

**University of West Georgia, Richards College of Business**  
**MGNT 4660: Strategic Management**  
**Spring Semester 2018**  
Sec. # N01 and N02 On-Line

<b>Instructor Contact Information</b>	
<b>Instructor:</b> Kim Green, Ph.D., CFA	<b>Office phone:</b> 678-839-4831
<b>Office:</b> Miller Hall RCOB Building 2319	<b>Office hours:</b> Tu and Th 9:00 am – 11:00 am, 12:15 pm – 1:00 pm; Mon 4:30 pm – 5:15 pm; or other by appointment or email
<b>E-mail:</b> Through CourseDen or kgreen@westga.edu	

## **COURSE SET-UP AND FORMAT**

### **PREREQUISITES:**

FINC 3511 and MGNT 3600 and MKTG 3803 and (ECON 3402 or MATH 2063) and ACCT 2101 and ACCT 2102 and BUSA 2106 and CISM 2201 and ECON 2105 and ECON 2106

### **CREDIT HOUR POLICY (3 credit hours):**

This course is worth three (3) credit hours. The course will be delivered entirely at a distance with the exception of the two proctored exams. This requires the online equivalent of 2250 minutes of instruction (seat-time) and an additional 4500 minutes of supporting activities. As such, you will be required to complete the following online activities during this course (times are approximate):

- Discussion posts: 600 minutes
- Audio/video files: 600 minutes
- Exams: 200 minutes
- Other online assignments/activities/readings/assessments: 850 minutes

Additionally, it is anticipated that students will need to work independently for twice the number of minutes listed above to complete the online activities (i.e., 4500 minutes of supporting activities).

### **COURSE FORMAT:**

***This is a fully online course. However, students are required to take two proctored exams during the semester in which they will need to come to the UWG campus or an approved proctoring location.*** More information about the proctored exams and their dates is located in the syllabus under the section Course Evaluation, Details about Assignments and the Class Schedule. Students are required to use CourseDen throughout the semester to support faculty-to-student and student-to-student interaction, including but not limited to discussion boards, announcements, email, individual/group work, submitting assignments, etc. Students will also use the on-line simulation Glo-Bus, accessed through [www.glo-bus.com](http://www.glo-bus.com) (further discussed in "Course Materials" and "Details about Assignments").

### **NECESSARY TECHNOLOGY:**

The following technology will be needed for completing this class successfully:

- Access to a personal computer (PC or MAC) with speakers
- High-speed internet service (DSL, Cable, etc.) is strongly recommended. If high-speed internet is not available in your area, contact your instructor immediately. Completion of course requirements will be difficult and cumbersome without high-speed internet service.
- Software requirements: Microsoft Office 2007 or higher (available for free through UWG ITS), Adobe Reader, BlackBoard Collaborate, and other potentially required downloads listed in CourseDen (D2L).

## **COURSE DESCRIPTION AND OBJECTIVES**

### **COURSE DESCRIPTION:**

This course offers an integrative approach to the study of the total enterprise from the executive management's point of view--the environment in which it operates, the direction management intends to

head, management's strategic plan and the task of implementing and executing the chosen strategy. The course is designed to equip the student to analyze and respond effectively to complex, real-world challenges that managers face as they make decisions about a business' strategy. The course covers the analysis of external environmental changes, internal organizational governance and resource allocation mechanisms, and competitive positioning in the formulation of a strategy to create a position of sustainable competitive advantage. The course focuses on the job, perspective, and critical skills of the general manager.

