

**Texas A&M University Central Texas
MKTG 5308 – Marketing Management**

INSTRUCTOR AND CONTACT INFORMATION

Instructor: Dr. Tyson Ang

Office: Founder’s Hall 318 E (Killeen Campus)

Office Phone: 254-519-5758

Department Phone: 254-519-5437

Email: tyson.ang@tamuct.edu (preferred method of contact)

Office Hours: Mon and Wed; 11a.m. – 1p.m. & 2:30p.m. to 3:30p.m. (or by appointment)

Classroom: ONLINE

Course Web Page: <https://tamuct.instructure.com/login/ldap>

(All announcements, assignment instructions, course materials, and grades will be posted on Canvas)

REQUIRED MATERIALS

A Framework for Marketing Management (6Eds) by Kotler and Keller

ISBN-13: 978-0133871319

ISBN-10: 0133871312

Markstrat License (\$65) & Markstrat Participant Handbook (Free with the license)

(Please find the instructions on “how to purchase Markstrat license and handbook” handout through Canvas under “home” section; look for “Required Textbook(s) and Material Information”)

Two Cases (The Fashion Channel & Brannigan Foods) from HBP (\$5 each)

Link to purchase: <https://cb.hbsp.harvard.edu/cbmp/import/ptos/66603193>

(You can find the case instructions and questions on the course web page)

****additional readings will be announced during class****

COURSE INFORMATION

Course Catalog Description:

Study the planning and coordination of marketing functions specifically related to product, pricing, promotion, and distribution strategies.

Course Overview and Description:

This course is a general introduction to the discipline of marketing for graduate-level students. The course combines significant marketing strategy content together with **Markstrat**, a market strategy

simulation. In this course, we will start the learning by understanding the role and value of marketing as compared to other business functions. We will also learn a single most important philosophy in marketing, which is called the “Marketing Concept.” In the process of understanding the marketing concept, students will learn the importance of customer value. Students will also learn how to create and develop a marketing plan. Students will gain the basic understanding of marketing research and consumer behavior. Finally, this class will expose students **in detail** to the knowledge and application of 4P’s (product, price, place, and promotion).

Course Objective (CO):

By completing this course, the students should be able to:

1. Understand the role of marketing as compared to the other business functions.
 - (Week 1 and 2; assessed by exams and Markstrat Group Project)
2. Create and develop an integrated marketing plan using the philosophy of marketing concept.
 - (Week 1, 2 and 4; assessed by exams, case analysis, and Markstrat Group Project)
3. Differentiate between quantitative and qualitative analysis, which is the basics of marketing research.
 - (Week 3; assessed by exams, case analysis, and Markstrat Group Project)
4. Be able to analyze different concepts of consumer behavior and integrate it into marketing strategy through marketing segmentation and targeting.
 - (Week 5 and 6; assessed by exams, class activity, case analysis, and Markstrat Group Project)
5. Be able to explain the importance of brand positioning and equity.
 - (Week 7 and 8; assessed by exams, case analysis, and Markstrat Group Project)
6. Understand, in-detail, the role of 4P’s (product, price, place, and promotion).
 - (Week 9 – 16; assessed by exams, case analysis, and Markstrat Group Project)

Finally, as you learn the knowledge and concepts for this class, you are required to apply them into a real-world application through Markstrat Simulation (Week 2 – 16, assessed by Markstrat Quizzes and Markstrat Group Project).

Through in-class discussions, case analysis and group project, the students will learn to:

- Listen, discuss, and respect other students’ ideas
- Build persuasive argument for business decisions
- Make sound marketing decisions
- Develop and evaluate marketing strategies

COURSE REQUIREMENTS

Class Format:

This course is 100% online and uses TAMUCT Canvas Learn System. The class sessions are a combination of lectures, discussions, and experiential learning. Course materials are posted on Canvas in various formats – e.g., videos, PPT slides, Word files, and PDF files. ***Contact me immediately if you have difficulty viewing any of the course material.***

Do not hesitate to contact me when you have questions. I am usually very quick in replying emails (same-day reply) and emailing is the best way to reach me. However, please do not wait till the last minute to email me and ask questions about tests or assignments. Cramming the night before a due date is not an effective strategy for this course and it may cause poor grades.

