



Management: Principles & Concepts
6500:301:801 (3 credits)

Instructor Information	Class Information
Dr. Stephen F. Hallam	Class Location: CBA 120
Email: hallam@uakron.edu	
Office: CBA 336	Time: 5:10 to 6:25 p.m. Eastern Time Tuesday and Thursday
Phone: 330-972-8139	
Office Hours: 4:30 to 5:00 p.m. and 6:30 to 7:00 p.m. Tuesday and Thursday or by appointment	

Course Information

Description

An interdisciplinary approach to the study of the basic principles of general management theory and practice.

Prerequisites

48 completed credit hours.

Overview

The course is designed to increase students' awareness of and sensitivity to the functions of management and to provide a knowledge base to use when addressing challenges inherent in managing people. Management is defined as working through others to accomplish tasks that help fulfill organizational objectives as efficiently and effectively as possible. This section meets face-to-face every Tuesday and Thursday during the entire term. This is NOT an online section. However, this course is supported by The University of Akron's learning management system called Springboard. If you are new to Springboard, you can [get started by watching the tutorials here](#).

Objectives

The overarching goal of this course is to prepare business majors for further coursework in business management by introducing them to the major principles and concepts of management. A secondary overall goal is to prepare non-business majors taking this course for eventual professional opportunities in management of organizations. More specifically, upon completion of this course students should be able to identify, describe, and apply the basic principles and concepts of...

1. Motivation
2. History of Management and Leadership
3. Business Ethics
4. Planning
12. Managing for Diversity
13. Power: How to Get Power and Use it Properly
14. Small Business Management

5. Organizing
6. Leading
7. Controlling
8. Human Resource Management
9. Teamwork
10. Writing as a Manager and Leader
11. Public Speaking as a Manager and Leader

15. Emotional Intelligence for Managers and Leaders
16. Global Business Management
17. Managing Your Career in Business

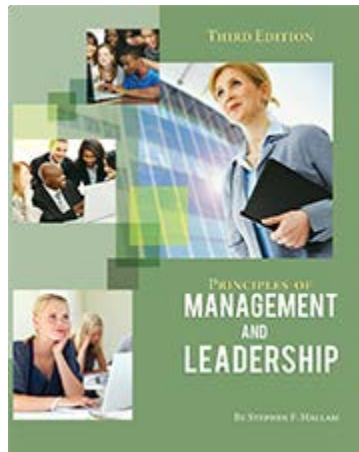
College of Business Administration Objectives (for 6500:301; 6500:304; 6500:305; 6500:330; and 6500:490 only)

This course is part of the CBA core, and as such, it shares these learning objectives:

- Master integrated business knowledge
- Analyze data using quantitative techniques
- Be informed decision makers
- Develop leadership and collaboration competencies
- Use writing and oral communication skills to persuade and to mobilize action
- Demonstrate a global perspective and cross-cultural awareness
- Recognize and understand how to address ethical concerns

Required Materials

Required textbook:



Principles of Management and Leadership

(Third Edition)

By Stephen F. Hallam

Paperback ISBN: 978-1-62661-298-3, 464 pages
©2017

I have authored this textbook and I donate all local royalties from this book to a University of Akron Student Scholarship Fund. We will use all 17 chapters and several of the articles contained within the textbook.

This book is available in various forms. The University of Akron Bookstore has it in loose-leaf, 3-ring binder form at the price established by that Bookstore. Alternatively, you may order it directly from the publisher as shown below.

To purchase the textbook directly from the publisher, please follow these instructions:

Step 1: Log on to <https://students.universityreaders.com/store/>.

Step 2: Create an account or log in if you have an existing account to purchase.

Step 3: Easy-to-follow instructions guide you through the rest of the ordering process. Payment can be made by all major credit cards.

Step 4: After purchasing, you can access your full or partial e-book by logging into your account and clicking My Digital Materials to get started on your readings right away.

Orders are typically processed within 24 hours and the shipping time will depend on the selected shipping method and day it is shipped (orders are not shipped on Sundays or holidays). If you experience any difficulties, please email orders@cognella.com or call 800.200.3908 ext. 503.

Executive in Residence Stephen E. Myers



Mr. Stephen E. Myers, Executive-in-Residence for the College of Business Administration, former CEO and Chairman of the Board of Myers Industries will be assisting students this term. In addition to making comments and observations in class, he will advise students regarding their major case analysis project. Each student must schedule a meeting with Mr. Myers as early as possible during the semester, but after you have completed at least a first draft of the PowerPoint presentation of your major case analysis.