### **COURSE OBJECTIVES:**

The major objective of this course is to give students the opportunity to analyze complex business situations and require them to integrate their knowledge of all areas of business. The course helps students to learn the concepts and issues associated with the strategic management of an organization and to hone analytical skills in integrating knowledge of the functional areas of business in order to more fully understand the role of an upper-level manager. While the course is practically oriented, theory is used as the basis for good practice. Specific learning objectives for the course include:

1. To develop your capacity to think strategically about a company, its business position, how it can gain sustainable competitive advantage and formulate plans to ensure organizational viability. (BBA 4, BBA 6)
2. To develop skills using strategic and functional level analytical tools in a variety of companies and industries to facilitate the development and implementation of effective business strategy.(BBA 2, BBA 4)
3. To integrate and synthesize knowledge gained in business core courses into a comprehensive approach to managing a multifunctional business organization. (BBA 4, BBA 6)
4. To organize and present strategic and operational information appropriate to professional standards and practices. (BBA 1, BBA 3)

The course will use a combination of textbook content, explanations and exercises posted on-line, case studies of actual corporations, class discussion boards, team project, and examinations to accomplish these objectives.

### **COURSE MATERIALS**

#### **REQUIRED TEXTBOOK:**

*Mastering Strategic Management*. 2015. Version 1.1. Dave Ketchen and Jeremy Short. Flat World Knowledge ([www.flatworldknowledge.com](http://www.flatworldknowledge.com)). eISBN: 978-1-4533-6951-7.

Students have several options and price points for accessing the textbook.

- Through the publisher's website, the textbook can be purchased in several digital formats or in print. These options range in price from \$29.95 to \$74.95 and all include access to study aids like flash cards, quizzes, and online highlighting. The textbook is accessible using this course URL which is unique for our class: <https://students.flatworldknowledge.com/course/2574086> (If the URL doesn't work, go to the website [students.flatworldknowledge.com](http://students.flatworldknowledge.com) and find the class using the instructor's name, the course name, or the university name to find the book.)
- A version of the textbook is available through the Creative Commons license. This version is posted as a pdf file in CourseDen.

#### **REQUIRED SIMULATION:**

GLO-BUS Strategy Simulation. Registration fee of \$44.95 through <http://glo-bus.com/>.

You will need a team-specific registration code provided by the instructor in order to register. These codes will be available approximately the second week of class. Instructions for accessing the simulation will be provided by the instructor. Individual access to the simulation is required.

GLO-BUS can be accessed from any PC (or laptop or tablet or smart phone) connected to the Internet, provided the device has a Web browser (such as Chrome or Internet Explorer or Firefox or Safari or Microsoft Edge (for PCs with Windows 10)).

#### **ARTICLES AND CASES:**

Cases and articles available from your professor are posted on CourseDen.

## COURSE DEN:

Throughout the semester, announcements and assignments may be posted on CourseDen. Students should check CourseDen frequently.

## TECHNICAL SUPPORT FOR COURSE MATERIALS:

Technical support is available for the systems you will use in this course.

For assistance with CourseDen, there are several ways to contact the university's online Help Desk.

**E-mail:** [online@westga.edu](mailto:online@westga.edu)

**Call:** UWG Online Helpdesk, M-F 8am-5pm, 678-839-6248 or 1-855-933-UWGO (8946)

**Online Chat:** <http://uwgonline.westga.edu/uwgonline/chat-with-us.php>

CourseDen assistance is also available through the Help Desk of the university system of Georgia at:

**24-Hour Help:** CourseDen (D2L)

Toll-free 1-855-772-0423

<https://D2Lhelp.view.usg.edu>

Glo-Bus technical support is available via email within the Glo-Bus system. Click on the "Send us a message" button at the bottom of the main page or the "Support" button in the top right corner. (Note that the UWG help desk will NOT be able to assist you with Glo-Bus.)

## COURSE STRUCTURE

The content material for the course is organized into five modules or units. The first unit will get you started with the set-up of the course. The textbook chapters are distributed across Units 2 – 5 as follows:

- Module 1: Introduction
- Module 2: What is Strategy? – Chapters 1 and 5
- Module 3: SWOT and Strategy Formulation – Chapters 2, 3, and 4
- Module 4: Competition, Cooperation, Globalization, and Corporate Strategy – Chapters 6, 7 & 8
- Module 5: Organization Design and Governance – Chapters 9 and 10

There is a separate folder on CourseDen for each module. Each folder contains a checklist for the module that identifies all of the work you should complete for that module. The PowerPoint files, cases, articles, and any videos posted for you will be included in the appropriate module folder.