Student-Instructor Interaction:

I am very approachable so please do not hesitate to contact me when you have questions. I completely understand that this course may be one of the most challenging courses you take at TAMUCT and will do my best to help you achieve your academic goals. Feel free to stop by my office during my office hours. If you cannot make it to my office hours, you may email me to schedule a phone or face-to-face meeting. I check my emails daily and are quick in replying emails (within 24-48 hours unless emergency occurs). I also reply promptly to your Canvas messages but emailing to my “tamuct” email address generally yields a quicker response from me.

Note: please do not wait till the last minute to email me and ask questions about tests or assignments. Cramming the night before a due date is not an effective strategy for this course; it may cause you to feel extremely stressed and/or poor grades.

Task and Grading:

| <u>Total Point Schedule</u> | <u>POINTS</u> |
|---|---------------|
| 1. In-Class Exams (3 exams) | 300 |
| 2. Markstrat Group Project (simulation) | 450 |
| 3. Case Analysis (2 cases) | 200 |
| 4. Attendance, discussions and in-class participation | 50 |
| Total points | |
| | 1000 |

Grading

Here is the grade breakdown:

- 90% - 100% = A
- 80% - 89.9% = B
- 70% - 79.9% = C
- 60% - 69.9% = D
- <60% = F

Task Detail:

In-Class Exam (3@100 pts):
 There will be three non-cumulative exams during the semester, based on the readings, lecture and discussions in class, and assignments. Questions will focus on your understanding of

marketing vocabulary and concepts and your ability to apply these concepts to real-world problems.

Exams must be taken during their scheduled time. If you must miss an exam for a *documented, university-approved* reason, **contact me before as soon as possible (must be before the day of the exam) to make other arrangements**. Only documented university-approved absences will be accepted – if you miss an exam for any other reason, no “make-ups” will be allowed and you will receive a grade of “0” for the exam.

If you are late for an exam, one of the two situations will occur:

- (1) After the first student has submitted his/her exam: receive a grade of “0” for that exam;
- (2) Before the first student’s submission: can still take that exam but NO extra time.

Note: Examples of valid university-approved absences include: (1) participation in an approved, official TAMUCT activity (e.g. debate, AMA conference, etc); (2) confined under doctor’s orders; (3) granted leave of absence from TAMUCT for reasonable cause by the department chair. All approved absences require proper documentation, including absences for medical reasons. All absences must be approved by the instructor prior to the class session that will be missed, except for medical emergencies (however, note that medical emergencies still require documentation.)

Cases (2@100 pts):

There will be two cases that you have to read and analyze for this class. You will need to purchase both cases through Harvard Business Review. The instruction for each case is available through Canvas.

Markstrat Group Project (450 pts):

I will assign you to a group of **two to three** students (This depends on the size of the class). You and your group members will be working together to complete the Markstrat project throughout the semester. In this project, you will compete with other groups of students. For more detailed information, please go to the course web page.

Breakdown of the project by points:

- You are required to submit **Weekly Reports** about your Markstrat decisions*
 - Performance Report (8 @ 15 pts = 120 pts)
 - Written Report (8 @ 20 pts = 160 pts)
- Final Presentation (70 pts)
- Quiz 1 and 2 (2 @ 25pts = 50 pts)
- Peer evaluation (50 pts)

* You can find the details of each assignment on the course web page

WARNING: My previous students have told me that this simulation requires them to meet with each other and talk out thoroughly each of the decision that they have to make every week. Since this is the case, I suggest that you set up a meeting time every week and try to communicate using Skype, Google Hangout, or Canvas with each other.

**** IMPORTANT TO READ REGARDING THE GROUP PROJECT ****

One of the most common soft skills sought out by employers today is teamwork skill. In the real business world, you constantly work with others toward a common goal. In fact, business research is rarely done by individuals alone in real-life situations; it is usually completed by teams. Therefore, you will conduct research in teams in this course.

Effective team work is always very difficult to achieve. Each team member is expected to do his/her fair share of work and good quality work on the project. A peer evaluation (a significant portion of your project grade) will be collected at the end of the semester to evaluate the quality of each student's contribution to his or her team's project. You must discuss group expectations for contribution and effort as you begin to work together, and that you address any conflicts that arise immediately. I will be happy to serve as a mediator in this process if needed. Do not wait until the end of the semester and rely solely on the peer evaluations to resolve a problem. Ideally, any conflicts will be resolved to everyone's satisfaction before the peer evaluations are collected and thus no team member receives an extremely low peer evaluation.

