

Western University
DAN Management and Organizational Studies Program

Management and Organizational Studies 4410
Strategic Management

Course Outline
January 2020 – April 2020

Instructor
Raymond Leduc
rleduc@uwo.ca
Tel: 519 661-2111 Ext 84930
Social Science Centre Room 4305
Office Hours: Thursday 10:00 a.m. to 1:00 p.m.
and by appointment

Section	Day/Time	Location
001	Wednesday 2:30 p.m. to 5:30 p.m.	SSC 3022
002	Tuesday 6:30 p.m. to 9:30 p.m.	SH 3315
003	Tuesday 2:30 p.m. to 5:30 p.m.	SSC 3018
004	Thursday 2:30 p.m. to 5:30 p.m.	UC 2110
005	Tuesday 9:30 a.m. to 12:30 p.m.	UC 2110

LEARNING OUTCOMES

MOS 4410 is designed to be a challenging and exciting capstone course for students completing their BMOS degree. The course integrates much of what has been studied throughout the BMOS degree and applies it to the study of the firm as a whole. The approach taken is a combination of readings, case analyses, a group project, and day to day participation.

Upon successful completion of the course, MOS 4410 students will be able to:

- Analyze a business and identify strategic gaps and opportunities it faces
- Interpret a wide range of quantitative and qualitative information in order to formulate strong, clear implications for the organization
- Summarize and present their ideas, comments, and insights to the rest of the class through day to day participation

A major aspect of the course involves a group report in which the students' role will be that of a consultant to a client. The students will:

- Select an industry and a company within that industry to research
- Prepare a consulting report at a level suitable for presentation to the management of the company they have selected
- Make recommendations based upon their findings

TEXTBOOK REQUIREMENTS

There is no textbook for the course but there are a series of readings and videos for each class. It is vital that you spend the time to go through the readings and videos in detail before each class. This will help to prepare you to better participate and develop a thorough and integrated understanding of the material and concepts.

Casebook – The course will include case analysis. This is a custom case package number M11639 and it is available in the bookstore. The casebook contains five cases: Southwest Airlines in 2016, PepsiCo's Diversification Strategy in 2008, Krispy Kreme Donuts, Inc., Costco Wholesale in 2016 and Is One Ford Really Working.

PREREQUISITES

Enrolment in the 4th year of the BMOS program.

Senate Regulations state, "unless you have either the requisites for this course or written special permission from your Dean to enrol in it, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites."

EVALUATION

Midterm Examination #1 – Saturday February 8/20 – 2:00 p.m. to 4:00 p.m. 35%

Group Industry and Company Report and Evaluations
due Friday March 20/20 by 6:00 p.m.* 45%
(Note: The written report is worth 45% - there will be no presentations)

Participation** 20%
100%

Group Report*

The grade for the industry and company report and presentation will be a group mark. That is, everyone will receive the same grade unless there are indications from the peer evaluations and/or other feedback that individual members do not deserve the same grade. In such cases, an individual's grade may be reduced.

The name of the industry and company to be examined is due by Friday January 17, 2020 by 6:00 p.m. Each group needs to send the information to me for approval. It is first come first served in terms of the companies to be analyzed; that is, groups cannot analyze the same company another group has selected.

Note: The peer evaluation is considered a mandatory part of the course requirement and it must be completed by Friday March 20, 2020 at 6:00 p.m. **If the form is not completed by this date then your individual grade on the assignment will be reduced. A late penalty will also apply if the project is not submitted by the deadline. The penalty is 5 marks/day. For example, if your original group mark was 80% and the project was submitted one day late, your adjusted mark would be 75%.**

In the peer evaluation summary you will evaluate and rate your own contribution as well as the contributions of each of your teammates. It is a score out of 10. If you give someone else, or yourself, a score of 6 or lower you need to explain, in detail, why that is the case.

The evaluations are confidential and I am the only one who will read them.

The results of the peer evaluations will also be used to determine whether or not everyone in the team receives the same final report grade.

More detailed requirements for the group project are posted on the course website. All assignments, reports, evaluations, etc must be submitted through the Assignments portal on the OWL course site. Note that there is no need to submit a printed hard copy of your report – the electronic copy can be submitted through the OWL Assignment link.