## TABLE OF COURSE EVALUATION CRITERIA: ASSIGNMENTS AND POINTS

ASSIGNMENT	POINTS	PERCENTAGE OF SEMESTER POINTS
Exam 1 (Chapters 1, 2, 3, 4, 5)	220	22%
Exam 2 (Chapters 6, 7, 8, 9, 10)	220	22%
Discussion Board Posts (25 points per assignment x 5 boards)	125	12.5%
RCOB Case Assessment Exam	50	5%
<i>Components of Simulation Project:</i>		
Simulation Score (a team grade, adjusted for participation)	210	21%
Individual Quiz 1 in simulation (covering the Glo-Bus mechanics)	25	2.5%
Individual Quiz 2 in simulation (financial performance metrics)	25	2.5%
Individual Written Report covering simulation project	125	12.5%
<b>TOTAL POINTS</b>	1,000	100%
Optional Extra Credit Opportunities (details provided below and in CourseDen folder)		
Watch a Frontline video; write a one-page paper applying strategic management topics		15 points
Write a one-page paper based on article(s) and video about cultures of innovation		15 points

## FINAL GRADE FOR THE COURSE

The final grade for this course will be assigned on the basis of total points earned. There is no adjustment for trends over time (either positively or negatively). Final Grades will be assigned based on the following points:

- A: 895 (89.5%) to 1000 points
- B: 795 (79.5%) to 894 points
- C: 695 (69.5%) to 794 points
- D: 595 (59.5%) to 694 points
- F: 594 points and below

## DETAILS ABOUT ASSIGNMENTS

### EXAMS

There will be two exams that must be taken in an approved proctored environment. Both exams will be administered at the UWG Carrollton campus in a Miller Hall RCOB classroom free of charge. Alternatively, students can choose to take the exams at an approved off-campus testing site (for a fee paid to that site -- fees may vary anywhere from \$10 to \$50 or higher). There are approved testing locations around the state of Georgia and throughout the United States. Arrangements may also be made for testing centers not currently on the approved list. All off-campus testing requires both approval and a minimum of a two-week notice to coordinate. Please see this link for additional information if you intend to take your exams at a location other than the scheduled classroom:

<http://uwgonline.westga.edu/exams.php>

Students who use the West Georgia testing center through specific accessibility accommodations should also contact the professor at least two weeks prior to an exam to complete the arrangements.

Dates and times for the exam sessions proctored for free in Miller Hall (RCOB) are shown below:

*Exam 1* will be offered for free at four times, and students may choose any one of the times:

- Tuesday, February 27: Morning, 9:30 am – 10:45 am, Miller Hall RCOB 1201
- Tuesday, February 27: Evening, 7:00 pm – 8:15 pm, Miller Hall RCOB 2202
- Wednesday, February 28: Afternoon/Evening, 5:30 pm – 6:45 pm, Miller Hall RCOB 2201
- Thursday, March 1: Morning, 8:00 am – 9:15 am, Miller Hall RCOB 2201

*Exam 2* and the RCOB case exam will be offered for free at the following times (with some yet to be determined). Students may choose any one of the times:

- Thursday, April 26 afternoon/evening, 5:30 pm – 8:30 pm, Miller Hall 2213
- Monday, May 7, afternoon/evening, 5:00 pm – 7:30 pm, Miller Hall 2201
- Tuesday, May 8 morning/afternoon, 11:00 am – 1:30 pm, Miller Hall RCOB 1308
- Other to be announced later

The blocks of time may be longer than some students need for completing exams. Therefore, it is permissible to start the exam later than the start time listed for each block if a student's schedule conflicts with the beginning time for an exam. Each student must show photo identification (such as university ID or state driver's license) when turning in an exam.

The exam format will typically consist of some combination of multiple choice, problems, short answer and/or essay questions. The exam questions will cover material from the textbook, cases, articles and unit exercises and discussions.

