

Instructor: Susana Velez-Castrillon, Ph.D.

Office: Miller Hall 2321

Email: svelez@westga.edu

Phone: 678-839-4847

Office Hours: Tuesday and Thursday 10:30 a.m. to 12:00
2:00 p.m. to 3:00 p.m.
6:00 p.m. to 7:00 p.m.
Wednesday 12:30 p.m. to 3:30 p.m.

During office hours I am available in my office and also online using CouseDen's Blackboard tool.

Also available by appointment

Class Schedule: Tuesday and Thursday 12:30 -1:50 p.m. Miller Hall Room 2201

COURSE DESCRIPTION

Corporate Social Responsibility (CSR) is the broad concept that firms should not only driven by profits, but also by the purpose of benefitting society. CSR is about sustainable wealth creation that involves an organization's many stakeholders. Because it involves many different – and even competing interests- CSR is concerned with wide areas in the interface between business and society.

Much of this course is dedicated to the examination of current CSR trends and to discussion of different perspectives on issues that affect organizational effectiveness. CSR is about decision-making that considers multifaceted organizational and societal implications.

Throughout this course, we will study CSR theories and apply them to current CSR topics. We will develop concepts and frameworks for analyzing sometimes controversial issues. It is your responsibility to prepare for class, and to respectfully engage in discussion.

LEARNING OUTCOMES AND OBJECTIVES

The objectives of this course are:

- To be able to define and explain the main concepts of CSR
- To develop analytical skills to examine CSR issues from different perspectives.
- To explain how different external factors affect CSR expectations.

These objectives support the following learning goals of the Richards College of Business:

Primary Learning Goal:

- *LG5. Understand how ethical decision-making and globalization affect organizations.*
 - LO5.1 Students will demonstrate the ability to analyze issues and situations having ethical and legal implications for business.

Secondary Learning Goals

- *LG 1: Communicate effectively.*
 - LO1.1 Students will produce professional quality business documents.
- *LG 3: Use information technology to solve business problems.*
 - LO3.1 Students will effectively use a word processing program.
 - LO3.3 Students will effectively use a presentation program.
- *LG4: Possess a basic knowledge of accounting, economics, finance, the legal environment of business, management, and marketing.*
 - LO4.1 Students will demonstrate a basic knowledge of the fundamental concepts of accounting, economics, finance, the legal environment of business, management, and marketing.

COURSE MATERIALS

Required Textbook: No textbook is required for this class. *This does not mean that no reading is required for the course.* I have selected freely available readings for each topic and you must read them according to the class schedule. Most of the readings are available as pdf files in CourseDen, while others are available on different websites (I provide the links for those).

Required simulation: “Strategic CSR Simulation” available here:
<http://www.strategicccrsim.com/registerstudent.asp?SimAccess=541217479>

If this link does not work, you can go to this page
<http://www.strategicccrsim.com/default.asp> and enter the following access code (Simulation ID): **541217479**

Top Hat: We will be using the Top Hat (www.tophat.com) classroom response system in class. You will be able to submit answers to in-class questions using Apple or Android smartphones and tablets, laptops, or via text message (SMS).

You can visit <http://tinyurl.com/CreateTHAccount> for the Student Quick Start Guide which outlines how you will register for a Top Hat account, as well as providing a brief overview to get you up and running on the system. An email invitation will also be sent to your email account. If you don’t receive this e-mail, you should be able to create an account using the following Join code: **931380**

Top Hat will require a subscription. There are three options to choose from:

- \$24 for 4 months of unlimited access
- \$36 for 12 months of unlimited access
- \$72 for lifetime* access

You will also need to bring a laptop, smartphone, or tablet to class to be able to use Top Hat.

*If you don't have access to any of these devices,
please contact me to arrange alternative forms to use Top Hat.*

DETERMINANTS OF THE TERM GRADE

| | |
|---|---------------|
| Three exams (Each one 15 points) x 3= 45 points | = 37.5% |
| Simulation results and press kit (30 points) | = 25% |
| - Pre-simulation memo: 3 points | |
| - Company performance: 12 points | |
| - Press kit: 15 points | |
| In-class exercises (15 points) | = 12.5% |
| Homework (15 points) | =12.5% |
| Plagiarism 2 points | |
| Personal mission statement and values: 7 points | |
| Company Mission Statement 3 points | |
| Company Code of Conduct 3 points | |
| Product Lifecycle 10 points | |
| Top Hat (15 points) | =12.5% |
| Total (120 points) | = 100% |

| Grade Scale | |
|-------------|--------------|
| A | 90.0 – 100% |
| B | 80.0 – 89.9% |
| C | 70.0 – 79.9% |
| D | 60.0 – 69.9% |
| F | 0 – 59.9% |

Exams (30 points total – 15 points each): Three exams will be given. Exams may consist of short essays, multiple choice, fill-in-the-blank, or any other type of question. Each exam is worth 15 points.

