Course Syllabus
MKTG 3010-004 – Principles of Marketing
Fall Semester, 2018, TR 11:20am-12:45pm
3.0 Credit Hours, Room FCB 129
(Last updated: 8/20/2018)

Instructor: Dale F. Kehr
Phone: 901.678.4936 (please leave phone number and best time to call back)
E-mail: dalekehr@memphis.edu (please use eCourseware email as the preferred email contact method unless it is personal)
Office: Room 210 FAB
Office Hours: TR 9:25am – 11:10am & 12:45pm – 1:00pm
Or by appointment

Course Overview: [Description]
Comprehensive study of structure and functions of marketing system in the firm, economy, and society; analysis of target markets, environments, and managerial aspects of marketing practices; comprehensive overview of key components of product and service marketing including brand positioning, pricing, promoting, distribution and selling.

Pre-Requisites/Co-Requisites: None

Students must have earned a minimum of 45 credit hours and have met specific course prerequisites with a minimum grade of “C” to be eligible for all 3000 and 4000 level courses. In addition to these requirements, students seeking a degree in the Fogelman College of Business and Economics must have (1) completed all required lower division business courses with a minimum grade of “C” in each; (2) minimum of 2.25 GPA (2.5 for accounting majors) in all required lower division business courses and MATH 1830 or 1910, and (3) 45 hours of course work including MATH 1830 or 1910, COMM 2381 and 9 hours of English (See B.B.A. Degree Requirements-General Requirements).

WARNING: A prerequisite and upper division check will be done once the first class roll has been issued. If you have not met the requirements, you are responsible to correct the situation during the official add period. If you have not met these requirements and have not corrected this situation, you may be administratively dropped from this course once the check is completed which probably will not be completed until after the add period is over.
Required Texts (and Related Materials):

Source Text: *Marketing*, by C. Shane Hunt, John E. Mello, and George Deitz


Recommended Texts (and Related Materials): None

Location of Course Textbook: University Bookstore or Tiger Bookstore

Course Objectives:

Feel confident in communicating and interacting with marketing professionals by using contemporary marketing vocabulary. (MC testing/quizzes/marketing plan/marketing presentation)

Define the concept of customer-perceived value and determine how marketing activities lead to the creation, communication, delivery, and exchange of market offerings that hold value for customers. (MC testing/quizzes/class discussion/videos/marketing presentation)

Understand the importance of marketing and market-based resources in shaping corporate and business strategies as well as identify how elements of the organization’s macro-environment influence marketing strategy design, implementation, and performance. (MC testing/quizzes/class discussion/videos)

Identify unethical marketing activities and their consequences on others and the environment. (MC testing/quizzes/ethics write-up)

Identify the emotional and cognitive processes that underlie consumer decision-making and show how these processes may differ across purchase and consumption contexts due to social, psychological, and product-related factors. (MC testing/quizzes, class discussion/videos)

Recognize the various approaches that may be applied in segmenting markets and selecting appropriate target markets as well as how marketers apply elements of the marketing mix in shaping distinctive marketplace positions in the minds of customers. (MC testing/quizzes/marketing plan project/marketing presentation)

Identify and describe the ways in which ongoing technological and social trends are shaping customers’ expectations with respect to brand experiences and longer-term brand relationships. (MC testing/quizzes/class discussion/videos)

Identify and consider various marketing career opportunities as well as recognize the value of marketing thought for their own professional development, irrespective of their chosen discipline/career. (MC testing/quizzes/class discussions/videos/marketing presentation)

Fogelman College: Learning Outcomes for Your Degree:

This course is designed to help you to meet the overall learning objectives for the BBA degree offered by the Fogelman College. You should take the time to become familiar with the overall learning objectives as a student in the BBA degree program.
Fogelman College: Code of Professionalism for Students, Faculty & Graduate Assistants, and Staff:

On April 15, 2010, Fogelman College unveiled three separate Codes of Professionalism for students, faculty and graduate assistants, and staff to strive to conduct daily behavior.

Fogelman College: Four-C’s Initiative Program:

The program consists of communication, creativity, critical thinking, and emotional control to allow students to put critical business skills into practice and is incorporated throughout this course. The Four Cs Initiative Program equips students with the skills and confidence needed to excel in their business careers.