Make-up exams will be given only in the event of a university-accepted documented circumstance (including, for example, illness, required participation in University-sanctioned function, religious holiday, death in the family). In the event of a university-sanctioned activity, written and verifiable notification of the activity must be provided and validated by the instructor at least 72 hours prior to the scheduled exam. In the event of a medical absence, a written and verifiable note stating that you were physically unable to take the exam as scheduled must be presented to the instructor no later than 72 hours after the exam. Other hardship cases will be considered with acceptable notification.

### **DISCUSSION BOARD PARTICIPATION (5 sessions, 25 points each)**

There will be five discussion board sessions during the semester. Each session will be worth up to 25 points. The discussion boards will open on a Thursday morning and will close a week later (eleven days) at midnight (11:59 pm) on Sunday – thus, each discussion includes two weekends. The dates for these posts are specified in the Course Schedule as the end of this syllabus. See the checklist for each module to find the full instructions for each module's discussion board.

During the discussion board posting period, students are required to (a) post comments, analysis, thoughts, and reactions to questions specific to the unit and (b) post a response, reaction to, or comment about at least two posts made by other students. You will likely need to return to the discussion board more than once during the open window in order to post your comments about other students' ideas. The questions that will begin each unit's discussion are included in the checklists that accompany each unit.

These posts will be graded for (a) participation, accuracy and detail in your answers, and (b) the thoroughness, depth of insight, courtesy, and professionalism of your responses to the posts made by other students. The highest scores will be earned by students who identify important themes in the discussion, tie together several comments, and connect the discussion directly to the content material either covered in the current unit or building on previous units. *Late posts will be accepted but will receive a 50% reduction in points as a penalty for late submission.*

### **RCOB ASSESSMENT EXERCISE (CASE EXAM) (50 points)**

During the Exam 2 period, you will complete the college case assessment (in addition to the content Exam 2). The case assessment consists of reading a short (approx. two pages) case and responding in writing to a set of open-ended questions in which you analyze the case and formulate a recommendation for the case solution. Assessment exercises are conducted each semester in order to assess if the college is teaching the concepts that are considered fundamental to business education and if this teaching is effective in helping students master the concepts. Assessments are part of the MGNT 4660 course because the prerequisite courses leading up to MGNT 4660 will have covered those fundamentals for the various business disciplines (e.g., accounting, economics, finance, information systems, business law, management, marketing). Students receive points for this assignment based on the number of exam questions they answer correctly, according to the scale presented in the following table:

<b>Points Scale for Case Exam</b>	
<b>Number of Questions Answered Acceptably</b>	<b>Points Earned</b>
Incomplete exam	0 points
1 answer acceptable (but exam is completed; all questions are answered)	20 points
2 questions answered acceptably (exam is completed)	30 points
3 questions answered acceptably (exam is completed)	40 points
4 or 5 questions answered acceptably (exam is completed)	50 points

### **SIMULATION PROJECT**

During the semester, each student will participate in a simulation project (either working alone or in groups of 2 – 4 members) managing a company in the Glo-Bus Strategy Simulation. Companies in the simulation compete in the digital camera industry, producing wearable video cameras and camera-equipped drones. Students can choose teams, or the instructor will assist in forming teams based on information provided by each student on the Class Intro Data Form. This Class Intro Data Form is included in the Unit 1 folder on CourseDen; note the deadline specified in CourseDen. Once the teams have been formed, each student will be given a registration code to sign-up to participate in the simulation (register at [www.glo-bus.com](http://www.glo-bus.com)). You will not be able to register without your individual code. The instructor will notify you by CourseDen email when the registration codes are available.

The simulation will begin with two practice rounds which are not graded. There will then be nine rounds of decisions that are used in computing the grade for the simulation. Each decision period covers a year for the company you are managing. Because you are given five years of historical performance information, the nine decision rounds are designated as Year 6 through Year 14. During the specified

weeks of the course, one simulation decision will be due each week by Friday at 8 pm. These deadlines are noted in the Course Schedule at the end of this syllabus.