A graduate of Harvard, Myers joined Myers Industries in 1967, working in the production department of one of the manufacturing companies. In 1971 he was named President of the Akro-Mils division. He was named Corporate Vice President and appointed to the Board of Directors in 1973, Executive Vice President in 1977, and President and Chief Operating Officer in 1984. In 2003 Myers was named Chair and Chief Executive Officer of the company. During his tenure as President, revenue grew from approximately \$70 million to nearly \$700 million and the number of employees from approximately 500 to 5,000. During the course he will often sit in on classes and the student presentations to offer practical insights gained from his many years of executive

experience. He will also be available by appointment to meet with individual students or student groups to offer thoughts and suggestions as requested concerning projects associated with the course. Details regarding the current operations of Myers Industries (New York Stock Exchange Ticker MYE) can be found at <http://finance.google.com/finance?q=NYSE%3AMYE> and at their website at <http://www.myersindustries.com/>.

Since his retirement from Myers Industries he has remained active as a director of several start-up or early stage business ventures in the plastics and healthcare markets. He serves as a member of the board of directors of the Cleveland Museum of Art, Children's Hospital Medical Center of Akron, and the University of Akron Foundation. He also is a member of the Committee on University Resources for Harvard College. He now serves as the Executive-in-Residence for The University of Akron College of Business Administration. This program provides the college an excellent resource to strengthen students and faculty knowledge and understanding of the practice of business while providing insights into the leadership skills necessary to manage and grow a business. Mr. Myer's office is located in the CBA building, room 409. His office phone is 330-972-8549 and his email address is esm16@uakron.edu. This is an excellent opportunity for students to interact face-to-face with a former CEO and Chairman of the Board of a major industrial firm.

Betsy DuWaldt, Business Practitioner, Communications



Ms. Betsy DuWaldt will also be working with students in this course to help you improve your oral presentation skills. Ms. DuWaldt has 18 years of corporate and higher-education communications experience. From 2005-2011, she worked at FirstEnergy Corp., where she served as Director of Internal Communications from 2009-2011. As Director, she was responsible for developing and driving an internal communications strategy to support business goals at a local Fortune 200 energy provider. This included counseling senior executives and other business-unit leaders on the development and delivery of impactful messages. Her group used a variety of tactics to help employees understand business objectives, including managing a CEO field-visit program, satellite broadcasts, staff meetings, video productions (including deploying to YouTube), as well as managing and writing newsletters, creating employee TV programming, managing the intranet and external Web site, and creating a communications feedback process. Her group also managed the internal merger communications for the FirstEnergy-Allegheny Energy merger, completed in 2011. She has developed strategic, internal crisis, and change communication plans. Prior to being named Director, she held a variety of management roles in the Communications Department at FirstEnergy. She also has worked as a technical writer for

Raytheon Polar Services Group and as a communications manager at a market research publishing company.

Her experience with higher-education communication materials includes serving as Editorial Director at Deitel & Associates, Inc., a best-selling, computer-programming textbook authoring group. This position was responsible for the editorial integrity of manuscripts and marketing materials. She also has worked as an independent developmental editor of college computer-science texts for Prentice Hall and McGraw-Hill. While completing her MBA in 2005, she was a Teaching Assistant for a strategy capstone class, with responsibility for editing the professor's case studies. Most recently, she has taught Composition I and Interviewing at The University of Akron and Introduction to Human Communications and Intercultural Communications at Kent State University.

Ms. DuWaldt has a Bachelor of Arts in Technical Communications (Writing and Editing emphasis), with a minor in Computer Information Systems; an MBA from Babson College (2005); and is in the process of writing her dissertation for Duquesne's Rhetoric Doctoral program. She co-authored *Web Services: A Technical Introduction*, published by Prentice Hall in 2002, and has co-authored chapters in a variety of other computer-programming college textbooks.

Students in this section of Management Principles & Concepts 301 are required to work with Ms. DuWaldt as part of your preparation for public speaking as a GREAT manager and a GREAT leader. Your case analysis presentation will be video recorded and then you are to schedule an appointment with her to together view your video recording and discuss ways to make your future business presentations more professional in both style and substance.

Also, she has information regarding the CBA business communications program at <http://www.YourWordsMatterAkron.org> . If you do not have access to that site, please contact Ms. DuWaldt. She can be reached at 330-972-8059, duwaldt@uakron.edu , and her office is CBA 307.

