MAN 3025 Management (#81090; 3 credits)
Course Syllabus–Fall, 2013

Instructor: Dr. Mary A. Krome, MBA, Ph.D
Department: Management, Lutgert College of Business (LCOB)
Office: Lutgert Hall (LH) 3313
Office Phone: (239) 590-7383
E-mail: mkrome@fgcu.edu

E-mail checked and responded to within one business day of receipt; Monday through Friday during normal business hours (8:00 a.m.–5:00 p.m.) excluding holidays. I generally do not check e-mail outside of normal business hours.
Office Hours: Wednesday 11a.m.-12:30 p.m., 1:45 – 3:30 p.m., 4:45-6:30 p.m. and by appointment. Office hours cannot be used for an exam given or assignment due on the date of your visit. Instructor is available to you to help you clarify concepts and assignments specifications so you have time to study for the exam or work on an assignment.
Course Times: Monday and Wednesday 12:30 – 1:45 pm
Location: Lutgert Hall 1201 (on-campus course)

FGCU Course Catalog Description
Fundamentals of effective management from an organizational behavior perspective. Emphasis on tools and skills for understanding contemporary business activity in such areas as decision-making, planning, organizing, communicating, staffing, and controlling. Examines the role leadership plays in these areas. (Junior standing required)

Course Overview
This course is designed to provide a broad overview of the functions and applications of management in contemporary organizations and is a core course for all students in the Lutgert College of Business. No matter what career you’ve chosen, the material in this course will be relevant to your work and your life. It’s assumed that this is the first management class for most students, so coverage will emphasize the basics. MAN3025 provides the foundations of management that will later be applied in the Strategic Management course taken by all students of the Lutgert College of Business.

Required Course Materials
Richard L Daft’s Management (11th edition) published by South-Western Cengage Learning
Must purchase text that includes Cengage Publishing WriteExperience online pass code.

The Wall Street Journal newspaper

Bring proof of on-line enrollment to class.

Other readings may be assigned throughout the semester.
Credit Hour Statement
For each credit of a class, you should expect to spend one hour in class and an average of two hours preparing outside of class each week. Therefore, since this is a three credit class, you should plan to devote an average of nine hours a week to this class.

Instructor Bio
Dr. MARY A. KROME is a faculty member of the Lutgert College of Business at Florida Gulf Coast University. She earned a Ph.D. in Strategic Management from the University of Virginia’s Darden Graduate School of Business, an MBA from Northwestern University’s J.L. Kellogg Graduate School of Business, and a Bachelor’s degree Magna Cum Laude in Accounting from Loyola University Chicago.

Prior to beginning her career in academia, Dr. Krome held various management positions for companies such as Dart & Kraft (parent of Kraft Foods), World Book (subsidiary of Berkshire Hathaway) and Baxter Travenol Laboratories. She embarked upon two entrepreneurial ventures; as co-founder of a Chicago-based management consulting organization and as executive director of a student driven research and consulting association.

Dr. Krome has conducted research, consulted and taught all over the world. She was awarded the 2002 Pitney Bowes Award for Outstanding Dissertation Thesis from SEI Center for Advanced Studies in Management in the Wharton School of Business at the University of Pennsylvania. She has extensive experience in the design and management of multidisciplinary research and teaching programs. Most notable is her work as PI on a $350,000 grant involving faculty at the University of Rhode Island, Inha University’s Asian Pacific School of Logistics and Supply Chain Management in Korea and LeHavre University’s International School of Engineering and Logistics in France as well as numerous executives from business entities in the U.S., France, and China.

Dr. Krome has written a Global Economics column for the Kenosha News, organized various economic forum for the Clausen Center of World Business at Carthage College and facilitated Wisconsin’s First Congressional District Debate between Representative Paul Ryan and his 2008 opponent.