Grades will be assigned for the performance in the on-line simulation, the individual quizzes, and the individual's final report. Details of the simulation project assignments are provided below:

***On-Line Simulation Grade (210 points):***

The simulation grade will be based on the team's performance in its Glo-Bus industry. Each industry will consist of either eight or twelve companies/teams (depending on the number of teams in the class). The Glo-Bus system calculates a score for each team based on performance factors such as the company's profitability and return on equity. To encourage active participation in and attention to the simulation throughout the semester, the simulation grade will be computed as an average of the scores for Years 8, 11, and 14. This Glo-Bus score will be the team's grade for each year unless the score falls below a pre-set floor grade. The floor grade will be based on the team's rank in the industry at specified times (i.e., decision years) during the simulation. The team will receive the higher of the two scores: the score calculated by Glo-Bus or the floor score. For example, the floor grade for the lowest ranked team in the industry will be 70% (a "C") or 147 points out of 210 points. If, however, the lowest ranked team earns a Glo-Bus performance score of 85%, then that team's grade would be 85% or 179 points out of 210 points. The floor grade for the highest-ranked team in the industry is 100% or 210 points. If, however, the highest-ranked team earns a Glo-Bus performance score of 105%, then that team's grade would be 105% or 221 points. Additional details regarding the grading plan are provided in the Unit 1 course introduction slides.

Adjustments to the simulation grade will be made for participation. These adjustments can be severe. **Simulation participation assessment for student working in groups:** Entire teams that do not save a decision entry to the system for two or more graded decision rounds can expect a 5% (i.e., one-half a letter grade or 10 points) reduction in the simulation grade for each round they have failed to save a decision entry. Additionally, each team member will evaluate the other team members at the end of the project. These peer evaluations should reflect the contributions of each team member. Based on the peer evaluations, appropriate adjustments to individual grades for the on-line simulation will be made where necessary. I urge the teams to decide, at the beginning of the project, what will be an acceptable level of contribution, and I encourage each individual to contribute your share to the team project. **Your participation in the simulation project is your responsibility, not your team's responsibility.** **Simulation participation assessment for student working alone:** For individuals working on the simulation alone (a team of one), simulation grades may also be adjusted based on participation. The Glo-Bus system indicates when a student saves a decision to the system. Students who fail to save a decision entry for two or more graded decision rounds can expect a 5% (i.e., one-half a letter grade or 10 points) reduction in the simulation grade for each round they fail to save a decision entry.

***Simulation Quizzes (2 quizzes, 25 points each):***

Within the Glo-Bus system, there are two quizzes scheduled. Quiz 1 covers the mechanics of the Glo-Bus industry, just as you would need to understand the industry environment of a real-world company you were managing. Quiz 2 covers the mechanics of financial performance reporting and the use of financial reports as feedback for strategic decisions. Each student should complete these quizzes individually. These are open-note quizzes, meaning that you can use the Glo-Bus description information and the help screens while completing the quizzes. There is a system-imposed time limit for each quiz. The deadlines for completing each quiz are shown in the Glo-Bus system and on the Course Schedule at the end of this syllabus.

***Individual Report (125 points):***

Each student will prepare an Executive Summary package. This assignment will be written individually, and the grade will be assigned individually. The Executive Summary package will include (i) a report of your simulation company's strategy and performance and (ii) a report of a real-world digital camera company's strategy and performance. The requirements also include a table of your Globus company's financial results, a table of the real-world camera company's recent financial performance, and a brief analysis of the CEO's letter from the most recent annual report for the real-world company.

Complete instructions for the paper, a checklist of the required components, the grading rubric showing points for each component, and reminders for the report are posted on CourseDen.

*Reports submitted after the due date will be subject to a grade penalty of one letter grade per day.*

### **EXTRA CREDIT (Optional; up to 30 points):**

There are two extra credit options, each worth up to 15 points. You can submit each of the options, for a total of up to 30 points. The extra credit assignments involve watching videos and/or reading articles as specified in the assignment instructions. For each assignment, you are to write a one-page (single-spaced) report that summarizes the key issues relevant to business strategy that you found interesting. There is a dropbox on CourseDen for submitting your paper(s). There are more detailed instructions posted on CourseDen. You can submit up to two papers but only one for each of the assignment options.