Participation**

Regular participation is a key to the success of this course and as a result, it makes up a large part of the overall grade. Participation can take many forms such as:

- answering the assignment questions
- providing relevant background information based upon personal experiences
- relating current events linked to the material being discussed
- asking relevant questions
- providing clarification of points and issues

If you are unable to attend your regularly scheduled class you can attend any of the other classes and the instructor will record and forward your participation to your instructor.

While regular attendance is important, it is not considered participation.

EXAMINATIONS

Students who fail to appear for an examination at the time set in the timetable will not be allowed to write the examination thus missed. Students should report this irregularity immediately to their Dean's office. They may, with the approval of the Chair of the Department concerned, petition the Dean for standing or permission to write a special examination. Petitions will be entertained only when they are submitted on compassionate grounds with supporting documents. See the current [Western Academic Calendar](#).

POLICY ON SPECIAL EXAMINATIONS

1. Students with conflicts or students who are unable to write an exam based on compassionate grounds (supported by appropriate documents), may apply in writing prior to the exam to the course coordinator to be excused.
2. Students involved with approved out-of-town university activities during the scheduled mid-term exam may apply to the course coordinator for special proctoring privileges to write the mid-term exam.
3. Students who are excused from the writing of the mid-term exam will have the appropriate percentage of marks transferred to the weighting of the marks for the final exam.

NOTES

1. It is the student's responsibility to submit his or her own original written material in courses in this program. See the current Western Academic Calendar, "Scholastic Offences".
2. For a description of the process to be followed for mark/grade appeals see your professor.
3. The use of personal computers or any other electronic devices during examinations will not be permitted. However, financial calculators are permitted and are recommended for the course.
4. It is your responsibility to be familiar with the regulations and requirements as described in the Western Academic Calendar. While some of them have been highlighted in this course outline, it is by no means a complete list and you are bound by all of the rights and responsibilities described in the Western Academic Calendar.

DAN Management and Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may wish to contact Services for Students with Disabilities (SSD) at 661-2111 #82147 for any specific questions regarding an accommodation. More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>.

BMOS GRADE DISTRIBUTION POLICY

The Dan Program has a grade policy which states that for courses in the 4000 range, the class average must fall between 72% and 77% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Assistant Director or the Director. Class averages are not grounds for appeals.

ADD/DROP DEADLINES

Note:

You should check with the Academic Calendar on the Registrar's website to confirm the add/drop deadlines.

University Policy Regarding Illness

Illness

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Illness may be acute (short term), or it may be chronic (long term), or chronic with acute episodes. The University further recognizes that medical situations are deeply personal and respects the need for privacy and confidentiality in these matters. However, in order to ensure fairness and consistency for all students, academic accommodation for work representing 10% or more of the student's overall grade in the course shall be granted only in those cases where there is documentation supplied (see below for process) indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities.

Documentation shall be submitted, as soon as possible, to the appropriate Dean's office (the Office of the Dean of the student's Faculty of registration/home Faculty) together with a request for relief specifying the nature of the accommodation being requested. These documents will be retained in the student's file, and will be held in confidence in accordance with the University's Official Student Record Information Privacy Policy

http://www.uwo.ca/univsec/pdf/academic_policies/general/privacy.pdf

Once the petition and supporting documents have been received and assessed, appropriate academic accommodation shall be determined by the Dean's Office in consultation with the student's instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements for classes/labs/tutorials, arranging Special Exams or Incompletes, re-weighting course requirements, or granting late withdrawals without academic penalty.

Academic accommodation shall be granted only where the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete his/her academic responsibilities. (Note: it will not be sufficient to provide documentation indicating simply that the student was seen for a medical reason or was ill.)

A form to be completed by off-campus physicians is available at:

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf

Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, examinations, etc. Students must follow up with their professors and their Academic Counselling office in a timely manner.

In the case of a final examination in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which you will be required to provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact your instructor and the Faculty Academic Counselling Office as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

Make Up Examinations

The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the [Academic Counseling office](#)).

Attendance

It is expected that students will attend all classes. The professor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

University Policy on Cheating and Academic Misconduct

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses. Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the [Ombudsperson](#), Room 3135 WSSB, (519) 661-3573, ombuds@uwo.ca.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the [Academic Calendar](#). Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

Procedures For Appealing Academic Evaluations

1. In the first instance, all appeals of a grade must be made to the course instructor (informal consultation).
2. If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Undergraduate Chair: Student Affairs of the Department of Management and Organizational Studies.
3. If the response of the Undergraduate Chair is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken.
4. Only after receiving a final decision from the Dean, may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the [Ombudsperson's Office](#).