The class notes provide a foundation, but all discussions, cases, in-class exercises, and material used or presented in class or CourseDen may be included in the exam. Moreover, students are responsible for content presented in the readings and presentation files that may not have been covered in class.

A missed exam will count as zero. The exams are not cumulative. No one should enroll who cannot take the exams as scheduled.

1. Be on time to take tests. Being late is not a good reason to request a make-up exam. No one arriving 15 minutes after the start of an exam will be allowed to take it. Tests will be collected 70 minutes after the start of the class.
2. If you are doing poorly on exams, please see the instructor as soon as possible; waiting will not increase your chances of improving your grade.
3. Exams are the property of the instructor and the University of West Georgia and may not be taken or duplicated.

Exam weighting and number are subject to change at the discretion of the instructor.

Simulation Results and Press Kit (30 points total): The class will be divided into groups of 3-4 students for the simulation. Since you may not know other students in this course, we will have 'speed dating' to learn more about each other and help you in forming the teams.

Here are the step-by-step instructions to get started:

1. Create your Teamwork Profile and bring it to the speed dating. The form is available on CourseDen. You cannot participate in the speed dating if you don't bring this form.
2. During the speed dating session identify potential team members whose class schedule, work hours, and other responsibilities are compatible with yours.
3. Once you have chosen your team, create a "Group Expectations Document". Brief guidelines are available on CourseDen:
 - a. All members of the team must sign this document.
 - b. Give one copy of the document to your instructor.
 - c. Your team cannot start using the simulation without turning this document in.
4. Before the simulation starts each member of the team must submit a "Ratings of ethics transgressions". This activity is available on the simulation website (<http://www.strategiccsrsim.com/default.asp>). Because this is an individual assignment, all team members must have their own subscription to the simulation.
5. Read the player's guide and familiarize yourself with the simulation.
6. After you are familiar with the simulation, your team must submit a "pre-simulation memo" on the simulation website.

This is a group assignment. Please note that this is supposed to be a memo, and should be formatted and written as a professional business memo. You may find example of how to write business memos online.
7. Once the simulation starts, your team will be responsible for submitting a decision every two weeks. *You can submit your decision at any time before the due dates which are usually on Sunday by 11:00 p.m.*
8. Every decision must be documented in a "Team Decision Justification Memo" which is available in the simulation. Because you need to provide analysis for each decision a team cannot just get lucky and guess the right decision. On the other hand, if you are unlucky and your decision just does not work out as planned, you can show in your memo that you actually gave some thought to the decision - it just did not work as expected.

Again, these are memos and should be formatted as such (see point 5 above).

9. Results of each round will be available five minutes after decisions are closed (Sunday at 11:05 p.m.)

10. At the end of the simulation, you need to hand-in a press (or media) kit.

“A press kit, also known as a media kit, is a packet of promotional material created for the media and its representatives as well as your prospective clients, vendors, investors, and others. It essentially serves as your company’s calling card.”¹ Your press kit should include the following:

- a. Cover Letter
- b. Press Release
- c. Background
- d. Bios with each executive’s photograph
- e. Brochure
- f. Post-simulation memo (this one is also supposed to look and read like a professional memo)

Your *team’s raw* grade on the simulation is calculated as follows:

- Pre-simulation memo: 3 points
- Company performance: 12 points
- Press kit: 15 points

Further details about the simulation and the press kit are available in CourseDen, inside the folder “Things I need for the simulation”.

Your *individual final* grade on the simulation is a combination of my assessment and a review by your peers of your participation, punctuality, contribution, and team work. The peer-review rubric is available on CourseDen.

In-Class Exercises (15 points): there are several team or individual assignments to be completed during a class period. Some, but not all, of these exercises are listed in the class schedule.