Course Methodology:

The course will be conducted in a lecture discussion format supplemented with video presentations, guest speakers, if available, class project analysis, and individual marketing presentations. The course will include marketing knowledge, comprehension, and application.

Professor’s Expectations of Students:

In general, you should assist the instructor in creating a positive, supportive environment for learning by staying engaged in the course and actively participating in all in class discussions.

Student's Expectations of the Professor:

In my role as your instructor, there are certain things you can expect from me including: well-organized and engaging learning experience, response to emails and feedback on all work submitted within a timely matter.

Course Content:

1. Marketing in the Twenty-First Century
2. Understanding Your Customer
3. Reaching Your Customer
4. Responding to Your Customer

Course Topics:

The following chapter topics will be covered:

1. Chapter 1: Why Marketing Matters to You
2. Chapter 3: The Global Environment
3. Chapter 5: Product Development
4. Chapter 7: Segmentation, Targeting, and Positioning
5. Chapter 4: Consumer Behavior
6. Chapter 6: Marketing Research
7. Chapter 15: Branding
8. Chapter 10: Pricing
9. Chapter 8: Promotional Strategies
10. Chapter 13: Digital and Social Media Marketing
11. Chapter 12: Personal Selling
12. Chapter 14: Customer Relationship Management
13. Chapter 9: Supply Chain and Logistics Management
14. Chapter 11: Retailing
15. Chapter 2: Strategic Planning
16. Chapter 16: Social Responsibility and Sustainability

**Grading and Evaluation Criteria:**

Over the semester, you will have a variety of opportunities to earn points towards your final (overall) letter grade in this course. Your overall grade for the semester is based on how well you perform on these quizzes, projects, and exams.

**List of Formal Assessed Activities**

**Exams**-Four exams will be given that test student knowledge, comprehension, and application of the required text and class information. The exams can be composed of multiple choice, true/false, short answer and/or essay questions.

**Ethic Write-up** – Using the American Marketing Association Code of Ethics (page 17, figure 1.3), the Ethical Decision-Making Framework (page 19, figure 1.5) and the FCBE Code of Professionalism for Students explain importance of following good ethics practices as a student and how you expect good ethical behavior will help you in your career. Please submit a maximum two page, double space write-up ending with a signed pledge that you will abide by the FCBE Code of Professionalism for Students. Grading will be based on the following

**Marketing Ethic Write-up Evaluation Criteria.** Late write-ups will be deducted 5 points for each class period late. (DUE 9-6-18)

**Marketing Presentation** - A power point presentation to the class about any marketing function, activity, or strategy regarding a topic of your choice using three or more outside sources other than the textbook (please no newspaper articles) OR present the findings of an article from the Journal of Marketing. Both require a maximum two page summary write-up with a list of sources used submitted prior to class presentation. Please attach a copy of your sources used and power point slides to the end of your write-up. Grading will be based on the following **Marketing Presentation Evaluation Criteria.** Late presentations will be deducted 5 points for each class period late. Also, if the presentation is not presented in class, the grade is ZERO.

**Marketing Subject Pool Participation or Optional Assignment (25 points for either a or b)** -
Students in this course may choose to receive 25 points by doing either a or b:
a) Marketing Subject Pool Participation (Customer Neuro-Insights Research Lab Room FCB 366):

The subject pool is managed using SONA software. **Students must register online no later than November 21, 2018** (Wednesday) for the subject pool through SONA.

Students choosing to participate in the FCBE Subject Pool will be asked to participate in a minimum of 4 units of research activity (with each unit corresponding to roughly 30 minutes of activity). Students will receive their first hour of research credit when they sign-up using the SONA software system and complete a preliminary screening survey.

To receive 25 points, student must participate and earn a total of 4 units with each unit equivalent to 6.25 points in any combination of the following studies:

1 unit for completion of Sign-up Survey  
(Note to participate in any study participation, student must first complete the sign-up survey when registering and will receive 1 unit)
1 unit for completion of each online study participation  
(Online study participation is conducted using SONA)
2 units for completion of each lab study participation  
(Lab study participation is conducted in FCB 366)
4 units for completion of one EEG study participation  
(EEG study participation is conducted in FCB 366)

Once registered in SONA, students will be able to view a list of available studies and keep tabs on their progress. New studies will be added throughout the semester, so students should visit the research participation website on a regular basis. Point values for each study may vary based on length, location (i.e., in lab/online), and research design (e.g., EEG studies count for double points). All in-person studies will be conducted in the C-NRL (Customer Neuro-Insights Research Lab) lab (room FCB 366).