LCOB Learning Outcomes/Assessment

LCOB Mission Statement
The Lutgert College of Business (LCOB) provides a high quality, student-centered learning environment to prepare students with the knowledge and skills needed to contribute to and take leading positions in business and society. Our faculties are devoted to teaching excellence, scholarship, and service that enhances our academic and business communities and we are dedicated to building partnerships that foster the economic growth of the southwest Florida region and beyond.

Management Department Mission Statement
We believe that great leaders effectively deal with both people and problems. Therefore, the department of management provides managerial knowledge and skills that enable students, both individually and collaboratively, to: (1) recognize, evaluate, and cultivate business opportunities; and (2) identify, understand, and implement successful solutions to complex organizational issues in today’s dynamic global environment.

The Lutgert College of Business (LCOB) has established Learning Goals and Learning Objectives for all graduates of its undergraduate programs. The EAGLES Learning Goals and respective course Learning Objectives are listed below. Upon completion of the course, the student should be able to:
### MAN3025 EPCK Learning Objectives

<table>
<thead>
<tr>
<th>Learning Goal &amp; Learning Objective. BBA Graduates will:</th>
<th>Learning Objective MAN graduates will:</th>
<th>Course Learning Objectives (Measureable)</th>
<th>Assessments Used to Measure Outcomes:</th>
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<tr>
<td>Understand the <strong>business environment</strong></td>
<td>Analyze ethical issues as they apply to management.</td>
<td>Understand the ethical, global and sustainability issues related to the management process. (1)</td>
<td>Exam Questions</td>
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<td>Propose solutions to business problems in a <strong>global</strong> environment.</td>
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<td>Explain the importance of environmental responsibilities.</td>
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<td>Be effective <strong>problem solvers</strong></td>
<td>Propose solutions to organizational issues</td>
<td>Apply Peer Review as a problem solving and analytical tool to enhance group work. (3)</td>
<td>Team Papers and Presentations</td>
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<td>Demonstrate effective oral communication skills.</td>
<td>Demonstrate the ability to effectively work with others in a diverse team by preparing and delivering a presentation (3)</td>
<td>Team presentation scores</td>
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<td>Prepare effective written materials.</td>
<td>Prepare and deliver a paper meeting college-level writing standards.</td>
<td>Individual Online Writing Assignments</td>
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<td>Work effectively in diverse Teams</td>
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<td>Be effective <strong>communicators</strong></td>
<td>Explain key Management theories and practices.</td>
<td>Acquire and recognize the fundamentals of effective management and leadership with an organizational behavior perspective. (1)</td>
<td>Exams questions</td>
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<td>Understand how the concepts, theories, models, framework, and techniques in areas as decision-making, planning, organizing, communicating, staffing, and controlling apply to problem solving in organizations. (1)</td>
<td>Team Papers and Presentations</td>
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<td>Understand how and where the course topics are applied in the business world</td>
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<td>To be able to successfully research current business journals and newspapers in order to understand the various applications of management content and the</td>
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<td>Have <strong>interdisciplinary business knowledge</strong></td>
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<td>Understand main concepts &amp; definitions in accounting, economics, finance, information systems, management, marketing, and operations management.</td>
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<td>Integrate knowledge across disciplines.</td>
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Grading Policy:
Grades will be based on how well each student performs on written assignments, class presentations, examinations/quizzes, and other assignments. An important dimension of performance includes the demonstration of the knowledge of text materials during class participation and assessments. Grades and attendance will be posted on ANGEL.

Please be aware that make-up quizzes, tests, or exams are typically not given. If you have extenuating circumstances that result in you missing a quiz or a test, you must come see me during office hours (or schedule an appointment) to discuss your situation.

Course grades will be assigned based upon the following scale (no round-up):
93.00-100 A 83.00-86.99 B 73.00-76.99 C Below 60 F
90.00-92.99 A- 80.00-82.99 B- 70.00-72.99 C-
87.00-89.99 B+ 77.00-79.99 C+ 60.00-69.99 D

Grading Breakdown:
Class Participation Homework 20%
Test One 10%
Test Two 25%
Test Three 10%
Test Four 15%
Project Presentation/Paper/Evaluation 20%
Total Available 100 %
There is no extra credit in this class.