Tentative Grading Standards:

The professor reserves the right to adjust the following grading standards to best meet the needs of the students and to accommodate other unforeseen circumstances.

Item:	Weight:
Chapter Quizzes	10%
Unit Exam 1 (Ch 1-5)	15%
Unit Exam 2 (Ch 6-11)	15%
Unit Exam 3 (Ch 12-17)	15%
Comprehensive Final (Ch 1-17)	20%
Case Study	20%
Discussion & Misc.	5%

Grading Scale:

A	=	93.0-100%
A-	=	90.0-92.9%
B+	=	87.0-89.9%
B	=	83.0-86.9%
B-	=	80.0-82.9%
C+	=	77.0-79.9%
C	=	73.0-76.9%
C-	=	70.0-72.9%
D+	=	67.0-69.9%
D	=	63.0-66.9%
D-	=	60.0-62.9%
F	=	<59.9%

Chapter Quizzes (10% of your final grade)

There will be a total of 17 quizzes for chapters 1-17. Each quiz will contain approximately 10-20 T/F or multiple choice questions. The questions are based primarily on the assigned readings in Principles of Management and Leadership third edition copyright 2017.

Unit Exams (45% of your final grade)

- **3 Exams each at 15% for a total of 45% of the final grade**
 - **Exam 1 will cover Chapters 1 through 5**
 - **Exam 2 will cover Chapters 6 through 11**
 - **Exam 3 will cover Chapters 12 through 17**

Each of the Unit Exams will contain approximately 50 T/F or Multiple Choice questions.

Comprehensive Final Exam (20% of final grade):

The comprehensive final examination will consist of 100 multiple-choice questions covering the entire course (Chapters 1 through 17) plus lectures, articles, and anything else contained within the course.

Case Study (20% of final grade):

1. Pick a U.S. company that is on either the New York or the NASDAQ stock market. Companies not on either are not allowed.
2. Must not be a company where you have worked, had or have an internship or coop, or have written about before in any college class. Learn something new. Smuckers is not allowed because I will use that one as an example in class.
3. Make it be a company you would like to someday consider for employment and/or investment.
4. Deliver an oral class presentation of not more than 4 minutes. Going over 5 minutes will result in an automatic "F" for the Major Case Project. This presentation will be timed and video recorded. Practice your presentation under timed conditions. A great way to practice is to video record your practice using the video recording feature of your smart phone. Because of the size of this class you must make absolutely certain your presentation is within the time limit of 4 minutes.
5. Each student must meet with Mr. Myers BEFORE your presentation and with Ms. DuWaldt AFTER your presentation. Mr. Myers will provide guidance regarding your upcoming report and Ms. DuWaldt will provide advice on how your future presentations could be more professional. Neither Mr. Myers

nor Ms. DuWaldt will grade your presentation, but failure to meet with each of them will result in an automatic “F” for your Major Project grade.

6. Your oral presentation to the class must answer the following questions:
 - a. Briefly explain the history of the company.
 - b. Briefly describe the company’s main products or services sold to customers.
 - c. Describe the company in terms of the following:
 - i. Annual revenue and 10 year revenue trend. Note that most financial ratios and 10-year trends can be found at Morningstar (see <http://financials.morningstar.com/ratios/r.html?t=GE> for GE). Also note that you will not have time to fully discuss all ratios so you must carefully select only the most important ones and present them as line graphs showing the trend going from left to right.
 - ii. Number of employees. (Note this can be found at Finance Google (see <https://www.google.com/finance?cid=14135> for GE for example. GE has 333,000 employees. That number found under Key Stats and Ratios.)
 - iii. Net income and 10-year trend
 - iv. EPS and 10-year trend
 - v. P/E ratio and 10-year trend
 - vi. Long Term Debt to Equity ratio and 10-year trend
 - vii. Return on Equity and 10-year trend
 - viii. Any other financial ratios listed on pages 180-181 of your textbook that are especially relevant.
 - d. Is the company financially healthy or sick? Why?
 - e. Would this company be a good place to invest? Why? Would this company be a good place to work? Why?

Class Participation & Miscellaneous (5% of final grade):

This part of your grade is based upon coming to each class session having studied the assigned readings and ready to discuss the principles and concepts contained within those readings.

Technical Support

If you have technical questions or require technical assistance, please contact Zip Support:

- By Phone: 330-972-6888
- By Email: support@uakron.edu.

The Zip Support Help Desk web site can be found here.

Springboard self-help guides can be found here.