Given that effective team work is difficult to achieve, I will provide **tools and tips** on how to enhance team effectiveness. **You must review the tools and tips and sign a group contract by September 8th.** Please note that once you sign the contract, you are committed to your teammates and their project grades depend on you. However, I understand that you may choose to drop the course after reviewing the syllabus and realizing that this semester may not be a good time for such a rigorous course. If you choose to drop the course, please do so as early as possible (ideally by the end of first week) so I can re-assign groups. If something unexpected happens to your teammates after they sign the contract and you end up working alone, please communicate with me. In the event of a student completing the project by himself/herself, the points for peer evaluation will be reallocated to other components of the research project.

Discussion (50 pts):

From time to time, I will assign various articles related to the chapter that we discuss that week. I want you to read the article and discuss it in the discussion board. In discussing the articles, I want you to present your ORIGINAL thoughts and make sure that you include the vocabularies/materials that you learn in that chapter. This is why it is important to read the chapter before you discuss the article.

Netiquette:

Netiquette refers to appropriate ways of communicating through the Internet. It is very important to any online course including this course.

As a member of this class, you are invited to think, question, disagree and offer alternatives. That is part of the academic experience, as well as part of learning to be a contributing, critical thinker in any professional setting. I expect you to be professional in your writings (including **postings on Canvas** and **emails to me**) and be courteous and respect the rights of others at all times. Failure to do so will result in being un-enrolled from the course.

Here are some specific policies for this course:

- You do not dominate any discussion. You will let other students give input in the discussion.
- You do not use aggressive and/or offensive language to present your ideas or opinions to other students or the instructor.
- You do not use sarcastic language when you do not agree with another student or the instructor. Therefore, be cautious in using your humor and make sure you are just being humorous, NOT sarcastic.
- Popular emoticons such as ☺ can be helpful to convey your tone in your reply to another student in discussion but do NOT overuse them.
- You do not make fun of another student's ability to read or write.
- You should be open-minded and listening to others' opinions.
- You do not ever use Internet slangs like "LOL," "Q4U," and "C U" in your postings and emails.
- You always think, edit, and proofread your postings and emails before you push the "send" button to make sure your spelling and grammar is correct.
- You do not ever post your entire reply using all bold upper-case letters – it is hard on the eye and can be interpreted as "yelling" according to Internet language.
- You respect diversity (e.g., gender and ethnicity) in your communications.
- Your postings should be direct, to the point, and relevant. You do not include wordy sentences that do not add any value to the discussion.
- You should be patient and read all other discussions before you add something. This will help you avoid repeating something someone else has already contributed.

EMAIL ETIQUETTE:

When communicating via email, be sure to follow the email etiquette standards:

- (1) Begin your message with a greeting,
- (2) Formally address the person you are emailing (e.g., Dr. Ang),
- (3) Identify yourself and state the purpose of your email, and
- (4) Add a signature, including your name and contact information.

These standards also apply to Canvas Messages.
Rude and unprofessional emails will be ignored.

Continued enrollment in this course indicates agreement with these policies.

OTHER IMPORTANT INFORMATION:

Late Work:

My experience with teaching university students suggests that, on average, 10 to 15 percent of the class will attempt to turn in assignments later than the time specified. Many reasons are given for late work (computer files corrupted, busy with the corporate job, group member issues, etc.) Trust me, I've heard them all. But no matter what the reason is, the bottom line is that either (a) the work was completed and turned in *when required*, or (b) the work was not completed and turned in when required.

Assignments are due on the specified due date. There is no provision for late work on assignments, unless you have a documented, university-approved reason.

Treat your classes like a job – you don't get to miss work deadlines without consequences, and in the corporate world those consequences are often much more serious than missing a grade on one class assignment. And making a reputation for yourself for completing work on schedule is a key to success in one's business career.

Drop Policy:

If you discover that you need to drop this class, you must complete a [Drop Request Form](https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf) [https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf].