Professionalism of Work Products and Activities

Students are expected to complete all work in this class according to standard professional business practices. Following general course and assignment specifications and directions as well as turning in ready-to-grade work are some signs of professionalism. Work that does not meet these standards will be subject to grade point deductions due to lack of professionalism.

Each student will be responsible for the following:
1. All materials listed in the text and the syllabus.
2. All readings and/or written assignments.
3. Class participation and attendance.
4. Handing in the assignments at the beginning of class, on the assigned due date, and in the required format.
5. All work assigned in class, whether on the syllabus or not.
6. All information disseminated in class whether in the syllabus or not.
7. All written work submitted must be typed and in 12 point font, double spaced, with correct spelling and grammar and submitted via ANGEL as a Word document.
8. Read the chapters and other assigned materials before coming to class.
9. Please use University email for all electronic communications with the Professor.
10. Read all material to be discussed in class prior to class.
**Tests**

Students are required to take tests in a professional manner, just as you would an SAT. The failure to follow these instructions can reduce your grade by up to 100 points. This requires the following:

1. Bring your student ID and Scantron on the day of the exam as it will be checked at the door.
2. Leave all of your books, backpacks, and electronic materials in the front room. Remove cell phone and other electronic devices from your pockets. Turn these devices off and place them, along with your other personal items, in the front of the room.
3. The only things you can have at your desk area except are a current photo ID, pencils, erasers, and a drink.
4. Print your name on your exam. Your last name from above must match the last name per the university's class list. Print your name and scantron number from above on the name line on the blue side of the scantron.
5. Use a No. 2 pencil to mark the best response to each question on the blue side of the scantron. The best response is the one that matches the key used in scoring the scantron.
6. Write your name on the first page of the test questions. Keep the test pages stapled together. You may write/mark on the questions. Do not use scrap paper. Do not use any electronic device.
7. You will have one hour to complete the exam. You must turn in the test questions and scantron before the end of the testing period. You must show a photo ID when you turn in the test questions and scantron. Do not make stray marks on the scantron.
8. Students are not allowed to leave the room for any reason. If you do, you will not be allowed to re-enter.
9. Sign the academic honesty statement.
10. Cheating on any assignment, including an exam, will automatically lead to an F in the course.

Exam questions and Scantron forms, as property of the instructor, are not returned to students. Students may not make copies of quiz/exam questions, but can review their Scantron and exam questions with the instructor during office hours within two weeks of taking the quiz or exam.

**Class Preparation and Participation**

Unless otherwise indicated on the course calendar, class preparation and participation is an individual assignment focusing on course readings. Quizzes are in class short answer and/or paragraph narratives that identify and apply concepts in the reading. Study questions should be responded to in one/two paragraphs typewritten paragraphs (not an outline). The intent of these assignments is to prepare you for class discussions on the application of concepts and theories covered in the course to business issues. Therefore, to receive weekly credit class for preparation and participation, you must attend class, complete the work, and participate in the discussion.

For text group breakout assignments, students are expected to turn in 1-2 page typewritten hard copies of all answers to the breakout steps at the beginning of class. Please make a copy for yourself to refer to as you participate in the case discussion. Preparation assignments will not be returned to you, but the content of them will be discussed in class. Grade book will be updated with your participation grade prior to each exam and at the end of the term.

Preparation assignments will be evaluated based on the following guidelines.

**Very Good:** Demonstrates the strong ability to understand concepts and relate conceptual framework to readings/team work. Focused, thoughtful comments and challenging questions enable student to significantly address issues in the readings/team work.
Adequate: Demonstrates the limited ability understand concepts and relate conceptual framework to readings/team work. Limited interpretation and comments that are more than just reiterate facts enables student to begin to address the strategic issues in the readings/case.