Accessibility Statement

Any student who has a disability that substantially limits learning in a higher education setting may contact the Office of Accessibility for information regarding eligibility for reasonable accommodations. The office telephone number is (330) 972-7928 (Voice) or (330) 972-5764 (TDD).

Plagiarism and Academic Integrity

It is each student's responsibility to know what constitutes academic dishonesty and to seek clarification directly from the instructor if necessary. The University of Akron, University Libraries web site is an excellent source to help you, the student, understand plagiarism and how to avoid it. [Click here to learn more about how to avoid plagiarism.](#)

Examples of academic dishonesty include, but are not limited to:

- Submission of an assignment as the student's original work that is entirely or partly the work of another person.
- Failure to appropriately cite references from published or unpublished works or print/non-print materials.
- Unauthorized copying of an assignment in computer programming, or the unauthorized examination or view of the computer, specifically during examinations.
- Possession and/or unauthorized use of tests, notes, books, calculators or formulas stored in calculators not authorized by the instructor during an examination.
- Providing and/or receiving information from another student other than the instructor, by any verbal or written means.
- Observing or assisting another student's work, when not part of a group activity.
- Violation of the procedures prescribed by the professor to protect the integrity of the examination.
- Cooperation with a person involved in academic misconduct.
- Submitting the same assignment in two different classes.

If a faculty member suspects that a student has violated the Academic Misconduct provision in the Code of Student Conduct, the faculty member will follow the procedure outlined in Section J of the Code of Student Conduct. More information is available at the website of the Department of Student Conduct and Community Standards.

Instructor Contact and Reply Policy (optional)

Most students prefer contacting me via email at hallam@uakron.edu . I usually reply quickly but certainly within 24 hours on weekdays and within 48 hours for a weekend or over a holiday. Assignments are typically graded and recorded in the Springboard grade book within 48 hours. The major case presentation file may take a week to grade and record.

Course Policies and Expectations

Attendance

This section of Management 301 is a face-to-face section so attendance is expected from 5:10 p.m. to 6:25 p.m. every Tuesday and Thursday throughout the semester. Students not in attendance will receive a grade of zero for any assignment due that day and any graded activity during that class period. Come to each class period having studied the assigned materials and ready and willing to actively participate in a discussion regarding that material.

Participation

You are expected to participate in this course as follows:

- You are responsible for completing and submitting all assignments to the appropriate Springboard drop box before the due date. You are responsible for clearly labeling your papers so I can identify your submission. For example, use your first and last name in the filename along with the assignment number. You are also responsible for submitting files in a format that I am able to open such as .doc, .docx, .pdf, .ppt, pptx, or .txt. Note that the University provides a Google Apps account to all students, and you can use Google Apps to create files in these file types.
- You are responsible for maintaining copies of your work and verifying that your Dropbox submission has been received. You will receive an email confirmation when you submit assignments. You will be also able to track your submissions in Springboard.
- You are responsible for completing all quizzes and assignments before the due date.
- Technical challenges are not an acceptable excuse for missing deadlines. You must ensure that you have access to a working computer at all times. Please do not wait until the deadline to submit assignments. If you do experience any technical issues, please contact the I.T. Help Desk and ensure that the issue is tracked through the Footprints ticketing system.

If you have any questions or concerns about any of the assignments or your performance, please contact me immediately. Do not wait until the assignment is due or your performance cannot be rectified.

Electronic Devices

All electronic devices (computers, phones, etc.) must be turned off during class and during tests with the exception of students with permission to use recording devices approved by the Office of Accessibility.

Late Assignments

Make-up exams are available only in exceptional circumstances and only for students with excused absences and will be considered only if notification of your absence was given prior to the test (when possible), and documentation of your absence is provided before or after the test.

Withdrawal Policy

- A student may drop a course through the 14th calendar day of a semester or proportionately equivalent dates during summer sessions, intersession and other course terms. A “drop” will not appear on your transcript. The class simply “disappears.”
- After the 14th calendar day period, students may withdraw from a course through “**My Akron**” until the 49th calendar day of a semester or proportionately equivalent dates during summer session, intersession, and other course terms. If you withdraw, a “WD” will appear on your transcript. You should know that *a withdrawal may affect your financial aid, eligibility for on-campus employment and eligibility for insurance*. Speak with your advisor for details.
- A student who leaves a course without completing the coursework and without going through the withdrawal procedure *will be given an “F” for the course*.

