and possess the ability to write a marketing plan.

Course Outcomes:

At the conclusion of this course students will be able to:

- Define a market, marketing and the key dimensions of the marketing mix.
- Provide examples of effective marketing.
- Discuss the various types of market segmentation techniques.
- Explain the marketing within organizations.
- Define customer service and customer loyalty.
- Articulate the relationship between customer service and brand loyalty.

MRK 500 Marketing Theory and Practice (continued)

- Articulate the relationship between marketing and firm performance.
- Present an overview of the contributions of marketing theorists.
- Create a value proposition for a hypothetical brand.
- Conduct an analysis of a firm's current marketing strategy.
- Identify effective and ineffective advertising campaigns.
- Discuss the importance of survey instruments in marketing.
- Create an online marketing survey.
- Understand the role marketing has on organizational behavior.
- Conduct competitive and market analysis.
- Present research findings to peers on discussion board forums.
- Demonstrate an ability to work effectively in teams.
- Present papers that adhere to APA format guidelines.

QNT 500 Financial Management (4 Credit Hours)

This course examines the financial decision-making process of executives and entrepreneurs. Subject areas included: reviews of financial statements and ratio analysis, the concepts of risk and return, the time value of money, analysis and valuation of bonds and common stocks, measuring the cost of capital, capital budgeting decisions, capital structure, dividend policy, risk management, and mergers & acquisitions. The course also emphasizes the applications of information technology in all phases of the analysis and decision-making processes.

Course Outcomes:

At the conclusion of this course students will be able to:

- Interpret cash-flow statements, income statements and balance sheets.
- Create pro forma financial statements.
- Perform ratio analysis.
- Elaborate on the roles of strategy, management, marketing and ethics on financial decision making.
- Identify effective and ineffective financial management strategies.
- Choose the ideal financing strategy for an entrepreneurial venture. Options include bootstrapping; debt, angel investment and venture capital.
- Articulate the differences between debt and equity financing.
- Understand the role of discounted cash-flow, time value of money, and interest have on financial decision making.
- Distinguish the characteristics of, and differences between stocks and bonds.
- Utilize internet resources to assemble financial data.
- Present research findings to peers.
- Demonstrate an ability to work effectively in teams.
- Present papers that adhere to APA format guidelines.
- Demonstrate an ability to work effectively in teams.
- Present papers that adhere to APA format guidelines.

BUS 500 Business Communications (4 Credit Hours)

This course prepares students to communicate effectively with organizational stake-holders via verbal and non-verbal methods. Emphasis is placed on communicating within teams and virtual environments.

Formal and informal communications within the workplace will be explored. The affect of body language, public speaking and emotional intelligence on professional development will be examined.

Course Outcomes:

At the conclusion of this course students will be able to:

- Define and discuss various ethical perspectives including utilitarianism, Kant's Categorical Imperative, and moral relativism.
- Articulate the role of ethics in society, business and decision making.
- Distinguish between values, morality, and ethics.
- Provide specific examples of ethical breakdowns and its consequences.
- Define and discuss Corporate Social Responsibility (CSR).
- Determine, through literature review, if CSR is empirically linked to enhanced firm performance.
- Explain how ethical decision making can be complicated by globalization related issues.
- Evaluate scholarly journal articles/case studies in the area of ethical leadership.
- Articulate how managers can stimulate and maintain an ethical workplace.
- Explain how ethical dilemmas and culture clashes can be mitigated with teams.
- Discuss the effect an appreciation of diversity can have on a manager's ethical decision making.
- Conduct an analysis of a firm's current leadership to determine if ethical business practices are being maintained.
- Identify scales available to measure the ethical climate of an organization.
- Present research findings to peers on discussion board forums.
- Demonstrate an ability to work effectively in teams.
- Present papers that adhere to APA format guidelines.

ENT 500 Intrapreneurship (4 Credit Hours)

The challenges and barriers of intrapreneurship within large and small firms are discussed and strategies for developing intrapreneurial initiatives are outlined. The works of leading intrapreneurship scholars, beginning with Joseph Schumpeter, will be reviewed and current academic literature will be examined.