Inadequate: Demonstrates weak ability to understand concepts and relate conceptual framework to readings/team work. Straightforward information reiterating the facts peppered with opinions with little or no interpretation does not enable student to address the strategic issues in the readings/case.

No Credit: Demonstrates little or no analysis or work has been done on the case.

Preparation assignments turned in late (after the first five minutes of commencement of class) will not be accepted under any circumstances. Nor can students receive partial credit for 1) turning in their preparation assignments without being present to participate in the class discussion or 2) participating in the class discussion without turning in their assignments.

Makeup assignments are not given in lieu of preparation assignments. Instead, instructor will drop the lowest grade from the calculation of their overall class preparation grade. Students should use these “drops” sparingly and wisely because the drops do not distinguish between “unauthorized,” “unexcused,” “authorized,” and “excused” absence-related participation grades. Cheating on any participation assignment will lead to an automatic F in the course.

**Student Conduct, Class Attendance & Classroom Technology Use**

Attending and actively participating in class discussions is necessary to understanding the course material. Since all deadlines are the final date the assignment is due, makeup tests, assignments, and other work and/or deadline extensions will not be given under any circumstances. Likewise, office hours cannot be used as a substitute to attending class. They are available for students who attend class on an as needed basis to enhance the classroom learning experience.

Per university policy, an instructor who informs students about the necessity of attendance may request the Registrar to drop the student from the class for lack of attendance. This is the required written notice about attendance. Due to the course’s need for students to quickly form and begin working in teams, any student who fails to attend the first two class sessions will be dropped from course by the instructor.

Students are expected to conduct themselves in accordance with the student code of conduct. Attendance related actions such as arriving to class late, temporarily leaving and returning to the classroom, and/or leaving class early have a significant negative impact on the learning experience of other students in the class. Please respect the learning experience of your classmates by addressing your personal issues before arriving to class. Should students choose to leave the classroom for any reason, they will not be able to return for the rest of the class period.

Similarly, being physically present in the classroom, but not engaging in class activities through actions such as, but not limited to, checking email, surfing the Web, browsing Facebook, text messaging have a significant negative impact on the learning experience of other students in the class. Therefore, electronic devises are not to be used during class time unless such use is explicitly authorized by the instructor (e.g., students cannot use their computers to take notes unless explicitly authorized by the instructor as part of the class discussion). Students will be required to discontinue using any electronic devices or leave the classroom to continue using these devices. Should students choose to leave the classroom, they will not be able to return for the rest of the period.

**Group Work**

A portion of each student’s course grade is determined through assignments produced as part of a team. The instructor will assign students to teams of approximately 6 members, depending on class size.
As company performance often depends on the synergy effects of cross-functional and cross-disciplinary teams, students are encouraged to compose each team with as diverse a set of majors (i.e. accounting, marketing, management, etc.) and backgrounds as possible. Furthermore, as it will be necessary for teams to work extensively outside of class, students are strongly encouraged, as they form a team, to assess whether team members are compatible in terms of scheduling meetings and working together effectively. All team members are responsible and will bear consequences for all assigned team work, and the highest grade an individual student can achieve for a team activity is the team grade assigned to the activity.

To mirror team work in the real world as much as possible, group work is a process in which the quality of one part of an assignment depends or builds upon another part of it. This makes it difficult to divide up group assignments and complete them separately without arriving at a disjointed analysis. Disjointed analysis (the inability to bring separate parts of an analysis into a cohesive argument and/or consistent conclusions) will be considered to be a weak analysis and may receive a failing grade.

It is the entire team’s responsibility to manage internal dynamics: from workload assignment, to coordination of activities, to general team operations. If a team is unable to manage itself or one of its members, a formal policy for removing a member from the team is outlined in the self-management paragraph below. Instructor will not discuss team issues with individual team members. Teams having internal management problems are strongly encouraged to solve them within the team and request an informal discussion between all team members and the instructor before beginning the formal process of removing a member from the team.