These in-class exercises total 15 points, and number of points per exercise varies.

Homework:

Plagiarism tutorial (2 points): Complete the three parts of the plagiarism tutorial available in CourseDen:

- A pre-tutorial test available online. Make sure to e-mail a copy of the results to svelez@westga.edu
- A post-tutorial test available online, after you have read the tutorial. Make sure to e-mail a copy of the results to svelez@westga.edu
- A signed document of the plagiarism statement. Bring this to class on or before the due date.

¹ Source: <http://www.allbusiness.com/marketing/public-relations-press-kit/445-1.html#ixzz2H38EL9uN>

Accessed on 12/17/2014

Personal mission statement and values (7 points): The aim of this assignment is to give you an opportunity to reflect about your own goals, how do you hope to achieve them, and which principles will guide you as you pursue these goals. This assignment has two parts.

- *Personal mission statement (3 points):* Write your personal mission statement a- what you hope to achieve in your personal and professional life. Do not write the mission statement of a company you hope to start in the future. This is your personal mission statement. The mission statement will be evaluated on:
 - a. Clarity: It should be clear from the mission statement what you expect to accomplish in your personal and professional life
 - b. Brevity: You should be able to memorize your mission statement.
- *Description of core values (4 points):* List and describe at least 4 values that identify you and that you think will help you to succeed professionally. For each value you need to provide:
 - a. A definition
 - b. Why is it important to you
 - c. Why do you think it is important in your expected career

Turn this in in CourseDen using the Dropbox tool. The Originality Check (Turnitin) function is active, so you may check your file for any plagiarism issues before submission,

Format: 1-2 pages, 12-point Times New Roman, Double space, 1-inch margins

Company Mission Statement (3 points):

- a. Find online the mission statement of an organization (it can be a company, a charity, a civic group, a religious institution, etc.) that you admire. You can also use the mission statement of an organization you work for.
- b. Remove any identifying information (company's name, logo, etc.)
- c. Print the mission statement in 1 page.
- d. On the other page (same sheet), write the name of the organization using a small font.
- e. Bring this to class on the date specified on the syllabus.

Company Code of Conduct (3 points):

- a. Find online the code of conduct of an organization (it can be a company, a charity, a civic group, a religious institution, etc.) that you admire. You can also use the code of conduct of an organization you work for.
- b. Print the code of conduct.
- c. Bring this to class on the date specified on the syllabus.

Group Homework - Product Lifecycle (10 points):

- a. Conduct a lifecycle assessment on a simple product. I suggest you choose something of interest that would be helpful to you going out into the job market. For instance, a student interested in fashion might pick blue jeans or a t-shirt. The key is to pick a product that is not too complicated.
- b. Prepare a lifecycle diagram that outlines the key environmental and social aspects of this product's full lifecycle.
- c. Produce a report that would be useful both for the company's senior executives and the product design team. The focus should be on identifying the pathways, knowing what needs to be quantified, and getting a sense of where to target improvements to the sustainability of the product.
- d. You may support the analyses using external sources, but you are not required to conduct detailed calculations. If you come across quantities or comparisons, I encourage their inclusion in order to illustrate the key choices along the lifecycle, but it's not necessary to quantify all impacts.
- e. It is necessary to demonstrate where you are getting the information about the process and the potential impacts.

More detailed information will be available in CourseDen.

Top Hat (15 points): The Top Hat system can be used for quizzing, polling, and surveying students. As part of your grade, you should use Top Hat to participate in class. You can better participate if you come to class prepared and engage with the lectures and discussions happening during our sessions. The grade in Top Hat is based on a percentage system where getting 75% will give you the full 15 points.

Extra Credit: BB&T Lecture on Free Enterprise (Monday Feb 8th, at 6:00 pm): Attend the lecture and scan your ID at the end, for 5 points of extra credit. Tickets for the lecture are free, but you need to get them in advance from the Townsend Center.

From time to time new extra credit opportunities may arise. If an extra credit opportunity arises it will be made available to the entire class.

DEADLINES, MAKE-UP ASSIGNMENTS AND EXAMS, AND LENGTH LIMITS

Please let me know if under *rare and extreme circumstances* you will be late in submitting an assignment. A minor delay (less than a week) will result in a penalty of 10% of the grade. A major delay (over a week) will result in 0 points for the assignment.