Student Responsibilities

Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Please note that the instructor will not be providing copies of lectures notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

In this class, some students may be unaware that their private discussions are distracting to other people. If you feel that students are distracting your attention from the material, then you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), then please see the instructor. In addition, please avoid engaging in private discussions with other students during the lectures.

To avoid unnecessary distractions, please arrive to each class on time.

Support Services

Support Services

The Registrar's office can be accessed for Student Support Services at

<http://www.registrar.uwo.ca>

Student Support Services (*including the services provided by the USC listed here*) can be reached at: <http://westernusc.ca/services/>

Student Development Services can be reached at: <http://www.sdc.uwo.ca/>

Students who are in emotional/mental distress should refer to Mental Health@Western

http://www.health.uwo.ca/mental_health/ for a complete list of options about how to obtain help.

Other Issues

Grade Policy

The DAN Program has a grade policy which states that for courses in the 4000 range, the class average must fall between 72% and 77% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Undergraduate Chair or Chair. Class averages are not grounds for appeal.

Short Absences.

If you miss a class due to minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or exam. Cover any readings and arrange to borrow the missed lectures notes from a classmate.

Extended Absences.

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. The [Academic Counsellors](#) can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

Academic Concerns.

If you are in academic difficulty, it is strongly recommended that you see your [academic counsellor](#).

Important Dates: Check the academic calendar for important dates. You are responsible for knowing key dates such as add/drop, start of class, end of class, etc.

Other Information

- Bring student identification to exams.
- Nothing is to be on/at one's desk during an exam except a pencil, an eraser, and the individual's student card
- Do not wear baseball caps to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to exams

For The University of Western Ontario Senate Regulations, please see the Handbook of Academic and Scholarship Policy at: http://www.uwo.ca/univsec/academic_policies/index.html

E-mail Policies

The following policies apply to all emails between students and the Professor. Please respect the fact that the Professor receives hundreds of emails from students and must deal with those emails in a fair and organized manner. Unacceptable emails will receive a reply saying only "Please see Email Policies on the course outline".

UWO.CA Email Addresses Only

For privacy reasons, students must use their Western email accounts to contact the Professor. The Professor will not respond to emails from non-uwo.ca addresses (e.g. hotmail.com, gmail.com, etc.).

Subject Line Must Include Course and Section Number

The subject line of emails must contain the name or number of the course, and the section number in which the student is enrolled. The Professor teaches different courses and sections and cannot properly respond to questions if he does not know which course or section you are enrolled in.

Acceptable Emails

- questions about the course content or materials
- asking to set up an appointment to ask questions or review an exam
- notification of illness or other special circumstances
- providing constructive comments or feedback about the course

Unacceptable Emails

- questions that may be answered on OWL or on this course outline
- asking when grades will be posted
- asking what grade a student received
- asking where or when an exam is scheduled or the material covered on an exam
- requests for grade increases, extra assignments, or reweighting of course components

FREQUENTLY ASKED QUESTIONS

Question	Answer
How can I succeed in this course?	Do all the assigned readings, attend class, focus on understanding the principles in a way that lets you apply them to new fact situations.
I missed the exam because my computer didn't work, my internet connection was lost, I was preparing my Business 2257 project, I was out of town, I lost my phone, I forgot ...	A missed exam will result in a mark of zero. You are responsible for calendaring the exams and having reliable internet access to write them. There are no "make up" assignments available.
I missed a quiz or exam because I was sick or there was a death in my family.	See the section of the course outline on ILLNESS AND SPECIAL CIRCUMSTANCES
I have a lot of mid-terms or projects at once. Can I write the make-up exam?	Make-up exams for conflicts are not available unless you meet the Exam Conflict or Multiple Exam Situation scenarios . See website for instructions.
When will the exam grades be posted?	Mid-term grades are posted on OWL and/or emailed when they become available. Final exam grades and final course grades are not posted on OWL.
Can I come and see my exam?	You can review your exam during office hours or at any other mutually convenient time.
Can I use a different textbook?	You can use a different textbook, but it is your responsibility to ensure that you are learning all of the assigned material. Be aware that different textbooks may be organized differently and may cover different material.
There is so much material. How can I possibly remember everything?	You do not need to remember everything in the book. You need to understand the fundamental principles and how to apply them.
This mark is going to prevent me from getting accepted at Ivey/graduate school/NASA.	Grades are given based on actual performance, as set out on the course outline. In order to be fair to all the students in the course, grade adjustments, extra assignments, and the reweighting of course components are not available.
I need a certain mark to get or maintain a scholarship or my AEO status at Ivey.	
I tried really hard but I still got a poor mark.	
This is the lowest mark I have ever received.	