Questions regarding your registration can be addressed by the [Office of the Registrar](#), 330-972-5400. [The official University Withdrawal Policy is located here.](#)

For undergraduate students only:

- You must consult your academic advisor:
 - before withdrawing from more than two courses before you have earned 32 credits; and
 - before withdrawing from more than two courses after you have earned 32 credits but before you have earned 64 credits. (This does not count withdrawals that occurred before you earned 32 credits.)
- You may not withdraw from more than four courses before you have earned 64 credits.
- You may not withdraw from the same course more than twice.
- Exceptions may be made for extraordinary non-academic reasons (e.g., medical treatment or convalescence, military service).

Incompletes

An Incomplete grade indicates that the student has completed passing work but that some part of the work is, for good and acceptable reason, not complete at the end of the term. Failure to make up the omitted work satisfactorily by the end of the following term, not including summer sessions, converts the “I” to an “F.” When the work is satisfactorily completed within the allotted time the “I” is converted to the grade that the student has earned. Permission to obtain an Incomplete is not common. Talk with your instructor and advisor about your specific situation.

Student Conduct and Community Standards

Academic Integrity

Integrity of scholarship is essential for the university community. The University community is governed by the policies and regulations contained with the Code of Student Conduct and enforced by the Department of Student Conduct and Community Standards. The University of Akron. You can find more information here: www.uakron.edu/studentconduct

My standard policy is to fail from the course any student that engages in plagiarism and/or dishonesty. Students may also be referred to the Department of Student Conduct and Community Standards for further disciplinary action.

It is each student’s responsibility to know what constitutes student academic misconduct, and to seek clarification directly from the instructor if necessary. Examples of academic misconduct include, but are not limited to:

- Plagiarism (intentional or unintentional representation of ideas or works of another author or creator, in whole or in part, without properly citing the original source for those ideas or works)
- The use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials.

- Use of unauthorized assistance in taking quizzes, tests, or examinations
- Submitting substantially the same work to satisfy requirements for one course or academic requirement that has been submitted in satisfaction of requirements for another course, without permission of the faculty member
- Use of sources prohibited by the faculty member in writing papers, preparing reports, solving problems, or carrying out other assignments
- Inappropriate acquisition and/or improper distribution of tests or other academic materials without the permission of the faculty member.
- Engaging in any behavior specifically prohibited by a faculty member in the course syllabus or during class discussion
- Knowingly furnishing false or misleading information to university officials or faculty members

If a faculty member suspects that a student has violated the Academic Misconduct provision in the Code of Student Conduct, action will be taken as outlined in the Code of Student Conduct.

Classroom Behavior

Professional and considerate behavior during class is required. Specific items mentioned in the Code of Student Conduct include:

- Intimidating or threatening behavior
- Disorderly or disruptive behavior
- Disrupting or obstructing the functioning of the University
- Use of an electronic device to make an audio or video recording of someone without consent
- Failure to comply
- Engaging in or threatening physical abuse, verbal abuse, threats, intimidation, harassment, coercion, and/or other conduct which threatens the welfare or safety of any person
- Behavior that the student knew or reasonably should have known would cause a disruption or obstruction of teaching or research

Harassment

The University of Akron is committed to providing an environment free of all forms of discrimination, including sexual violence and sexual harassment. This includes instances of attempted and/or completed sexual assault, domestic and dating violence, gender-based stalking, and sexual harassment. Please know the majority of other University of Akron employees, including faculty members, are considered to be “responsible employees” under the law and are required to report sexual harassment and sexual violence. If you tell me about a situation, I will be required to report it to the Title IX Coordinator and possibly the police. You will still have options about how your case will be handled, including whether or not you wish to pursue a law enforcement or complaint process. You have a range of options available and we want to ensure you have access to the resources you need. Additional information, resources, support and the University of Akron protocols for responding to sexual violence are available at uakron.edu/Title-IX.

Support

Technical Support

If you have computer or software questions or require technical assistance, please contact the I.T. Help Desk:

- By Phone: 330-972-6888
- By Email: support@uakron.edu.
- The web site for Zip Support can be found here: <http://www.uakron.edu/helpdesk/>

- Springboard self-help can be found here:
http://www.uakron.edu/it/instructional_services/dds/springboard/springboard-student_resources.dot

Academic Support

The Writing Commons, Writing Lab, and Writing Center

The University of Akron provides free assistance to currently enrolled students. Writing help can be obtained in the Bierce Library Writing Commons.