Course Outcomes:

At the conclusion of this course students will be able to:

- Determine if there is a difference between entrepreneurship, intrapreneurship and corporate entrepreneurship.
- Predict the impact process efficiency tools, such as Six Sigma, can have on innovation within firms.
- Provide analysis of Pinchot's original work in the area of intrapreneurship.
- Provide written case studies and examples of intrapreneurship in action.
- Evaluate journal articles/case studies of intrapreneurial leaders.
- Identify and elaborate upon intrapreneurship antecedents.
- Discuss the relationship between intrapreneurship and financial performance.
- Articulate how managers can stimulate and measure intrapreneurial activity.
- Present an overview of the contributions of leading corporate entrepreneurship theorists.
- Understand the challenges associated with developing intrapreneurial employees.
- Conduct an analysis of a firm's current leadership and perform an intrapreneurship audit.
- Identify scales available to measure intrapreneurship.
- Analyze the impact of intrapreneurship on multi-national companies.
- Define the term Academic Intrapreneurship and discuss its role in higher education.
- Present research findings to peers on discussion board forums.
- Demonstrate an ability to work effectively in teams.
- Present papers that adhere to APA format guidelines.

MGT550 Leadership in Practice (4 Credit Hours)

Students examine the congruence between theoretical leadership principles and applied leadership within firms. Influential leadership models are reviewed and the leadership styles of successful executives are examined. Students will review scholarly and practitioner sources to provide insight into various leadership concepts such as culture and leadership, trait theory, transformational leadership, and situational leadership.

Course Outcomes:

At the conclusion of this course students will be able to:

- Determine their leadership style (authoritarian, democratic, or laissez-faire).
- Provide examples of leadership traits.
- Discuss transformational and situational leadership.
- Explain the role leadership plays in organizations.
- Discuss the challenges facing women and minority leaders.
- Discuss the relationship between emotional intelligence and leadership.
- Articulate the relationship between leadership and firm performance.
- Present an overview of the contributions of leadership theorists.
- Define and discuss the impact leaders have on firm diversity.
- Conduct an analysis of a firm's leadership.
- Discuss antecedents desirable and undesirable leadership attributes.
- Evaluate the challenges associated with leading virtual teams.
- Identify scales available to measure leadership potential (example: MLQ).
- Understand the importance of leadership training programs.
- Present research findings to peers on discussion board forums.
- Demonstrate an ability to work effectively in teams.
- Present papers that adhere to APA format guidelines.

MRK 550 Branding & Positioning (4 Credit Hours)

Students identify the antecedents of effective brand development and discuss strategic ways of positioning products and services in the marketplace. Segmentation techniques are explored in detail, as is the concept of mindshare. Additionally, students will identify how to build a brand name and strong brand identity via advertising.

MRK 550 Branding & Positioning (continued)

Course Outcomes:

At the conclusion of this course students will be able to:

- Define branding and positioning.
- Provide examples of effective branding.
- Explain the concept of brand extensions.
- Define and explain mindshare and its role in branding.
- Identify the various advertising and promotional strategies available to brand managers.
- Choose a brand name for a start-up company.
- Position services.
- Create a brand portfolio.
- Discuss the various stages of the product life cycle.
- Conduct an analysis of a firm's current branding strategy.
- Identify effective and ineffective branding campaigns.
- Present research findings to peers on discussion board forums.
- Demonstrate an ability to work effectively in teams.
- Present papers that adhere to APA format guidelines.

QNT 550 Creative Financing Methods (4 Credit Hours)

Foundational accounting concepts are reviewed and guerrilla financing techniques for entrepreneurial and intrapreneurial ventures are identified. Case studies of successful firms are reviewed, and concepts discussed include pro-forma financial statements, contract manufacturing, strategic alliances, debt and equity financing. At the conclusion of this course students will be able to identify the appropriate financing alternatives for a start-up venture and present a financial plan for either a debt or equity financier.

Course Outcomes:

At the conclusion of this course students will be able to:

- Create pro forma cash-flow statements; income statements and balance sheets.
- Define debt and equity financing.
- Distinguish between angel investors and venture capitalists.
- Provide case analysis that reflects creative financing in practice.
- Create a financing strategy for a real or hypothetical venture.
- Develop a contract manufacturing strategy.
- Understand the role and importance of accounting within a business.
- Create and interpret accounting statements.
- Perform case study analysis relative to business financing.