## **COURSE POLICIES**

### **STUDENT RIGHTS AND RESPONSIBILITIES**

Carefully review the information at this link:

[Link to Vice President of Academic Affairs Common Language for Course Syllabi](#)

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 this information each semester. Information available through this link includes policies regarding the Americans with Disabilities Act, UWG e-mail, credit hours, and the honor code.

### **ATTENDANCE VERIFICATION**

In order to distribute Title IV funding (federal student aid), student attendance verification is required. Therefore, all students must verify their attendance by submitting the Class Intro Data Form (which is used to form groups for the Glo-Bus simulation) (see CourseDen for instructions) by Friday, January 12, 2018, at 11:59 pm EST. Students who do not submit the data form may be dropped from the class for non-attendance and may not receive credit or a grade for the class. It is the responsibility of the student who adds classes during drop/add to make sure that they are verified as being in attendance by contacting the course instructor and submitting the data form.

### **DEADLINES**

No late assignment will be accepted unless the student notifies the professor in advance or, in the event of an unforeseen emergency, immediately after the assignment was due and provides a legitimate reason (as determined by the instructor). The instructor follows university policy regarding approved absences and late submissions with university-accepted reasons including, but not limited to, illness and travel for university-sponsored teams or events.

### **ACADEMIC INTEGRITY**

The basic principle of academic integrity is that students take credit only for ideas and efforts that are their own. Behavior outside that guideline is prohibited. Without truthfulness, honor, and responsibility we cannot earn the trust and respect of others. Furthermore, we recognize that academic dishonesty detracts from the value of the college degree. Therefore, we shall not tolerate academic dishonesty.

**Penalties for Breach of Academic Integrity: Each incidence of academic dishonesty is subject to review and consideration by the instructor, and is subject to a range of penalties including but not limited to failing the assignment, failing the course, and referral to Office of the Vice President for Academic Affairs.**

***NOTE: Violations of the academic honesty policy may result in expulsion from the University.***

## **DISPUTES**

If you feel your grade on an assignment is inaccurate, you are encouraged to return the assignment or exam for re-grading. Please employ the following process: Type all comments on another sheet and turn it in to me within three days of the assignment's return to you. Your request for re-grading must clearly indicate why you believe you deserve a higher grade. I will not discuss the problem with you until it is put into a written request. Reviews can lead to either an increase or decrease in total points

## **PROPRIETARY MATERIAL AGREEMENT**

The materials on this course website are only for the use of students enrolled in this course for purposes associated with this course and may not be retained or further disseminated.

## **ONLINE PRIVACY**

This course may require you to work with other sites and entities beyond UWG and CourseDen (D2L) where some personal information (e.g. your name, affiliation with UWG, or current employment) may be displayed. You have the right to regulate the displaying of information pertaining to yourself on the Internet. If you are uncomfortable displaying information that you deem overly personal, you may take steps to post more anonymous manner (such as posting online your first name and last initial only or other pseudonym). You also agree to respect other people's wishes to remain anonymous.

## **LINKS TO AND FROM THIRD-PARTY SITES**

There may be links established between this course and other entities and sites on the World Wide Web, Internet or other areas that are not under the control of, nor maintained by your professor or the University of West Georgia (UWG). These links do not necessarily constitute an endorsement by your professor or UWG, and UWG has no obligation to monitor such sites, and the user agrees that neither your professor nor UWG is responsible for the content of such sites or for any technical or other problems associated with any such third-party site, links, or usage.

## **COURSE COMMUNICATION & GRADING**

Instructor response time to email is 24 – 48 hours M – F. There may be a delay on weekends. Students should not expect a response during non-business hours, which includes nights, weekends, holidays, and school breaks. Grades for activities and assignments will be posted within 7 – 10 days in CourseDen. However, some grading may take longer than 7 – 10 days depending upon the assignment. Students will be notified in CourseDen if an assignment's grade will not be posted within the 7 – 10 day window.