Once a student is registered and signed in, they will be free to choose a study to participate in (assuming the study has not reached its respondent limits). The SONA system will record the student’s participation and send a record of the activity to the course instructor. **In cases where students are participating in the MSCM Subject Pool to fulfill more than 1 course requirement (e.g., enrolled in MKTG 3010 & MGMT 3110), they will be required to register separately for each course and participate in the studies separately to fulfill each course requirement.**

Final research participation reports will be sent to faculty at close of business on (Wednesday) **November 28, 2018.**

Or

b) Optional Marketing Articles Assignment

Submit four (4) one-page summary write-ups (typed double space) about any four (4) marketing article topics from any source. **Please reference the text chapter and page number that the article discussed giving your reflection on the marketing topic discussed in the article along with a copy of the article. Each article submitted is worth a maximum of 6.25 points each.** The last day to submit any of these marketing
reflection papers is (Tuesday) **November 20**\textsuperscript{th} the class period before Thanksgiving Holiday.

**Summary of Graded Activities:**

- 80%  400 points/4 Class Exams (50 questions each at 1 point per question)
- 10%  50 points /1 Marketing Presentation
- 5%  25 points/1 Ethic Write-up
- 5%  25 points/1 C-NRL Research Study Pool or Optional Assignment
- 100%  500 points_Total

(Classroom Projects will be extra points for those that submit the project that period.)

**Summary of Grading**

Points earned on the assessed activities will be distributed as follows:

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 Exams</td>
<td>400</td>
</tr>
<tr>
<td>1 Ethic Write-up</td>
<td>25</td>
</tr>
<tr>
<td>1 C-NRL or Optional Assignment</td>
<td>25</td>
</tr>
<tr>
<td>1 Marketing Presentation</td>
<td>50</td>
</tr>
<tr>
<td>Total Points used for grading</td>
<td>500 pts</td>
</tr>
</tbody>
</table>

**Final Course Grades:**

Final course grade is earned according by the following table:

<table>
<thead>
<tr>
<th>Point Range</th>
<th>Assigned Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>450-500 Points</td>
<td>A</td>
</tr>
<tr>
<td>400-449 Points</td>
<td>B</td>
</tr>
<tr>
<td>350-399 Points</td>
<td>C</td>
</tr>
<tr>
<td>300-349 Points</td>
<td>D</td>
</tr>
<tr>
<td>Under 300 Points</td>
<td>F</td>
</tr>
</tbody>
</table>

**Final Exam Schedule:**

If a final exam for this class is given, it will be scheduled according to the Registrar’s academic calendar website (opens in new window).

**Schedule of Activities/Assignment/Cases:**

For a complete semester schedule of activities and due dates for assignments, please refer to the “Schedule of Activities Calendar” near the end of this syllabus.
Course/Class Policies:

Adding/Dropping:
If necessary to add/drop this course, please refer to the university registrar for dates and information.

Classroom or Online Behavior:
All participants in the course should be considerate of the other course participants and treat them (as well as their opinions) with respect. The class will operate under the assumption that any and all feedback offered is positive in nature and that the intentions of the person(s) providing feedback are strictly honorable. Insensitivity in this area will not be tolerated. If you have any questions about communication, you should review the Fogelman College's Netiquette website (opens in new window). Please-no beepers, pagers, cell phones, web surfing, game playing, emailing, texting, food, etc. during class time.

E-courseware:
Only the content and grade book area will be used for the syllabus, course resources and course materials.

E-Mail:
The university e-mail addresses should be used for all e-mail correspondence.

Attendance:
Attendance will not be taken nor used in grading, but is necessary as all class information, including outside presentations, information, and material only presented in class will be subjected to be included on any quiz or exam.

Participation:
It is essential that course material is read before class with preparation completed to participate in active discussion of the topic.

Reporting Illness or Absence:
Since attendance is not taken, there is not any need to report illness or absence.