QNT 550 Creative Financing Methods (continued)

- Identify, via secondary research, prospective strategic partners and contract manufacturers.
- Discuss the role of outsourcing as a cash-flow strategy.
- Define depreciation and discuss its role in accounting.
- Incorporate tax planning into a creative financial strategy.
- Understand how to carry a loss forward.
- Distinguish between accounting and finance.
- Distinguish between investments and expenses.
- Identify challenges and opportunities associated with global outsourcing.
- Calculate profit margins.
- Present research findings to peers.
- Demonstrate an ability to work effectively in teams.
- Present papers that adhere to APA format guidelines.

BUS 550 History of Entrepreneurship (4 Credit Hours)

The role of the entrepreneur throughout history is examined, as are the contributions of influential entrepreneurs; corporate and non-profit leaders whose talent and vision changed industry and societal paradigms. Key issues discussed include formal management systems, globalization, the rise of technology, the role of finance, and the development of business culture.

Course Outcomes:

At the conclusion of this course students will be able to:

- Discuss competing economic theories and their impact on business history.
- Articulate the impact the acceptance of management as a social science had on business history.
- Define the term Globalization and discuss the role international trade has played in human history.
- Synthesize and articulate the development of conglomerates and entrepreneurship throughout history.
- Discuss the effect formalized banking systems have had on commercial ventures.
- Understand the role of formal corporate governance and the primary responsibilities of directors, advisors and stockholders.
- Discuss how a business culture develops and the influence of entrepreneurs in the process.
- Identify and discuss the impact MBA programs have had on multi-national corporations.
- Present research findings to peers on discussion board forums.
- Demonstrate an ability to work effectively in teams.
- Present papers that adhere to APA format guidelines.

ENT 550 Feasibility Analysis and Business Planning (4 Credit Hours)

In this course students learn how to develop a feasibility analysis and business plan for a small business. Students will have the academic freedom to choose a business they may like to pursue as an entrepreneurial opportunity. Then, will perform an initial feasibility analysis to determine if the idea is viable. Once a feasible idea is developed the student will create a business plan suitable for presentation to a financier.

Course Outcomes:

At the conclusion of this course students will be able to:

- Complete a feasibility analysis on a business idea.
- Articulate the criteria by which an idea should be considered feasible.
- Identify antecedents of entrepreneurial success within a given industry.
- Develop a comprehensive business plan for a venture of their choosing suitable for presentation to a lender or investor.
- Create a marketing plan that includes a competitive analysis; market research and promotional strategy.
- Create a break-even analysis and estimate required cash-flow over a 36 month period.
- Develop a human resource management plan that identifies the roles and responsibilities of the founder and his/her employees.
- Discuss how to correlate human resource requirements to projected revenue.
- Create a stakeholder strategy that outlines the responsibilities of all professional service providers and vendors.
- Perform pro forma balance sheets, income statements, and cash-flow statements for a 36 month period.
- Demonstrate proficiency with MS Office applications including Excel, Word and PowerPoint.
- Create and deliver an effective elevator pitch.
- Develop a social network.
- Identify strategic partnerships and rationalize why they should work.
- Discuss the role of a board of advisors and create a prospective board of directors.
- Present research findings to peers on discussion board forums.
- Demonstrate an ability to work effectively in teams.
- Present papers that adhere to APA format guidelines.

MRK 570 Internet Strategies (4 Credit Hours)

This is a strategy course discussing how successful companies implement B2B and B2C strategies. Historical analysis is performed as to why many once promising internet ventures failed to reach their potential. At the conclusion of this course students will possess the ability to craft an effective e-marketing strategy for a large or small business.

Course Outcomes:

At the conclusion of this course students will be able to:

- Discuss the historical evolution of e-business and e-commerce.
- Apply the various online advertising strategies available to marketers.
- Position online products and services.
- Utilize web-analytics in developing an online strategy.
- Define and discuss the following e-commerce terminology: search engine optimization; blogging; mobile marketing and viral marketing.
- Create and protect intellectual property and proprietary content.
- Execute an effective online promotional campaign.
- Present research findings to peers on discussion board forums.
- Demonstrate an ability to work effectively in teams.
- Present papers that adhere to APA format guidelines.