Self-management means that teams have the right to drop team members that are not performing team work satisfactorily. Dropping this student, however, must occur through a two-step process. First, the instructor must be notified in writing of desire to drop the student from the group prior to the first team presentation. The entire team will be required to meet formally meet with the instructor to attempt to overcome the problem at a time convenient for the instructor. The informal meeting with the professor described in the paragraph above is not a prerequisite for this formal meeting; however, it is strongly encouraged and will lend credence to a team’s concerns about one of its members. (I can imagine many situations where the informal meeting may not occur, such as when the team member’s work quality or participation level is so poor from the start that immediate action is desired, or the team member cannot or will not informally meet or discuss his/her perceived problems within the team).

If the formal meeting still does not rectify the problem, the team has the right to drop the member from the team; again, pending the instructor’s agreement as with all team composition decisions, and only after instructor has been notified in writing. Written notification must be received prior to the beginning of the first day of team presentations. The member who has been dropped from the team must find another team willing to accept his/her membership. Failure to join another team will result in the dropped member failing the course with a grade of 0.

**Deadlines**

Deadlines indicate the latest possible time the instructor is to receive work—not the latest possible time students can send or submit their work. Makeup work and/or deadline extensions will not be given under any circumstances, except as defined by university policy.

Quizzes and exams will occur only at the scheduled dates and times listed in this syllabus and will not be given early under any circumstances. A makeup exam without a grade deduction will only be given when a student has missed an exam in accordance with university policies concerning authorized and excused absences and only when they provide all of the proper documentation. It is the student’s responsibility to provide proper documentation and schedule the makeup exam for a date and time that is convenient for
both the student and instructor within one week of the exam date. Anything beyond a one week extension will result in a zero on the assignment.

Students must submit their work early when a course deadline is in conflict with their other obligations or commitments. Early work must be submitted either as an attachment via e-mail (to mkrome@fgcu.edu) using a single Microsoft Word DOC/DOCX file or a single Adobe Acrobat PDF file or physically handed to the instructor (work should not be submitted by any other means such as delivered to FGCU staff or slid under the instructor's office door).

Regardless of whether work is submitted early or on time, it is always the student’s responsibility to ensure that work is successfully submitted to the instructor. Any assignment submitted electronically must include students name, course number and BCG industry and company within the assignment document and in the text of the message in order to be considered as submitted to the instructor. Students who are dropped from this course by the university for non-payment of tuition and/or fees are still responsible for completing all course activities and assignments by the stated deadlines as long as they are working on reinstatement to this course.

University Policies, Rules, & Regulations

Academic Dishonesty/Cheating Policy
“All students are expected to demonstrate honesty in their academic pursuits. The university policies regarding issues of honesty can be found under the “Student Code of Conduct in the Student Guidebook. All students are expected to study this document, which outlines their responsibilities and consequences for violations of the policy.” FGCU Student Guidebook is available online at http://studentservices.fgcu.edu/judicialaffairs/new.html.

Students are expected to maintain the highest standards of academic honesty and integrity while in this course and as a student at Florida Gulf Coast University. In addition to standard definitions of honesty, integrity, and plagiarism, this policy also prohibits you from students from possessing, using, viewing, accessing, or otherwise benefiting from previous and/or concurrent work products created for this course by other students or any other people, doing any outside research on the individual class cases, allowing persons outside your team to contribute to the creation of your team's work product, putting your name on a team project in which you did not contribute, and submitting a paper written by you for another course or occasion without the explicit knowledge and consent of the instructor. Failure to maintain these standards will result in severe academic penalties, including receiving an automatic F in the course.

A student's name on any written exercise shall be regarded as assurance that the work is the result of student's own thought and study, stated in student's own words and produced without assistance, except as quotation marks, references and footnotes acknowledge the use of other sources. Students may be authorized to work jointly, but such effort must be indicated as joint on the work submitted.