Assignment Schedule

WEEK 1: JAN 6 – 10

Objectives:

- Overview of Course
- Distribution of team details
- Lecture and discussion on:
 - Vision
 - Mission
 - Business Model
 - Objectives

Reading:

Note: Because this is the first day of class you would not have known what material we would be covering in class. I would recommend that you complete all of the readings since the material is fair game for coverage on the mid term exam

Discussion:

Vision, Mission, and Objectives

The readings introduce the concepts of vision, mission, business model, and objectives. These are critical foundations for the long term success of an organization but unfortunately they are sometimes misused, misunderstood, and/or misinterpreted. Sometimes the terms "vision" and "mission" are used interchangeably but they are different and serve different roles. The concept of a company's "business model" is also critical to understanding its long term sustainability. These are very important concepts that we will keep in mind as we prepare for the business cases, your group report, and the final exam in the second half of the course.

WEEK 2: JAN 13 – 17

Objectives:

- Begin Industry Analysis
 - Five Forces
 - Industry Product Life Cycle
 - Driving Forces
- Discuss videos

Videos:

Five Forces

http://www.youtube.com/watch?v=mYF2_FBCvXw

The Product Life Cycle

<http://www.youtube.com/watch?v=ekVereJE1ZI>

Driving Forces/PESTEL Analysis

<https://www.youtube.com/watch?v=sP2sDw5waEU>

Reading:

See course site for assigned readings and links

Discussion:

Analyzing the External Environments of the Firm – Industry Analysis

Porter's Five Forces Model

In the Five Forces video Michael Porter uses the model to describe the attractiveness of two different industries - airlines and soft drinks. He described in detail his analysis of the airline industry but just spoke briefly about the soft drink industry. Do you agree with his assessment of the attractiveness of the soft drink industry based upon the Five Forces model? Why or why not?

Industry Life Cycles

In the "Product Life Cycle" video there are some examples given of different products and services at different stages. Can you think of examples of other products and where they are in the product life cycle stage? Is it possible to reverse the direction of the product life cycle? Why or why not? If so, can you think of an example?

Driving Forces/PESTEL Analysis

Many of us would be familiar with some of the concepts discussed in this video. Can you think of additional areas or examples not addressed in the video? Would the position of a company's product or service in the product life cycle affect the importance or impact of these forces? Why or why not?

Note: The industry and company name each group wants to analyze is due by Friday January 17/20 at 6:00 p.m.

WEEK 3: JAN 20 – 24

Objectives:

- Continue Industry Analysis
 - Diversification and Global Strategies
 - Economic Traits
 - Profit Pools
 - Key Success Factors
- Competitive Analysis
 - Competitive Intelligence
 - Strategic Group Map – Industry Level
- Discuss video

Videos:

McDonalds' Global and Local Strategy

<http://www.youtube.com/watch?v=v6coDUDCJ10>

Key Success Factors

<https://www.youtube.com/watch?v=8lpCW4FnZpA>

Strategic Group Maps

<https://www.youtube.com/watch?v=CcF3ZMgXQrA>

Reading:

See course site for assigned readings and links

Discussion:

Creating Value in Global Markets

What type of challenges do you think McDonalds faces as it tries to find the balance between a global and local strategy?

Key Success Factors

Can you think of examples of past industry key success factors that are no longer as important?

Strategic Group Maps

What challenges can exist when trying to develop strategic group maps for an industry? What can you do to address and overcome these challenges?

WEEK 4: JAN 27 – 31

Objectives:

- Begin Company Analysis
 - Generic Strategies
 - BCG Matrix
 - Organizational Design and Governance
 - Corporate Culture
 - Corporate Social Responsibility
- Discuss videos

Videos:

Porter's Strategies: Generic Strategies

<http://www.youtube.com/watch?v=ndARJzmKras>

How the BCG Matrix Works

<http://www.youtube.com/watch?v=lc36fK38pLA>

The anti-CEO playbook | Hamdi Ulukaya

https://www.youtube.com/watch?time_continue=1&v=SGTMSV8QUrs

Reading:

See course site for assigned readings and links

Discussion:

Porter's Generic Strategies

In the video "Porter's Strategies: Generic Strategies" the speaker says that it's important to be clear which strategy you are pursuing; he warns about being "stuck in the middle". Does that mean firms must pick a strategy and stay there forever? If not, can you think of a business that has changed its strategy by moving from one segment to another? Why would they have made the change? Did it work?