- Information on the Writing Commons and eTutoring can be found here:
http://www.uakron.edu/it/instructional_services/dds/springboard/springboard-student_resources.dot

Additional Research and Writing Support

UA Library Business & Management Research Guide: http://libguides.uakron.edu/business_management
[*Purdue Owl Online Writing Lab*](#)
[*Purdue Owl APA Style Guide*](#)
[*Purdue Owl – Using research*](#)

eTutoring

The University of Akron also offers online tutoring, called eTutoring, which is provided through the Ohio eTutoring Collaborative. Students at The University of Akron have access to online tutoring in Writing, Accounting, Chemistry, Math (through Calculus II), and Statistics. The Online Writing Lab allows you to submit a draft of your paper to a tutor, ask for specific feedback, and receive your work back with a tutor's comments in approximately 24 to 48 hours. You may submit up to three drafts per paper. eChat will allow you to meet with a tutor in one-on-one tutoring sessions via a fully interactive, virtual online environment. Offline questions will allow you to leave a specific question for an eTutor, who will respond within 48 hours (but usually sooner).

- Information on eTutoring can be found here:
<https://www.etutoring.org/login.cfm?institutionid=263&returnPage>

Accessibility

Any student who has a disability that substantially limits learning in a higher education setting may contact [the Office of Accessibility](#) for information regarding eligibility for reasonable accommodations. The office telephone number is (330) 972-7928 (Voice) or (330) 972-5764 (TDD). The office is located in Simmons Hall room 105. No special accommodations will be provided to students unless I have received information from that office.

Other Support

Confidential help is available. If you wish to speak to a professional, in confidence, please contact:

- Rape Crisis Center – www.rccmsc.org – 24 Hour Hotline: 877-906-RAPE Office Located in the Student Recreation and Wellness Center 246 and the office number is: 330-972-6328
- University Counseling and Testing Center – uakron.edu/counseling 330-972-7082
- University Health Services – uakron.edu/healthservices 330-972-7808

Tentative Fall 2016 Schedule Management Principles & Concepts 301

The professor reserves the right to adjust the following tentative schedule to best meet the needs of the students and to accommodate other unforeseen circumstances.

Meeting Tuesday and Thursday 5:10 to 6:25 p.m. in CBA 120:

1. Tues. Aug. 30 Introductions
2. Thurs. Sept. 1 Introductions plus submission of your 1st, 2nd, and 3rd choice of major case company

3. Tues. Sept. 6	Quiz 1 Motivation
4. Thurs. Sept. 8	Quiz 2 History of Management Thought
5. Tues. Sept. 13	Quiz 3 Business Ethics
6. Thurs. Sept. 15	Quiz 4 Planning
7. Tues. Sept. 20	Quiz 5 Organizing
8. Thurs. Sept. 22	Unit Exam 1 Chapters 1-5
9. Tues. Sept. 27	Quiz 6 Leading
10. Thurs. Sept. 29	Quiz 7 Controlling
11. Tues. Oct. 4	Quiz 8 Human Resource Management
12. Thurs. Oct. 6	Quiz 9 Teamwork
13. Tues. Oct. 11	Quiz 10 Writing as a Manager and Leader
14. Thurs. Oct. 13	Quiz 11 Speaking as a Manager and Leader
15. Tues. Oct. 18	Unit Exam 2 Chapters 6-11
16. Thurs. Oct. 20	Quiz 12 Managing For Diversity
17. Tues. Oct. 25	Quiz 13 Power
18. Thurs. Oct. 27	Quiz 14 Small Business Management
19. Tues. Nov. 1	Quiz 15 Global Business Management
20. Thurs. Nov. 3	Quiz 16 Emotional Intelligence
21. Tues. Nov. 8	Quiz 17 Managing Your Career
22. Thurs. Nov. 10	Unit Exam 3 Chapters 12-17
23. Tues. Nov. 15	Student Presentations 4 minutes maximum each
24. Thurs. Nov. 17	Student Presentations 4 minutes maximum each
25. Tues. Nov. 22	Student Presentations 4 minutes maximum each
26. Thurs. Nov. 24	Thanksgiving No Classes
27. Tues. Nov. 29	Student Presentations 4 minutes maximum each
28. Thurs. Dec. 1	Student Presentations 4 minutes maximum each
29. Tues. Dec. 6	Student Presentations 4 minutes maximum each
30. Thurs. Dec. 8	Review for Final Exam. No assignments will be accepted after 5 p.m. 12/8/2016.
31. Thurs. Dec. 15	Final Exam 5:15 to 7:15 p.m.