A similar policy is in place for projects that exceed length limits. Minor excesses (10% or less) will normally result in penalties of 5% of the grade, and significant excesses (more than 10%) in a penalty of 10% of the grade.

Make-up exams, assignments, case studies, in-class exercises will be given only in the event of extraordinary circumstances and university-accepted documented situations:

1. You need to contact the instructor and provide all relevant documentation, 72 hours before the exam for pre-scheduled events (such as university-endorsed functions), and up to 72 hours after the exam for fortuitous events (such as illness).
2. Absences that meet the requirements specified above, will be permitted to make up in-class exercises by providing written essay answers (3 pages minimum, double spaced, 12 point New Times Roman font) related to topics assigned by the instructor. A maximum of one make-up assignment will be allowed for absences.
3. Scheduling of all make-up assignments and exams is at the discretion of the instructor.

COMMUNICATION POLICY

I am available during office hours Tuesday and Thursday 10:30 a.m. to 12:00, 2:00 p.m. to 3:00 p.m., and 6:00 p.m. to 7:00 p.m. and on Wednesdays from 12:30 p.m. to 3:30 p.m. or by appointment.

During office hours I am available in my office and also online using CourseDen's Blackboard tool.

The preferred method of communication is through CourseDen's e-mail tool. I will try to respond to your e-mail within 24 hours, except on weekends.

USE OF CourseDen (CD): CourseDen is an absolutely necessary resource for this class. All information, instructions, and updates will be posted on CourseDen. Also, CourseDen is the preferred method of communication with your instructor and classmates. You must get in the habit of checking CourseDen frequently.

TECHNOLOGY

The use of technology (i.e. laptops, tablets, smartphones, etc.) in the classroom will be permitted as long as these devices are used for classroom related activities and do not distract from the lecture or class discussion. If at any point the use of these devices becomes problematic to the class, all such devices will be banned for the remainder of the semester.

THE HONOR CODE

At the University of West Georgia we believe that academic and personal integrity are based upon honesty, trust, fairness, respect and responsibility.

Students at West Georgia assume responsibility for upholding the honor code. West Georgia students pledge to refrain from engaging in acts that do not maintain academic and personal integrity. These include, but are not

limited to, plagiarism*, cheating*, fabrication*, aid of academic dishonesty, lying, bribery or threats, and stealing.

Definitions:

- Cheating - “using or attempting to use unauthorized materials, information or study aids”.
- Fabrication - “falsification or unauthorized invention of any information or citation”
- Plagiarism - “representing the words or ideas of another as one’s own. Direct quotations must be indicated and ideas of another must be appropriately acknowledged”

Further details regarding Student Conduct can be found in Appendix A of the UWG Connection and Student Handbook.

WOLF PACT

By enrolling and continuing in this course you agree to the following.

Having read the Honor Code for the University of West Georgia, I understand and accept my responsibility to uphold the values and beliefs described therein and to conduct myself in a manner that will reflect the values of the Institution and the Richards College of Business so as to respect the rights of all UWG community members. As a UWG student, I will represent myself truthfully and complete all academic assignments honestly and within the parameters set by my instructor. I understand and accept that if I am found guilty of violations (through processes due me as a UWG student and outlined in the UWG Student Handbook), penalties will be imposed. I also recognize that my responsibility includes willingness to confront members of the UWG community if I feel there has been a violation of the Honor Code. Ultimately, I will conduct myself in a manner that promotes UWG as the best place to work, learn, and succeed for my generation, and those to come!

ACADEMIC HONESTY GUIDELINES

- I will provide instructions for each assignment about whether an assignment must be submitted individually or in groups.
- In some instances, you may be able to work in groups but students must submit his or her own work, using his/her own wording and answers that can be based on the group’s discussion.
- The following instances are some non-exhaustive examples of academic dishonesty:
 - Using material submitted by other students – in the past or in the present, at UWG or at any other school.
 - Submitting material created by a classmate
 - Presenting anyone else’s work as yours (including but not limited to: work you find online, hiring someone to write any assignment for you, etc.)
 - Presenting a paper, homework, or any type of assignment consisting mostly of direct quotes – ***even if they are properly cited.*** You need to present original and creative work.
 - Helping other students to cheat, by showing them your answers, reports, calculations, processes, etc.

Any violation of the honor code will result in a grade of F and an official notification to UWG's Academic Dishonesty Tracking System.