MRK 570 Innovation and Change Management (4 Credit Hours)

Entrepreneurial initiatives within firms of all sizes require innovation and invariably result in internal changes within an organization. In this course students will explore case studies and identify how innovation and change can be managed to achieve peak performance. Family business dynamics, including succession planning, will also be examined. At the conclusion of the course students will be able to anticipate the barriers entrepreneurial employees can expect to encounter and offer strategies for overcoming them.

Course Outcomes:

At the conclusion of this course students will be able to:

- Distinguish between innovation and entrepreneurship.
- Define and discuss the role of change management within firms. Understand barriers to innovation with companies.
- Explore case studies of effective change management in practice.
- Discuss the role of succession planning within family businesses.
- Define and discuss Corporate Strategy.
- Design strategies for implementing innovation within firms.

Grading/Student Assessment

Grading is an essential element of every assignment. Therefore, instructors and students will be provided with the following rubric, which is included in each course syllabus. Of course, faculty will provide detailed feedback to students as well as part of their evaluation. Students will be given a survey at the conclusion of each course to evaluate their professor's effort and quality of instruction (this information will be collected by the Academic Dean and student anonymity will be protected).

The purpose of grading is multi-fold: to provide feedback on how well a student is doing pertaining to course requirements, and to chronicle the student's professional development for appropriate recognition.

A	95-100%
A-	90-94%
B+	87-89%
B	84-86%
B-	80-83%
C+	77-79%
C	73-76%
C-	70-72%
D+	67-69%
D	64-66%
D-	60-63%
F	Below 60%

Explanation for Grades/Typical Factors:

Grade	Assesment	Assessment Factors
A	Excellent Graduate Level Performance	Superior MBA level work. Significant research and critical thinking demonstrated. Content free of grammatical and structural errors. Proper adherence to APA format.
A-	High Quality Performance	Demonstrates a comprehensive understanding of subject matter and illustrates above average research and writing skills. Only minor typographical and/or grammatical errors. Proper adherence to APA format.
B+	Slightly Above Expected Performance	Demonstrates critical thinking and a strong understanding of subject matter. Opportunity for improvement in areas of research and writing. Minor grammar, typological and/or APA errors.
B	Expected Performance	Demonstrates understanding of course content. Meets requirements with considerable opportunity for research improvement. Minor grammar, typological and/or APA errors.

B-	Slightly Below Expected Performance	Communicates average level of critical thinking and subject matter comprehension. Significant opportunity for improvement on research and writing skills. Minor grammar, typological and/or APA errors.
C+	Minimally Below Expected Performance	Demonstrates a good general understanding of subject matter. Research and writing skills below expected levels. Moderate grammar, typological and/or APA errors
C	Moderately Below Expected Performance	Communicates slightly below average comprehension of subject matter. Some critical thinking and research competency demonstrated with the opportunity for significant research and writing improvement. Moderate grammar, typological and/or APA errors.
C-	Significantly Below Expected Performance	Below average quality. Critical thinking and research presented is not performed at expected level. Moderate grammar, typological and/or APA errors.
D+	Greatly Below Expected Performance	Communicates knowledge of subject matter significantly below expected level. Critical thinking and research presented is not performed at expected level. Major grammar, typological and/or APA errors. Major grammar, typological and/or APA errors.
D	Considerably Below Expected Performance	Communicates knowledge of subject matter significantly below expected level. Critical thinking and research presented is not performed at expected level. Moderate grammar, typological and/or APA errors.
D-	Unacceptable Expected Performance	Far below expected performance. Little effort and/or research demonstrated.
F	Failure to Reach Any Identified Outcomes	Unacceptable Graduate Performance.

Academic Honesty

This course catalog/student handbook outlines a code of ethics that articulate standards of conduct for continued enrollment. Kenney College students must maintain the highest standards relative to academic honesty, respect for stakeholders, and adherence to the college's code of ethics. Any breach of academic honesty will result in immediate intervention from faculty members and the Academic Dean.