Plagiarism occurs whenever you copy someone's writing, even partially, and fail to reference it in your paper. If you copy a substantial amount of the sentence from a source, it should be referenced in quotes. If you paraphrase it, you must reference it but you do not need quotes. If any member of a team is found plagiarizing, they and their entire team will be given an automatic 0 for their assignment and turned over to Judicial Affairs. If anyone in your team is caught plagiarizing, then the whole team will be given a 0 for the assignment. IF YOU HAVE ANY QUESTIONS AS TO WHETHER SOMETHING WILL BE CONSIDERED PLAGERIZED, BE SAFE AND REFERENCE THE SOURCE.

Disability Accommodations Services
“Florida Gulf Coast University, in accordance with the Americans with Disabilities Act and the university’s guiding principles, will provide classroom and academic accommodations to students with documented disabilities. If you need to request an accommodation in this class due to a disability, or you suspect that your academic performance is affected by a disability, please contact the Office of Adaptive Services. The Office of Adaptive Services is located in Howard Hall 137. The phone number is 239-590-7956 or TTY 239-590-7930”

**Student Observance of Religious Holidays**

“All students at Florida Gulf Coast University have a right to expect that the University will reasonably accommodate their religious observances, practices, and beliefs. Students, upon prior notification to their instructors, shall be excused from class or other scheduled academic activity to observe a religious holy day of their faith. Students shall be permitted a reasonable amount of time to make up the material or activities covered in their absence. Students shall not be penalized due to absence from class or other scheduled academic activity because of religious observances. Where practicable, major examinations, major assignments, and University ceremonies will not be scheduled on a major religious holy day. A student who is to be excused from class for a religious observance is not required to provide a second party certification of the reason for the absence.”
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<th>Session Discussion</th>
<th>Required Readings</th>
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<td>W 08/21 Management Thinking</td>
<td>Text Ch. 1 &amp; 2</td>
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<td>W 08/28 Team Projects</td>
<td>Text Ch. 15</td>
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<td>M 09/02 No Class – Labor Day</td>
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<td>W 09/04 Test 1</td>
<td>Chapters 1, 2, 15</td>
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<td>M 09/09 Planning &amp; Goal Setting</td>
<td>Text Ch. 7</td>
<td>Prepr: Group Breakout Steps 3-4</td>
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<td>W 09/11 Team Goal Setting</td>
<td>Text Ch. 7</td>
<td>Prepr: Group Breakout Steps 1-2</td>
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<td>M 09/16 Strategic Planning</td>
<td>Text Ch. 8</td>
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<td>M 09/23 Organization</td>
<td>Text Ch. 10, Ch. 3 pp. 75-84</td>
<td>Prepr: Group Breakout Steps 1-2</td>
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<td>W 09/25 Control</td>
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<td>M 09/30 Test 2-Online</td>
<td>Chapters 3, 7, 8, 10, 19</td>
<td>Write Experience Leadership</td>
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<td>W 10/02 Test 2-In Class</td>
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<td>M 10/07 Control in Teams</td>
<td>Text Ch. 19</td>
<td>Prepr: Group Breakout Steps 3-6</td>
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<td>W 10/09 Human Resource Mgmt.</td>
<td>Text Ch. 12</td>
<td>Prepr: Apply Skills Steps 1-3</td>
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<td>M 10/14 Motivation</td>
<td>Text Ch. 16</td>
<td>Write Experience Motivation</td>
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<td>W 10/16 Communication</td>
<td>Text Ch. 17</td>
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<td>M 11/04 Ethics</td>
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<td>W 11/06 Global</td>
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<td>M 11/11 No Class - Veterans Day</td>
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<td>M 11/25 Team Presentations</td>
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<td>M 12/09 Test 4</td>
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<td>Team Evaluations Due</td>
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* Professor reserves the right to change the order and content of the assignments and schedule based on the progress of the class.