CREDIT HOUR POLICY (3 credit hours)

For approximately fifteen weeks, students in this class will generally spend 150 minutes with direct faculty instruction (either face-to-face or online) and work about 360 minutes outside of the classroom each week. This out-of-class work may include, but is not limited to, readings, simulations, assignments, projects, group work, research, and test preparation.

OTHER IMPORTANT INFORMATION

Students, please carefully review the information available at this link:

http://www.westga.edu/assetsDept/vpaa/Common_Language_for_Course_Syllabi.pdf

It is your responsibility to read the information available in this website, as it contains important material pertaining to your rights and responsibilities in this class. Because these statements are updated as federal, state, university, and accreditation standards change, you should review the information at least once each semester.

The instructor reserves the right to make changes to this syllabus.

MGNT 3625: Contemporary Issues in Management – Corporate Social Responsibility

Course Schedule

| Date | Topic | Required readings <i>CD indicates CourseDen</i> | Assignments Due | Simulation (Decision due on Sundays at 11:00 pm) |
|--|---|--|---|---|
| | Course Introduction | | | |
| Jan 12 (Tu) | Why do we need to start with business ethics? | Syllabus | | |
| MODULE I: BUSINESS ETHICS | | | | |
| Jan 14 (Th) | Introducing Business Ethics | <i>The ethical enterprise - Introduction to Ethics</i> <i>(Available in CD)</i> | | |
| Jan 14 (Th) | Withdrawal "W" period begins for Full Term-15 week courses. Students who withdraw from a full term - 15 week class between 12:01 am Sep 3 and midnight Oct. 17 will receive a grade of W (Full Session Courses). | | | |
| Jan 21 (Th) | Speed dating | | Complete the Teamwork profile (CD) and bring it to class | |
| Jan 19 (Tu) | Ethics Bowl: Making decisions in business ethics | <i>Ethics and Leadership</i> (Available in CD) | | |
| Jan 26 (Tu) | Managing ethics in the workplace Introduction to the Strategic CSR simulation | <i>The ethical enterprise - State of the Art in Ethics</i> (CD) | <i>Homework:</i> Find the code of conduct of a company you admire, or work for, or would like to work for. Print it and bring it to class. | |
| Jan 28 (Th) | Movie: Inside Job | <i>The 10 Most Shameful Scandals of 2013</i> (CD) | <i>Homework:</i> Plagiarism statement (all instructions are in CD) E-mail pre- and post-test to svelez@westga.edu | |
| MODULE 2: PERSONAL AND PROFESSIONAL ETHICS AND VALUES | | | | |
| Feb 2 (Tu) | Personal Values and Mission In class exercise: is management a profession? | <i>Creating a New Mission Statement</i> (CD) | <i>Homework:</i> Personal Mission Statement and values. Further instructions on page 5. Submit through CourseDen's Dropbox tool | |

MGNT 3625: Contemporary Issues in Management – Corporate Social Responsibility

| Date | Topic | Required readings <i>CD indicates CourseDen</i> | Assignments Due | Simulation (Decision due on Sundays at 11:00 pm) |
|--|---|---|--|--|
| Feb 4 (Th) | Internal Context of CSR: Culture, Mission Statements and Values In class exercise: Google in China | <i>How to Write a Mission Statement That Isn't Dumb (CD)</i> | <i>Homework:</i> Find the mission statement of a company you admire, or work for, or would like to work for. Print it and bring it to class. More detailed instructions on page 6. | |
| Feb 8 | BB&T Lectures in Free Enterprise Townsend Center for the Performing Arts Extra-credit opportunity for attending. Be sure to scan your UWG ID at the end of the lecture Tickets for the lecture are free, but you need to get them in advance from the Townsend Center. | | | |
| Feb 9 (Tu) | | Exam 1 | | |
| PART III: CORPORATE SOCIAL RESPONSIBILITY | | | | |
| Feb 11 (Th) | What is CSR | <i>The pyramid of CSR (CD)</i> | Group Expectations Document (Complete the template available in CD and turn it in class) | Ratings of ethics transgressions (Individual). Available on the simulation website |
| Feb 16 (Tu) | The Importance of CSR: How much does CSR matter? | - <i>The Business Case for CSR (CD)</i> - <i>Criticism of CSR (CD)</i> | | |
| Feb 18 (Th) | The Strategic Context of CSR | <i>Just Good Business (CD)</i> | | Pre-simulation memo (Group) Year 1 Starts |
| Feb 23 (Tu) | Globalization In class exercise: The Shakedown | <i>Going Global (CD)</i> | | |
| Feb 25 (Th) | Sustainability | <i>A change in climate (CD)</i> | | |
| Feb 28 (Su) | | | | Year 1 decision due Year 2 starts |