Professors cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the University Calendar for which the form must be completed, signed and returned. Once you return the signed form to the Registrar's Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar's Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

Academic Integrity

Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic misconduct concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and

expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

The University Writing Center

Located in 416 Warrior Hall, the University Writing Center (UWC) at Texas A&M University-Central Texas is a free workspace open to all TAMUCT students from 10am-5pm Monday-Thursday with satellite hours in the University Library on Mondays from 6:00-9:00pm. Students may arrange a one-on-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available) or by making an appointment via [WOnline](https://tamuct.mywconline.com/) [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu to schedule an online tutoring session. Tutors are prepared to help writers of all levels and abilities at any stage of the writing process.

While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the University Writing Center is here to help!

If you have any questions about the University Writing Center, please do not hesitate to contact Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu.

Access & Inclusion

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier free education. The Department of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the University's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Department of Access and Inclusion at (254) 501-5831. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](https://www.tamuct.edu/student-affairs/access-inclusion.html) webpage [https://www.tamuct.edu/student-affairs/access-inclusion.html].

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to

pregnancy and/or parenting. For more information, please visit <https://www.tamuct.departments/index.php>. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines online](#), please visit the website [<http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf>].

Tutoring

Tutoring is available to all A&M-Central Texas students, both on-campus and online. On-campus subjects tutored include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111.

If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or any other question, contact Academic Support Programs at 254-519-5796, or by emailing Larry Davis at lmdavis@tamuct.edu.

Chat live with a tutor 24/7 for almost any subject on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log-in and receive FREE online tutoring and writing support. This tool provides tutoring in over forty subject areas. Access Tutor.com through Canvas.

University Library

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 72,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On-campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available twenty-four hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place on Skype or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](#) [<https://tamuct.libguides.com/>].

Technology Requirements

This course will use the A&M-Central Texas Instructure Canvas learning management system.

Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com>].

Username: Your MyCT username (xx123 or everything before the "@" in your MyCT e-mail address)

Password: Your MyCT password

Technology Support.

For log-in problems, students should contact Help Desk Central.

24 hours a day, 7 days a week:

Email: helpdesk@tamu.edu

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [<http://hdc.tamu.edu>]

Please let the support technician know you are an A&M-Central Texas student.

For issues with **Canvas**, select “chat with Canvas support,” submit a support request to Canvas Tier 1, or call the Canvas support line: 1-844-757-0953, links to all are found inside of Canvas using the “Help” link.

For issues related to course content and requirements, contact your instructor.

911 Cellular

Emergency Warning System for Texas A&M University – Central Texas

911Cellular is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in 911 Cellular through their myCT email account.

Connect at [911Cellular](https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management) [<https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management>] to change where you receive your alerts or to opt out. By staying enrolled in 911Cellular, university officials can quickly pass on safety-related information, regardless of your location.

COURSE OUTLINE AND CALENDAR

| Week/ Date: | Topics | Chapters/Supplementary Readings; In-Class Activities; Assignment Deadlines |
|--|--|--|
| Week 1 | | |
| 8/28 – 9/3 | <p style="background-color: #00ff00; margin: 0;">Lecture Video: Chapter 1 – Defining Marketing for the New Realities (CO_{1&2})</p> <ul style="list-style-type: none"> • Read the Syllabus carefully • DUE on 9/1: Introduce yourself in meet and greet section. • Purchase Markstrat License (DUE on 9/3) <ul style="list-style-type: none"> ○ Look at the “required materials” section on page 1. | |
| Week 2 | | |
| 9/4 – 9/10 (CO _{1&2}) | <p style="background-color: #00ff00; margin: 0;">Lecture Video: Chapter 2 – Marketing Strategies (CO_{1&2})</p> <ul style="list-style-type: none"> • Read “Tips for Effective Teamwork” and sign the group contract (DUE on 9/8) • Read Markstrat Participants Handbook Part I, II, III, and IV (page 1 - 36) <ul style="list-style-type: none"> ○ To make sure that you read the assigned Markstrat handbook, you will have to complete 10 minutes Markstrat Quiz 1 (DUE on 9/10) | |
| Week 3 | | |
| 9/11 – 9/17 | <p style="background-color: #00ff00; margin: 0;">Lecture Video: Chapter 3 – The Marketing Research System (CO₃)</p> <ul style="list-style-type: none"> • Your Markstrat Decision 1 and Markstrat Weekly Report 1 are DUE on 9/15 <ul style="list-style-type: none"> ○ Make sure you read User’s Guide to the Software to guide you throughout the technicality of the software (page 39 to 52) | |
| Week 4 | | |