## **SYLLABUS CHANGES**

This syllabus provides a general plan for the course. The instructor reserves the right to make changes to the syllabus plan as necessary. Changes will be announced through CourseDen.

## CLASS SCHEDULE: MGNT 4660 STRATEGY ON-LINE

[NOTE: Schedule is subject to change at discretion of instructor.]

<b>Week</b> (Mon – Sun unless specified)	<b>Simulation Decisions</b>	<b>Other Simulation Assignments</b>	<b>Discussion Boards</b>	<b>Proctored Exams*</b>
<b>Week 1</b> Jan 6 (Sat) – Jan 14		Class Intro Data Form due Fri, Jan 12 (submit in dropbox)	Unit 1 discussion board opens Thur, Jan 11, 6am;	
<b>Week 2</b> Jan 15 – 21		Glo-Bus registration codes available in CourseDen by Jan 21	Unit 1 discussion board closes Sun, Jan 21, 11:59 pm	
<b>Week 3</b> Jan 22 – 28	Practice round #1 by <i>Fri, 8 pm</i>			
<b>Week 4</b> Jan 29 – Feb 4	Practice round #2 by <i>Fri, 8 pm</i>		Unit 2 discussion board opens Thur, Feb 1, 6am;	
<b>5</b> Feb 5 – 11	Decision 1 (Yr 6), by <i>Fri 8 pm</i>	Quiz 1 in Glo-Bus opens Mon, Feb 5;	Unit 2 discussion closes Sun, Feb 11, 11:59p	
<b>6</b> Feb 12 – 18	Decision 2 (Yr 7), by <i>Fri 8 pm</i>	Quiz 1 in Glo-Bus, due by 8pm, Fri, Feb 16	Unit 3 discussion board opens Thur, Feb 15, 6am;	
<b>7</b> Feb 19 - 25	Decision 3 (Yr 8) by <i>Fri 8 pm</i>		Unit 3 discussion closes Sun, Feb 25, 11:59 pm	
<b>8</b> Feb 26 – Mar 4	Decision 4 (Yr 9), by <i>Fri 8 pm</i>			<i>Exam 1 (Units 2 and 3) See syllabus p. 4 for days/times proctored in RCOB Miller Hall</i>
<b>9</b> Mar 5 – 11	Decision 5 (Yr 10), by <i>Fri 8 pm</i>	Quiz 2 in Glo-Bus opens Mon, Mar 5;		
<b>10</b> Mar 12 – 18	Decision 6 (yr 11) by <i>Fri 8 pm</i>	Quiz 2 in Glo-Bus due by 8 pm, Fri, Mar 16		
<b>Break</b> Mar 19 - 25	SPRING BREAK			
<b>11</b> Mar 26 – Apr 1	Decision 7 (Yr 12), by <i>Fri 8 pm</i>		Unit 4 discussion board opens Thur, Mar 29, 6am;	
<b>12</b> Apr 2 – 8	Decision 8 (Yr 13), by <i>Fri 8 pm</i>		Unit 4 discussion closes Sun, Apr 8, 11:59 pm	
<b>13</b> Apr 9 – 15	Decision 9 (Yr 14), by <i>Fri 8 pm</i>		Unit 5 discussion board opens Thur, Apr 12, 6am;	
<b>14</b> Apr 16 – 22			Unit 5 discussion closes Sun, Apr 22, 11:59 pm	
<b>15</b> Apr 23 – Mon, Apr 30		[Submit individual written report by noon Mon, April 23 if you wish to have it graded before exam]		<i>(1) Exam 2 covering Units 4 and 5 and (2) RCOB Case Exam</i>
<b>Finals</b> Wed, May 2 – Tue, May 8		Individual Written Report due by Fri, May 4, 11:59 pm (submit by dropbox, e-mail or hard copy)		<i>See syllabus p. 4 for days/times proctored in RCOB Miller Hall classroom</i>

\* If you wish to take your proctored exams at a day/time or location other than those scheduled by the professor, please contact the professor at least two weeks prior to the scheduled exam week.

## SUMMARY OF COURSE TOPICS AND LEARNING OBJECTIVES