MGNT 3625: Contemporary Issues in Management – Corporate Social Responsibility

| Date | Topic | Required readings <i>CD indicates CourseDen</i> | Assignments Due | Simulation (Decision due on Sundays at 11:00 pm) |
|--------------------|--|---|-----------------|--|
| Mar 1 (Tu) | Life Cycle Analysis Presentations | <i>Group Homework:</i> Product lifecycle: Choose a product you are passionate about (for instance, if you like fashion choose a pair of jeans as your product) and draw diagram of this product's life cycle. More Instructions in CourseDen, | | |
| Mar 3 (Th) | Social entrepreneurship Guest Speaker: Crystal Atwood, Director of Operations Community Foundation of West Georgia | <i>The for-benefit company (CD)</i> | | |
| Mar 3 (Th) | Last day to withdraw with a grade of W from Full Term- 15 week courses. Students withdrawing from full term courses after midnight will be awarded a grade of WF. Note: A WF grade is calculated as an F in the GPA. | | | |
| Mar 6 (Su) | | | | Year 2 decision due Year 3 starts |
| Mar 8 (Tu) | Corporate Reputation | <i>Rebuilding Corporate Reputations (CD)</i> | | |
| Mar 10 (Th) | Exam 2: Chapter 4, Globalization, Sustainability, Social entrepreneurship, Reputation | | | |
| Mar 14 – Mar 18 | Spring Break – No Classes | | | |
| Mar 22 (Tu) | Organizational (Internal) Stakeholders: Shareholders | <i>The Myth of shareholder capitalism (CD)</i> | | |
| Mar 24 (Th) | Organizational (Internal) Stakeholders (II): Employees, Managers, and Unions In class exercise: The layoff | <i>The CEO of Anglo American on Getting Serious About Safety (CD)</i> | | |
| Mar 27 (Su) | | | | Year 3 decision due Year 4 starts |
| Mar 29 (Tu) | Economic Stakeholders: Customers | <i>Business ethics and customer Stakeholders (CD)</i> | | |

MGNT 3625: Contemporary Issues in Management – Corporate Social Responsibility

| Date | Topic | Required readings <i>CD indicates CourseDen</i> | Assignments Due | Simulation (Decision due on Sundays at 11:00 pm) |
|----------------------------|---|---|---------------------------|---|
| Mar 31 (Th) | Economic Stakeholders II: Competitors, Creditor, Distributors, Suppliers | <i>Use of ‘Conflict Minerals’ Gets More Scrutiny (CD)</i> | | |
| Apr 3 (Su) | | | | Year 4 decision due Year 5 Starts |
| Apr 5 (Tu) | Documentary: Is Wal-Mart Good for America? | Watch the Documentary and submit the questionnaire posted in CourseDen>Dropbox | | |
| Apr 7 (Th) | Societal Stakeholders (I): Government | <i>Why It Pays to Become a Rule Maker</i> | | |
| Apr 10 (Su) | | | | Year 5 decision due |
| Apr 12 (Tu) | Societal Stakeholders (II): Communities, Nonprofits, NGOs, Environment, Non-Human Stakeholders | - <i>Greenpeace Forces Lego to Split with Shell</i> - <i>The Justin Bieber of Organic Beef</i> | | |
| Apr 14 (Th) | Societal Stakeholders (III): In class exercise: Lululemon Social Media as Stakeholder | <i>Social Media as Stakeholder (CD)</i> | | |
| Apr 19 (Tu) | Primer on negotiation | Introduction to Negotiation: A Primer for “Getting to Yes” | | |
| Apr 21 (Th) | In-class exercise: Outsourcing at Resilient Resins | Outsourcing at Resilient Resins (CD) | Press Kit Peer reviews | |
| Apr 28 (Th) at 11:00 am | | Exam 3 – Chapters 6,7, 8 | | |

The schedule is tentative and may change due to situational factors.