Academic Integrity:
The University of Memphis has clear codes regarding cheating and classroom misconduct. If interested, you may refer to the Student Handbook section on academic misconduct for a discussion of these codes. Note that using a “Solutions Manual” is considered cheating. Should your professor have evidence that using a “Solutions Manual” has occurred, he/she may take steps as described on the campus’ Office of Student Conduct website (opens in new window). If you have any questions about academic integrity or plagiarism, you are strongly encouraged to review the Fogelman College's Website on Academic Integrity (opens in new window).

Grading:
The plus/minus system will NOT be used and grades cannot be given by the phone, email, or text messaging. Please use the eCourseware grade file to review your scores.

**Exams:**
Not all exam text material will be covered in class and once a finished exam has been turned in, no other exams will be given out. Exams cannot be taken early.

**Makeup:**
There will not be any makeup for missed unannounced quizzes or any makeup for missed exams other than listed in the Course Outline & Calendar. Makeup exam grading will not be subject to received extra points, if any were given.

**Late Assignments/Submitting Work for Grading:**
The last day to submit material for grading is the last class period prior to the University study day.

**Special or Extra Credit:**
There will not be any special or extra assignments given to any student to improve their grade unless given to the entire class.

**Grade Questions:**
If you would like to ask any question about any of your grading, please check during the semester and before final exam week.

**Inclement Weather:** In the event that inclement weather requires the cancellation of classes at The University of Memphis, local radio and television media will be immediately notified. Additionally, The University of Memphis has established an Inclement Weather Hotline at 678-0888 as well as TigerText (opens in new window), an emergency alert text messaging service to students, faculty and staff. This optional service is used in the event of an on-campus emergency, an unscheduled university closing, or a delay or cancellation of classes due to, for instance, inclement weather. Additional information on TigerText (opens in new window).

Only official university closings (for example, inclement weather) will deadline extensions be extended.

**Student Services:**
Please access the FCBE Student Services (opens in new window) page for information about:

- Students with Disabilities
- Tutoring and other Academic Assistance
- Advising Services for Fogelman Students
- Technical Assistance

**Office for Institutional Equity:**
The University is committed to ensuring equality in education and eliminating any and all acts of sexual misconduct from its campus. Sexual misconduct includes sexual harassment, sexual assault, dating violence, domestic violence and stalking. If you or someone you know
has been harassed or assaulted, you can make a report to the Office for Institutional Equity at oie@memphis.edu or 901.678.2713. Please note that if you make a report to me I am required to report it. If you want to make a confidential report you can contact the University Counseling Center, 214 Wilder Tower, 901.678.2068.

**FCBE Academic Internship Credit:**

In FCBE, all majors offer an academic internship course option as a substitution for a required elective in a student’s major. To apply for academic credit, students must obtain an internship highly related to their major, register prior to the start of their internship and have their internship approved by departmental internship faculty. To review the requirements for applying for academic credit, visit [http://www.memphis.edu/professional/internships/academic_credit.php](http://www.memphis.edu/professional/internships/academic_credit.php)

Students should allow approximately two weeks for the review and processing of an academic internship application through the Fogelman Internship Network.

**Syllabus Changes:**
The instructor reserves the right to change the course syllabus as circumstances may require and any changes will be announced in class, if sufficient notice is possible. All students are responsible for obtaining this information. If necessary to email the class, your University e-mail account address will be used.