Upon the first incident of suspected plagiarism the student will be notified by the faculty member in writing with a copy of the correspondence forwarded to the Academic Dean. A plagiarism incident report will be placed in the student's file, but this first issue of plagiarism, whether accidental or intentional, will be resolved by the faculty member and student.

Subsequent charges of plagiarism against a student will result in a conversation between the student and the Academic Dean, at which point the Dean could dismiss the student from the college for violation of the school's academic honesty policy.

Grade Appeals

Students have the right to appeal their final grade. If a student disagrees with a professor's assessment of an assignment he/she should contact the instructor via email with their concern and request clarification on the point deductions. If the issue has not been resolved the student may request a grade appeal. At this point the Academic Dean will evaluate the assignment(s) and provide a grade based on the course rubric. This grade will be compared to the original grade and the Academic Dean will decide if a request should be made to the professor to change the original grade(s). However, students should note that the Academic Dean will only make this request if he/she feels grading bias has occurred.

Incompletes

In some cases students may have extenuating circumstances that interfere with their ability to complete a course as scheduled. In such occasions students may request an incomplete from their faculty member. Incomplete status provides students with additional time to complete course requirements. Professors may grant incomplete grades at their discretion. However, all coursework must be completed and graded prior to the awarding of a degree. Incomplete grades will reflect as an "I" on official transcripts.

Withdrawal

Students who withdraw from a course will be required to complete the course before graduation. Each course is required and may be completed as part of a subsequent cohort or independent study. Students who withdraw prior to the commencement of a course are entitled to a 100% tuition refund.

Course Outcomes & Satisfactory Academic Progress

Outcomes tell students exactly what knowledge and skills they will possess at the conclusion of the course. Outcomes are specific and measurable. Each course will have a syllabus where the outcomes are clearly identified.

Students must maintain satisfactory academic progress, which is defined as maintaining a grade point average of 2.75 or above (on a 4-point scale). Students with a grade point average lower than 2.75 will be placed on academic probation. Students will have the opportunity to raise their grade point average by working with faculty in areas where they are having difficulty. The purpose of academic probation is to provide individualized consideration for students.

A student may be withdrawn for unsatisfactory academic progress if he/she maintains a GPA of 2.75 for more than three academic terms. Students may appeal this action and seek reinstatement by following the conflict resolution procedures identified on Page 29 of this document.

All courses must be passed with a minimum grade average of 60%. Students who fail a course will be required to retake the course. A student will be withdrawn from Kenney College if he/she fails two courses and maintains a GPA of less than 2.75.





Kenney College is taking a leading role in modeling innovation and social entrepreneurship within academia. Currently, our MBA students receive 100% tuition scholarships. Our alumni are earning their degrees without assuming debt, which helps their businesses and families.

Of course, colleges need revenue to operate. Kenney College generates its revenue by providing research and educational services for organizations seeking to improve employee productivity and innovation. Our clients have seen increases in employee productivity of up to 38% in two years. The companies we help receive an excellent return on their educational investments.

Kenney College also generates revenue by partnering with non-profit organizations to conduct research. Like many research-oriented colleges and universities, Kenney College uses revenue generated from research to subsidize student tuition in the form of scholarships. However, we also share our educational resources with non-profit organizations and economic development agencies to help further their missions.

During this academic year, for example, our team is providing educational resources to small business owners in collaboration with economic development agencies. The value of the education on job growth, sales, profitability and other important areas of business will be measured. This research will make a major contribution to society by measuring the direct relationship between targeted education and small business success.

Kenney College has been quietly leading in the area of social entrepreneurship within academia since our founding. Our applied research has helped to save jobs within client companies, and created new career paths for many talented individuals. Leaders of for-profit and non-profit organizations, who are seeking innovative solutions to complex challenges, should feel free to contact us.

If you are a business owner or aspiring entrepreneur...we invite you to apply to our MBA program.