Diversification / Portfolio Management - BCG Matrix

The video talks about some of the characteristics of goods and services in each of the quadrants. Can you think of a company and where its goods or services would fall? Do they have a "good portfolio"? Why or why not?

The anti-CEO playbook | Hamdi Ulukaya

Do you think his anti-CEO playbook ideas and guidelines can work? Why or why not?

Week 5: FEB 3 – 7

Objectives:

- Continue Company Analysis
 - SWOT
 - Competitive Advantages
 - Value Chain
- Bringing It All Together - Recommendations
- Discuss videos

Videos:

The New Science of Human Capital

<http://www.youtube.com/watch?v=i3rZSIqZ0pM>

Blue Ocean Strategy and the World

<http://www.youtube.com/watch?v=7SQDGBSity4>

Disruptive Innovation Explained

<http://www.youtube.com/watch?v=qDrMAzCHFUU>

Reading:

See course site for assigned readings and links

Discussion:

Human Capital / Social Capital / Intellectual Assets

In the "New Science of Human Capital" video the speaker describes the importance of "pivotal" roles and elements. The key to staying competitive? Invest in your strategic pivot points--roles where improved performance would make the biggest difference to executing your strategy. Do you agree with this perspective? Why or why not? Can you think of an example of a pivotal role or element in a company that hasn't been getting the attention it deserves?

Types of Innovation / Challenges

The "Blue Ocean Strategy" video raises some interesting ideas which re-works some of the more traditional strategy ideas. Do you agree with the ideas being proposed? Why or why not? Can you think of an example of a company that has pursued this kind of strategy?

In the "Disruptive Innovation Explained" video the speakers discuss some interesting examples of this idea. Can you think of other examples?

Midterm Exam
Saturday February 8/20
2:00 p.m. to 4:00 p.m.

The exam will consist of two short answer questions and will be based upon the readings, videos, and class discussions up to and including Week 5.

The exam room locations will be posted on the course website under the Announcements section.

Week 6: FEB 10 – 14

Objectives:

- Examining How Well the Current Strategy Has Been Executed – Financial Performance
 - Complete and discuss financial analysis of Wal-Mart and Target
-

WEEK 7: FEB 17 – 21

Reading Week

Week 8: FEB 24 – 28

Assignment:

Southwest Airlines 2016

- Follow the Guide to Case Analysis framework which is posted on the course website under Week 1
-

Week 9: MAR 2 – 6

Assignment:

Pepsi in 2008

- Because this is a large case there are more detailed instructions in terms of the analysis to do for this case posted on the course website under Week 9 lesson requirements
 - Specific worksheets to help with the financial analysis will be posted on the course website
-

Week 10: MAR 9 – 13

Assignment:

Costco in 2016

- Follow the Guide to Case Analysis framework which is posted on the course website under Week 1
-

Week 11: MAR 16 – 20

Assignment:

Is One Ford Really Working?

- Follow the Guide to Case Analysis framework which is posted on the course website under Week 1
 - Since classes have been moved online you can submit a written copy of your analysis – maximum 5 pages single spaced – if you wish to have that count towards your participation for this class.
 - If you are going to submit your analysis you need to use the Assignment link on the OWL site – do not email it to me
 - If you are going to submit your analysis, the deadline for the submission is Thursday March 19, 2020 by 5:30 p.m.
-

Just a reminder that the written group projects are due by Friday March 20, 2020 at 6:00 p.m. They must be submitted through the Assignment link on the course website. Note that you do not need to submit a printed hard copy of your report – just submit the electronic copy through the Assignment link on the course website.

Since there will be no presentations you do not have to prepare or submit a copy of your presentation. The portion of the mark for the presentation will be added to the mark for the written report.

The overall project is still worth 45%.

The peer evaluation comments are still due by Friday March 20, 2020 at 6:00 p.m. They must be submitted through the Assignment link on the course website.

Week 12: MAR 23 – 27

Presentations:

The presentations are cancelled and there will be no class on this date.

Week 13: MAR 30 – APR 3

Presentations:

The presentations are cancelled and there will be no class on this date.