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**Schedule of Activities**

**Course Outline & Calendar** for Principles of Marketing (MKTG 3010-004)

<table>
<thead>
<tr>
<th>DATE</th>
<th>DAY</th>
<th>TOPIC</th>
<th>ASSIGNMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug 28</td>
<td>T</td>
<td>Course Introduction</td>
<td>Syllabus Review</td>
</tr>
<tr>
<td>Aug 30</td>
<td>R</td>
<td>Why Marketing Matters</td>
<td>Chapter 1</td>
</tr>
<tr>
<td>Sep  4</td>
<td>T</td>
<td>Global Environment</td>
<td>Chapter 3</td>
</tr>
<tr>
<td>Sep  6</td>
<td>R</td>
<td>Marketing Research</td>
<td>Chapter 5</td>
</tr>
<tr>
<td>Sep 11</td>
<td>T</td>
<td>Segmentation, Targeting, Positioning</td>
<td>Chapter 7</td>
</tr>
<tr>
<td>Sep 13</td>
<td>R</td>
<td>Thought Provoking Activity</td>
<td>Chapters 1, 3, 5, 7</td>
</tr>
<tr>
<td>Sep 18</td>
<td>T</td>
<td>Exam One</td>
<td>Chapters 1, 3, 5, 7</td>
</tr>
<tr>
<td>Sep 20</td>
<td>R</td>
<td>Consumer Behavior</td>
<td>Chapter 4</td>
</tr>
<tr>
<td>Sep 25</td>
<td>T</td>
<td>Product Development</td>
<td>Chapter 6</td>
</tr>
<tr>
<td>Date</td>
<td>Day</td>
<td>Topic</td>
<td>Chapters/Sections</td>
</tr>
<tr>
<td>--------</td>
<td>-----</td>
<td>-----------------------------------------------</td>
<td>------------------------------------------------</td>
</tr>
<tr>
<td>Sep 27</td>
<td>R</td>
<td>Branding</td>
<td>Chapter 15</td>
</tr>
<tr>
<td>Oct  2</td>
<td>T</td>
<td>Pricing</td>
<td>Chapter 10</td>
</tr>
<tr>
<td>Oct  4</td>
<td>R</td>
<td>Thought Provoking Activity</td>
<td>Chapters 4, 6, 15, 10</td>
</tr>
<tr>
<td>Oct  9</td>
<td>T</td>
<td><strong>Exam Two</strong></td>
<td>Chapters 4, 6, 15 &amp; 10</td>
</tr>
<tr>
<td>Oct 11</td>
<td>R</td>
<td>Promotional Strategies</td>
<td>Chapter 8</td>
</tr>
<tr>
<td>Oct 16</td>
<td>T</td>
<td><strong>FALL BREAK</strong></td>
<td>No Class</td>
</tr>
<tr>
<td>Oct 18</td>
<td>R</td>
<td>Digital/Social Media</td>
<td>Chapter 13</td>
</tr>
<tr>
<td>Oct 23</td>
<td>T</td>
<td>Personal Selling</td>
<td>Chapter 12</td>
</tr>
<tr>
<td>Oct 25</td>
<td>R</td>
<td>Customer Relationship Mgt.</td>
<td>Chapter 14</td>
</tr>
<tr>
<td>Oct 30</td>
<td>T</td>
<td>Thought Provoking Activity</td>
<td>Chapters 8, 13, 12, 14</td>
</tr>
<tr>
<td>Nov  1</td>
<td>R</td>
<td><strong>Exam Three</strong></td>
<td>Chapters 8, 13, 12, 14</td>
</tr>
<tr>
<td>Nov  6</td>
<td>T</td>
<td>Supply Chain/Logistics Mgt.</td>
<td>Chapter 9</td>
</tr>
<tr>
<td>Nov  8</td>
<td>R</td>
<td>Retailing</td>
<td>Chapter 11</td>
</tr>
<tr>
<td>Nov 13</td>
<td>T</td>
<td>Strategic Planning</td>
<td>Chapter 2</td>
</tr>
<tr>
<td>Nov 15</td>
<td>R</td>
<td><strong>MAKE UP EXAM DAY - EXAM 1, 2, or 3</strong></td>
<td></td>
</tr>
<tr>
<td>Nov 20</td>
<td>T</td>
<td>Social Responsibility/Sustainability</td>
<td>Chapter 16</td>
</tr>
<tr>
<td>Nov 22</td>
<td>R</td>
<td><strong>THANKSGIVING HOLIDAY</strong></td>
<td>No Class</td>
</tr>
<tr>
<td>Nov 27</td>
<td>T</td>
<td>Thought Provoking Activity</td>
<td>Chapters 9, 11</td>
</tr>
<tr>
<td>Nov 29</td>
<td>R</td>
<td>Thought Provoking Activity</td>
<td>Chapter 2, 16</td>
</tr>
<tr>
<td>Dec  4</td>
<td>T</td>
<td><strong>Exam Four</strong></td>
<td>Chapters 9, 11, 2, 16</td>
</tr>
<tr>
<td>Dec  6</td>
<td>R</td>
<td><strong>University Study Day</strong></td>
<td></td>
</tr>
<tr>
<td>Dec 13</td>
<td>R</td>
<td><strong>MAKE UP EXAM FOUR</strong></td>
<td>8am – 10am</td>
</tr>
</tbody>
</table>
Course Grading Forms:

Marketing Ethic Write-up:

MKTG 3010-004 – Principles of Marketing
Fall, 2018
3.0 Credit Hours, Room 129

Date: ___________________ Student: ____________________________________________

Ethic Write-up – Using the American Marketing Association Code of Ethics (page 17, figure 1.3),
the Ethical Decision-Making Framework (page 19, figure 1.5) and the FCBE Code of
Professionalism for Students explain importance of following good ethics practices as a student
and how you expect good ethical behavior will help you in your career. Please submit a
maximum two page, double space write-up ending with a signed pledge that you will abide by
the FCBE Code of Professionalism for Students. Grading will be based on the following
Marketing Ethic Write-up Evaluation Criteria. (Due 9-6-18)

Late write-ups will be deducted 5 points for each class period late.

25 Point Marketing Ethic Write-up Evaluation Criteria

(Item Scores: 0 to 5 per item)

1. Comprehensive, covered the assignment _____5____
2. Depth of the assignment _____5____
3. Well organized _____5____
4. Overall Structure Flow/Logic/Impression _____5____
5. Included the Personal Pledge _____5____

Total: ___25____
Marketing Presentation:  
MKTG 3010-004 – Principles of Marketing  
Fall, 2018  
3.0 Credit Hours, Room 129

Date:__________  Student:___________________

**Marketing Presentation** - A power point presentation to the class about any marketing function, activity, or strategy regarding a topic of your choice using three or more outside sources other than the textbook (please no newspaper articles) OR present the findings of an article from the *Journal of Marketing*. Both require a maximum two page summary write-up with a list of sources used submitted prior to class presentation. Please attach a copy of your sources used and power point slides to the end of your write-up. Grading will be based on the following **Marketing Presentation Evaluation Criteria**.

Late presentations will be deducted 5 points for each class period late. Also, if the presentation is not presented in class, the grade is ZERO.

**50 Point Marketing Presentation Evaluation Criteria**  
(Item Scores: 0 to 5 per item)

1. Appropriate Marketing Topic  ____5____
2. Comprehensive, covered all situations  ____5____
3. Quality of the material contents  ____5____
4. Depth of the material presented  ____5____
5. Supporting material reference sources  ____5____
6. Exclusion of irrelevant material  ____5____
7. Presentation Structure Flow  ____5____
8. Presentation Structure Logic  ____5____
9. Well organized  ____5____
10. Overall quality of the presentation  ____5____
# Course Sign Up Forms:

## Marketing Presentation Schedule:

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sep 18</td>
<td>T</td>
<td>Exam One</td>
<td></td>
</tr>
<tr>
<td>Sep 25</td>
<td>T</td>
<td>MP</td>
<td></td>
</tr>
<tr>
<td>Sep 27</td>
<td>R</td>
<td>MP</td>
<td></td>
</tr>
<tr>
<td>Oct 2</td>
<td>T</td>
<td>MP</td>
<td></td>
</tr>
<tr>
<td>Oct 4</td>
<td>R</td>
<td>MP</td>
<td></td>
</tr>
</tbody>
</table>
Oct 9  T  Exam Two
Oct 11  R
Oct 16  T  FALL BREAK
Oct 18  R
Oct 23  T
Oct 25  R
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nov 15 R</td>
<td>Make Up Exam Day – Exam 1, 2, or 3</td>
</tr>
<tr>
<td>Nov 20 T</td>
<td></td>
</tr>
<tr>
<td>Nov 22 R</td>
<td>Thanksgiving Holiday</td>
</tr>
<tr>
<td>Nov 27 T</td>
<td></td>
</tr>
<tr>
<td>Nov 29 R</td>
<td>MAKE UP FROM Nov 27 ONLY</td>
</tr>
<tr>
<td>Dec 4 T</td>
<td>Exam Four</td>
</tr>
<tr>
<td>Dec 6 R</td>
<td>University Study Day</td>
</tr>
<tr>
<td>Dec 13 R</td>
<td>Make Up Exam 4    8am – 10am</td>
</tr>
</tbody>
</table>