Faculty and Administrators

Dr. Matthew G. Kenney – President and Professor
A.S., B.S., M.B.A., Johnson & Wales University; D.B.A.,
Nova Southeastern University

Dr. Nile Khanfar – Professor
B.S., Northwestern State University; M.B.A., Ph.D.
(Pharmacy Administration), University of Louisiana
at Monroe

Dr. Dianne Daniels – Professor
B.A., University of Illinois; M.B.A., Purdue University;
D.B.A., Nova Southeastern University

Academic Calendar

Academic terms are eight (8) weeks in duration. The terms for the period of January 4, 2016 – January 8, 2017 are as follows:

<u>Term 1A</u> January 4, 2016 – February, 28 2016	<u>Term 1B</u> March 7, 2016 – May 1, 2016	<u>Term 1C</u> May 9, 2016 – July 3, 2016	<u>Term 1D</u> July 11, 2015 – September 4, 2016	<u>Term 1E</u> September 12, 2015 – November 6, 2016	<u>Term 1F</u> November 14, 2016 – January 8, 2017
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Our office will be closed on all Federal holidays. Students must be registered for a class, with all financial obligations satisfied, three (3) business days prior to the beginning of each term. Students will work with advisors to facilitate registration for each term approximately four (4) weeks prior to the official start date.

Statement of Legal Control

Kenney College Inc. is a private, for-profit corporation registered in the state of Florida.
Main office:

Kenney College, Inc.
1420 Celebration Boulevard, Suite 200
Celebration, FL 34747
1-(888)-275-2159

Board of Governors: Matthew G. Kenney, D.B.A; Jo Hamilton, Ph.D.; Nile Khanfar, Ph.D.;
Kenneth Proudfoot, M.M.S

Kenney College is licensed by the Commission for Independent Education, Florida
Department of Education. Additional information regarding this institution may be
obtained by contacting the commission at:

Commission for Independent Education
Florida Department of Education
325 W. Gaines St, Suite 1414
Tallahassee, FL 32399-0400
Toll-free Telephone: (888) 224-6684

Complaints Procedures

Kenney College faculty and staff are committed to providing a valuable educational service and will seek to resolve any complaints quickly and amicably. Please contact Dr. Matthew Kenney directly to discuss your concern. Our process for resolving complaints is to:

- Record in writing the nature and exact details of the complaint. A copy of the written complaint will be shared with all involved parties.
- A physical, virtual, or telephonic meeting will be arranged within two (2) business days of the official registration of the complaint.
- Every effort will be made to reach consensus among the parties. If agreement cannot be reached Kenney College will, at its expense, retain a certified conflict mediation specialist and abide by his/her recommendations.
- In case of unresolved conflict, contact the commission for Independent education, 325 W. Gaines St, Suite 1414, Tallahassee FL, 32399-0400.
Toll-free telephone: (888) 224-6684

Student Services: Policy of Academic Advisement

All students will be provided an academic advisor who will serve as a liaison between the student and the various facets of the organization. Student advisors will provide tutorials of the virtual campus for new and perspective students, provide assistance for course scheduling, assist in course registration and withdrawal, and answer general questions. Academic advisors will receive continuous training throughout the year to assure continuous process improvement.

Student Services: Policy of Financial Aid Advisement

Student advisors will be trained to facilitate communication between students and prospective private lenders. However, financial aid representatives will not make recommendation as to which lender a student should choose. Prior to enrollment students will receive a printed estimate of their total tuition. Students will be sent an invoice approximately four (4) weeks prior to term enrollment, and payment must be received three (3) days prior the official start-date of class.

Student Services: Policy of Personal Advisement

Kenney College does not have student counseling services or health services available to its students. Faculty and staff are not trained or qualified to advise students on personal or mental-health related issues. Requests for assistance are referred to qualified healthcare professionals within the student's geographic location.

Student Services: Policy of Placement Advisement

While the college will assist students with job placement, employment is not guaranteed upon completion of the program. Student advisors will, at the student's request, work to create a career strategy for the graduate.

Kenney College is located at 1420 Celebration Boulevard, Suite 200, Celebration, FL 34747. This location serves as our administrative office. Online faculty members work remotely via our virtual campus. A legally valid Certificate of Use, Occupational License and Fire Inspection Certificate are maintained onsite. A copy of each is available for review upon request.

Kenney College has partnered with SimplyDigi.com, a provider of Course Management Systems. SimplyDigi has provided LMS (Learning Management System) services for over 8 years in over 19 different industries. SimplyDigi has clients ranging from 100 users to an organization with over 70,000 employees. Their uptime statistic over the life of the company has been 99.99%.



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