| | |
|----------------------|---|
| <p>9/18 – 9/24</p> | <p>Lecture Video: Chapter 4 - Long Term Loyalty Relationships (CO₂)</p> <ul style="list-style-type: none"> • Read Markstrat Participants Handbook Part VI (page 54 - 60) <ul style="list-style-type: none"> ○ To make sure that you read the assigned Markstrat handbook, you will have to complete 10 minutes Markstrat Quiz 2 (DUE on 9/24) <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p style="text-align: center;">WARNING!</p> <p>Part VI is VERY IMPORTANT. I noticed that my previous students have made a lot of mistakes in making decision for research and development.</p> </div> |
| <p>Week 5</p> | |
| <p>9/25 – 10/1</p> | <p>Lecture Video: Chapter 5 – Analyzing Consumer Markets (CO₄)</p> <ul style="list-style-type: none"> ○ Your Markstrat Decision 2 and Markstrat Weekly Report 2 are DUE on 9/29 |
| <p>Week 6</p> | |
| <p>10/2 – 10/8</p> | <p>Lecture Video: Chapter 6 – Segmentation and Targeting (CO₄)</p> <ul style="list-style-type: none"> • DUE: Exam 1 (Chapter 1 – 6) by 10/8 |
| <p>Week 7</p> | |
| <p>10/9 – 10/15</p> | <p>Lecture Video: Chapter 7 – Brand Positioning (CO₅)</p> <ul style="list-style-type: none"> • DUE: Case 1 write up – The Fashion Channel by 10/15 • Your Markstrat Decision 3 and Markstrat Weekly Report 3 are DUE on 10/13 |
| <p>Week 8</p> | |
| <p>10/16 – 10/22</p> | <p>Lecture Video: Chapter 8 – Brand Equity (CO₅)</p> <ul style="list-style-type: none"> • Your Markstrat Decision 4 and Markstrat Weekly Report 4 are DUE on 10/20 • DUE: Class Activity “STP reading” by 10/22 |
| <p>Week 9</p> | |
| <p>10/23 – 10/29</p> | <p>Lecture Video: Chapter 9 – Product Strategy (CO₆)</p> <p>Your Markstrat Decision 5 and Markstrat Weekly Report 5 are DUE on 10/27</p> |

| Week 10 | |
|----------------|--|
| 10/30 – 11/5 | <p>Lecture Video : Chapter 10 – Managing Services (CO₆)</p> <ul style="list-style-type: none"> Your Markstrat Decision 6 and Markstrat Weekly Report 6 are DUE on 11/3 |
| Week 11 | |
| 11/6 – 11/12 | <p>Lecture Video : Chapter 12 – Marketing Channel (CO₆)</p> <ul style="list-style-type: none"> DUE: Exam 2 (Chapter 7-12) by 11/12 |
| Week 12 | |
| 11/13 – 11/19 | <p>Lecture Video: Chapter 14 – Integrated Marketing Communications (CO₆)</p> <ul style="list-style-type: none"> Your Markstrat Decision 7 and Markstrat Weekly Report 7 are DUE on 11/17 |
| Week 13 | |
| 11/20 – 11/26 | <p>Lecture Video: Chapter 15 – Promotional Elements (CO₆)</p> <ul style="list-style-type: none"> Your Markstrat Decision 8 and Markstrat Weekly Report 8 are DUE on 11/24 |
| Week 14 | |
| 11/27 – 12/3 | <p>Lecture Video: Chapter 16 – Digital Communications (CO₆)</p> <ul style="list-style-type: none"> DUE: Case 2 write up “Brannigan Foods” by 12/3 |
| Week 15 | |
| 12/4 – 12/10 | <ul style="list-style-type: none"> DUE: Markstrat Final Presentation by 12/10 |
| Week 16 | |

| | |
|---------------|--|
| 12/11 – 12/17 | <ul style="list-style-type: none"><li data-bbox="357 212 1537 331">• DUE: Exam 3 (Chapter 14, 15, and 16) by 12/12 |
|---------------|--|

Notes: The schedule is tentative; CO: Course Objective